



THE BUSINESS BOARD

BUSINESS BOARD

Monday, 13 March 2023

Democratic Services

Edwina Adefehinti
Chief Officer Legal and Governance, Monitoring Officer

14:30 PM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

Virtual Meeting

AGENDA

PUBLIC MEETING

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Membership

The Business Board comprises

Private Sector Members

Member	Sector
Vic Annells	Business Support Services

Tina Barsby	Agri-Tech
Belinda Clarke	Agri-Tech
Aamir Khalid	Advanced Manufacturing, Research & Development, and Small & Medium-sized Enterprises
Al Kingsley	Digital & Education
Andy Neely (Vice-Chair)	Skills & Education
Nitin Patel	Advanced Manufacturing and Small & Medium-sized Enterprises
Alex Plant (Chair)	Strategy & Infrastructure
Rebecca Stephens	Digital & Communications

Co-opted Members

Member	Sector
Mike Herd	Business & Professional Services
Dr Andy Williams	Life Sciences

Public Sector Members

Member	Position	Body
Mayor Dr Nik Johnson	Mayor of Cambridgeshire and Peterborough	Cambridgeshire and Peterborough Combined Authority
Councillor Lewis Herbert	Lead Member for Economic Growth	Cambridgeshire and Peterborough Combined Authority
Councillor Bridget Smith	Substitute Member	Cambridgeshire and Peterborough Combined Authority

The Business Board is committed to open government and supports the principle of transparency. With the exception of confidential information, agendas and reports will be published 5 clear working days before the meeting. Unless where indicated, meetings are not open to the public.

For more information about this meeting, please contact Nick Mills at the Cambridgeshire County Council on 01223 699763 or email nicholas.mills@cambridgeshire.gov.uk.



Business Board: Minutes

(Draft minutes published on 23rd January 2023)

Date: 9th January 2023

Time: 2:35pm – 4:05pm

Present: Alex Plant (Chair), Andy Neely (Vice-Chair), Vic Annells, Tina Barsby, Belinda Clarke, Mike Herd, Al Kingsley, Nitin Patel, Rebecca Stephens and Andy Williams

[Al Kingsley, Nitin Patel and Rebecca Stephens joined the meeting after the conclusion of Agenda Item 1.3 (Reappointment of First Term Private Sector Members)]

119. Apologies for Absence and Declarations of Interest

Apologies for absence were received from Aamir Khalid, Councillor Lewis Herbert and Mayor Dr Nik Johnson.

120. Minutes – 14th November 2022

The public minutes and the exempt minutes of the meeting held on 14th November 2022 were approved as a correct record.

While discussing Minute 93 (Economic and Skills Insight Report - June 2022) of the Minutes Action Log, members were informed that an economic data insight portal was under development which would be presented to the Business Board over the next few weeks, and it was confirmed that constituent local authorities across the Combined Authority region would be consulted over the inclusion of any additional economic data that they possessed. The Business Board noted the Minutes Action Log.

121. Reappointment of First Term Private Sector Members

The Business Board received a report seeking the reappointment of Al Kingsley, Nitin Patel and Rebecca Stephens, following the completion of their first three-year term of office. Faye Holland and Jason Mellad had also completed their first term, but had confirmed that they did not wish to undertake a second term.

While discussing the report, the Business Board:

- Paid tribute to Faye Holland and Jason Mellad for their contributions to the Business Board during their time as members.
- Suggested that it would be beneficial to undertake formal departure interviews with Faye Holland and Jason Mellad, and also requested that a process be established for undertaking such interviews with any future members that left the Business Board. **Action required**

It was resolved unanimously to:

- a) Approve second term reappointments for private sector members Nitin Patel, Rebecca Stephens and Al Kingsley; and
- b) Note the resignations of private sector members Jason Mellad and Faye Holland.

122. Budget and Performance Report

The Business Board received the latest budget and performance report, which provided an update and overview of the revenue and capital funding lines within the Business and Skills directorate to 31st October 2022. Members were informed that the current year's allocation of LEP Core Funding that had previously been paused by the Department for Levelling Up, Housing and Communities (DLUHC), had now been stopped and would therefore not be received.

While discussing the report, the Business Board:

- Suggested that it would be useful for future budget and performance reports to include estimates of future income from Enterprise Zone receipts. Members were informed that the Combined Authority was consulting each local authority on their plans, with various sites subject to funding bids that were being considered, and once these plans had been established, the figures in future reports would reflect updated expectations.
- Sought clarification on the risk of not receiving any expected funding, and requested that future budget and performance reports include an indication of the likelihood of funding approval being given to individual bids that had been submitted, in order to provide a wider analysis beyond guaranteed income. It was confirmed that Enterprise Zone receipts would come from the collecting authorities, despite the current delay, while the Growth Hub Grant remained paused by DLUHC while the Combined Authority's improvement plan addressing concerns raised by the external auditor continued to be implemented. The LEP Core Funding was provided on an annual basis, and it was noted that there had been no confirmation on whether it would continue for future years.
- Clarified that there was no risk of clawback due to underspend from the European Regional Development Fund and European Social Fund grants, as both funds were claimed for after delivery. Members were informed that project change requests had

been submitted for both funds, and that the full allocations were expected to be spent.

It was resolved unanimously to:

Note the year to date financial position relating to the revenue and capital funding lines within the Business and Skills directorate for the 2022/23 fiscal year.

123. Strategic Funds Management Review – January 2023

The Business Board received an update on strategic funding programmes and their progress to 9th December 2022, including the Local Growth Fund (LGF) and Recycled LGF, the Getting Building Fund (GBF), the UK Community Renewal Fund (CRF), the Levelling Up Fund (LUF), the UK Shared Prosperity Fund (UKSPF), and the Create Growth Programme. Attention was drawn to the revised presentation of monitoring data in Appendix 1 of the report following consultation with Business Board members, while the initial analysis of evaluation work being carried out by Metro Dynamics on LGF projects was attached at Appendix 2. A proposal was under development for future decisions by the Business Board on the allocation of any recycled LGF resources to be decided in alignment with the implementation plan for the Combined Authority's Economic Growth Strategy.

While discussing the report, the Business Board:

- Sought clarification on the reasons behind slow progress being indicated for targets related to apprenticeships. Members were informed that most of the projects with high output related to apprenticeships were only now being completed, and that once they had opened, the number of apprentices would increase exponentially. It was also observed that the failed iMet project was the cause of a significant shortfall in the number of forecasted apprenticeships.
- Noted that a local company had been identified to provide technical support for the review of the Growth Works programme, and it was requested that members be provided with the terms of reference for the review. **Action required**
- Clarified that the projects included in the external evaluation of LGF projects had been selected due to the fact that they had all progressed from the building stage into delivery, and that no projects reaching such a stage had been omitted from the review.
- Argued that the revised presentation of monitoring data did not reflect suggestions made during consultations with Business Board members, and suggested that some of the data was not particularly useful unless it was cross-referenced with separate historic data that had not been included. Members were informed that the report had been published prior to the consultations, and it was emphasised that the presentation of the data was not static and would continue to evolve.
- Welcomed the proposal to align future spending with the implementation plan of the Economic Growth Strategy.

It was resolved unanimously to:

Note all programme updates outlined in this paper.

124. University of Peterborough Phase 3 Living Lab - Full Business Case

The Business Board received a report which presented the Full Business Case for Phase 3 Living Lab of the University of Peterborough project, and which also outlined the next steps for the development of a University Programme Business Case and identifying an appropriate approach to the ongoing governance and monitoring arrangements of the university. Key changes from the Outline Business Case that had been approved in January 2022 were set out in section 2.1 of the report, and it was emphasised that despite the changes, the benefit-cost ratio (BCR) continued to indicate high value for money. Since publication of the report, the planning application for the building had been approved by Peterborough City Council.

While discussing the report, the Business Board:

- Requested an update on the development of Phase 2 of the project, particularly regarding progress in establishing its research and development (R&D) capacity. Members were informed that the Combined Authority had worked with the university to identify a stronger strategic vision in terms of delivery of R&D from the building, and that ongoing engagement with potential tenants was underway. Marketing had been carried out by Savills, a local estate agent, as well as via websites specifically relating to R&D, Opportunity Peterborough, and the wider R&D sector outside Peterborough. It was agreed to provide members with a more detailed briefing update. **Action required**
- Requested a general update on how the university was progressing, including, for example, current student numbers and application numbers for the next academic year. **Action required**
- Suggested that it would be beneficial for the Business Board to hold a meeting at the University of Peterborough and tour the facilities. **Action required**
- Queried whether there were national benchmarks with which to compare data from the University of Peterborough. It was observed that such national benchmarks were difficult to define, although it was emphasised that even a cautious projection of 50% achievement rates indicated a high BCR for the university, according to the government's guidance and benchmarks.
- Observed that the indicative progress measures set out in section 5.9 of the Full Business Case restricted the classification of 'home' undergraduate students to those with a Peterborough postcode, and suggested that a wider area should be included, for example including the whole Combined Authority region. It was also suggested that these indicative progress measures of the university's wider impact be continuously tracked and periodically reported to the Business Board, along with changes to the general perception of Peterborough, both inside and outside the city, as a result of the university.

It was resolved unanimously to:

- a) Note the Full Business Case for the University of Peterborough Phase 3 Living Lab; and
- b) Note the next steps for the development of a University Programme Business Case, as set out in paragraph 2.2.5 of the report.

125. Skills and Labour Market Insights

The Business Board received a report providing the latest insight data on the economy, the labour market, business conditions and performance, and the skills supply, as part of an ongoing process to improve the consistency of headline data across the various Combined Authority committees and boards.

While discussing the report, the Business Board:

- Welcomed the statistics on the split of population by age across the different local authority areas that were included in the report, and suggested that it would be beneficial to also include absolute levels of population, in order to track how they changed over time. It was also suggested that future iterations of the report could present data that reflected the three functional economic geographies in the region, as well as the local authority boundaries.
- Argued that students should not be classified as economically inactive, given that the learning they were undertaking was designed to improve their economic outcomes upon completion, although it was acknowledged that the terminology and definitions were established by the government.
- Expressed concern that, according to the data in the report, none of the districts in the Combined Authority region recorded a Gross Value Added (GVA) per hour worked above the UK average. Members also expressed surprise at the data in the report indicating net migration away from both Cambridge and Peterborough. It was suggested that future iterations of the report could provide greater analysis of the statistics and data, particularly on any unexpected or unusual data, as well as recommendations on how to respond to the findings.

It was resolved unanimously to:

- a) Note and comment on the information in the report, which should be used as a guide to inform future decision making; and
- b) Suggest any additional headline insights for future reports.

126. Business Board Headlines for Combined Authority Board

The Business Board noted the headlines that the Chair would convey to the Combined Authority Board at its meeting on 25th January 2023.

127. Business Board Forward Plan

While discussing the Business Board's forward plan, members expressed concern about the impacts on businesses of rising levels of Covid-19 infection rates, and suggested that it would be useful to monitor the situation. Members also considered whether previous actions or funds related to the pandemic should be reinitiated, although they expressed reluctance to divert funds to projects specifically related to Covid-19, and suggested that it would be more important and effective to raise awareness and provide advice or guidance to the business community.

It was also requested that members be provided with an update on the process and timetable for the recruitment of a new Chair of the Business Board. **Action required**

Confirming that the next meeting was scheduled to be held on 13th March 2023, the Business Board noted the Forward Plan.

Chair
13th March 2023



THE BUSINESS BOARD

Business Board Minutes Action Log

This Action Log captures the actions arising from the recent Business Board meetings and updates members of the Board on compliance in delivering the agreed actions. It does not include approved recommendations requiring immediate action (which are recorded on the Decision Log) or delegated decisions (which are recorded separately and held by the Monitoring Officer).

Business Board Meeting Held on 19th July 2021

Business Board Meeting Held on 19 th July 2021					
21.	Budget and Performance Report	Robert Emery	Identify a timeline for the potential exit plans of each equity investment project and present the findings to the Business Board for discussion.	The SRO for LGF and Market Insight & Evaluation, along with the Business Board's Section 73 Officer, has commenced work, but information is required from individual projects on the timelines for exit. This is a significant piece of work that will require input from across the directorate and was not completed in last financial year but is anticipated during the 2022/23 financial year. It will also need to consider those investments as part of the Growth Works contract. A change to the Business and Skills Finance Manager has created a delay to January 2023.	Action Ongoing Target: March 2023

Business Board Meeting Held on 14th September 2021

36.	Strategic Funding Management Review – September 2021	Steve Clarke	Provide the Business Board with a summary of the lessons learned from failed and aborted projects.	Lessons learned from the Wisbech Access project were reported to the Business Board at its meeting on 8 th November 2021 (Item 2.2, Appendix 2). A further project lessons learned report across all the funding portfolios will be presented to the Business Board during this financial year, as part of the next tranche of project evaluation work to be undertaken in the second half of the year. Evaluation work has been started on another tranche of projects, and a broader lesson learned will form first part of the report, which may be ready before March 2023 and will be shared with members at that point. An evaluation report on interim lessons learned was provided to the Business Board at its meeting in January 2003 with the Strategic Funds paper, while the final evaluation report will be provided with the Strategic Funds paper at the Business Board meeting on 13 March 2023.	Action Complete
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Business Board Meeting Held on 10th January 2022

60.	Covid-19 Economic and Skills Insight Report	Domenico Cirillo / Rebecca Quigg	Disseminate the data on Covid-19 provided by Metro Dynamics to the wider community in the Cambridgeshire and Peterborough region.	With the appointment of a new Chair, Director of Economy & Growth, and the Business Board review being delivered by May 2023, the subject of producing and disseminating economic data from the region will need to further developed. This is being supported the Communications and Skills teams to ensure this is harmonised with the online skills portal. A proposed plan will be shared with Business Board members for review and comment.	Action Ongoing Target: by June 2023
62.	Business Board Appointments	Domenico Cirillo	Arrange an informal meeting to discuss the pending appointment of a new Director of Business and Skills.	A meeting will be scheduled with Business Board members at the earliest opportunity once the improvement plan is complete and formal arrangements are confirmed by the Combined Authority. This is not expected until Spring 2023 at the earliest.	Action Ongoing

Business Board Meeting Held on 11th July 2022

93.	Economic and Skills Insight Report - June 2022	Domenico Cirillo	Provide members with an update on how the Metro Dynamics reports will be made accessible to a wider public.	Action has been marked as complete, as it is a duplication of the action in Minute 60 (see above), which will continue to be updated until completed.	Action Complete
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Business Board Meeting Held on 9th January 2023

121.	Appointment of new Chair and Private Sector Members	Domenico Cirillo	Undertake formal departure interviews with Faye Holland and Jason Mellad and establish a process for undertaking such interviews with any future members that left the Business Board.	Exit feedback has been received from both members and will be used to inform the recruitment process for the new Chair and private sector members. A formal process to conduct exit interviews with members will be implemented as part of the outcomes of the Business Board review.	Action Complete
123.	Strategic Funds Management Review – January 2023	Steve Clarke	Provide members with the terms of reference for the Growth Works programme review.	Draft Terms of reference were shared with members on 10 February, with their input invited prior to confirming the independent review.	Action Complete

124.	University of Peterborough Phase 3 Living Lab - Full Business Case	Rachael Holliday	Provide members with a more detailed briefing update on the development of Phase 2 of the University of Peterborough project, particularly regarding progress in establishing its research and development (R&D) capacity.	A briefing note was provided to the Business Board, with a further update and presentation provided to members at the Business Board's Activity Update meeting on 22 February 2023.	Action Complete
			Provide members with a general update on how the university is progressing, including, for example, current student numbers and application numbers for the next academic year.	An update and presentation were provided to the Business Board at its Activity Update meeting on 22 February 2023. Further details regarding student numbers will be provided by ARU Peterborough. However, these will not be available until the new academic year.	Action Complete
		Domenico Cirillo	Investigate whether the Business Board could hold a meeting at the University of Peterborough and tour the facilities.	The Business Board team has explored options to hold an upcoming Business Board meeting at Peterborough ARU, also encompassing a tour of the facility. This is being actioned and members will be updated once arrangements have been confirmed.	Action Ongoing
127.	Business Board Forward Plan	Domenico Cirillo	Provide members with an update on the process and timetable for the recruitment of a new Chair of the Business Board	Recruitment for the new Chair will launch in early March 2023, with the appointment expected by May 2023. Private sector member recruitment will follow in the summer 2023. The Business Board has been updated verbally on the	Action Complete

				process and timetable at the Activity Update meeting in February 2023.	
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Budget and Performance Report

To: Business Board

Meeting Date: 13 March 2023

Public report: Yes

Lead Member: Chair of the Business Board, Alex Plant

From: Finance Manager, Bruna Menegatti

Key decision: No

Recommendations: The Business Board is recommended to:

Note the year to date financial position relating to the revenue and capital funding lines within the Business and Skills directorate for the 2022/23 fiscal year.

1. Purpose

- 1.1 To provide an overview of the revenue and capital funding lines that are within the Business and Skills directorate, to assist the Business Board and enable informed decision making regarding the expenditure of these funds.

2. Background

- 2.1 The Business Board has requested a summary of the revenue and capital funding lines available within the Business and Skills directorate, to assist in ensuring financial decisions relating to the revenue and capital funding lines under their control are well informed, financially viable, and procedurally robust.
- 2.2 The actual spend reflects costs incurred to the end of January 2023, accrued expenditure and the impact on the current year assumptions made on staffing, overheads and workstream programme delivery costs as set out in the Medium-Term Financial Plan (MTFP).

3. 2022/23 Revenue Budget

- 3.1 A breakdown of the Business and Skills directorate 'Business Revenue' income for the period to 31 January 2023, is set out in Table 1 below.

Grant Income	22/23 Budget £k	YTD Actuals £k	YTD Variance £k	FY Forecast Outturn £k	FY Forecast Outturn Variance £k
Enterprise Zone receipts	-972	-851	121	-851	121
ERDF - Growth Service Grant	-2,918	-15	2,903	-2,918	-
ESF Growth Service Grant	-920	-823	96	-920	-
Growth Hub Grants	-246	-	246	-246	-
LEP Core Funding	-375	-	375	-375	-
Total Grant Income	-5,431	-1,392	4,039	-5,309	121

Table 1 – Business revenue income

- 3.2 Similar to the previous update, the European Regional Development Fund (ERDF) and European Social Fund (ESF) programmes have been slower to start than was anticipated. This is reflected in both delayed grant claims, as seen in Table 1, and expenditure, as seen in the 'Growth Co Services' line in Table 2. ERDF grant claims for the first three quarters of 2022/23 have been processed and payment of £295k is expected imminently.
- 3.3 The current year's allocation for Local Enterprise Partnership (LEP) Core Funding is still paused by the Department for Levelling Up, Housing and Communities (DLUHC). The improvement plan has been agreed by the Combined Authority Board, and there will be quarterly meetings with DLUHC to monitor progress with the intention that this will provide DLUHC with the assurances they require.

- 3.5 Growth hub grants receipt will be released following the receipt of the audit clearance on the previous financial year accounts. This has been submitted to the Department for Business, Energy and Industrial Strategy (BEIS) on 13 February 2023 and the expectation is that the funds for the current year will be released by the end of March. The audit has brought to the Combined Authority's attention a discrepancy of £100k between the amount claimed from BEIS and the actual expenditure incurred, which will need to be repaid. This is partially due to impacts from the Covid-19 pandemic, which have caused changes in the method of the delivery of the programme. The reduction in funds has not affected the delivery of the programme, which met its targets.
- 3.6 Enterprise Zone National Non-Domestic Rates (NNDR) receipts – all claims for the year have been submitted to the councils, with no further income expected this year.
- 3.7 A breakdown of the Business and Skills directorate's 'Business Revenue' expenditure for the year to 31 January 2023 is shown in Table 2 below.

'Business Revenue' Expenditure	22/23 Budget £k	YTD Actuals £k	YTD Variance £k	FY Forecast Outturn £k	FY Forecast Outturn Variance £k
Economic Rapid Response Fund	41	44	3	41	-
Growth Co Services	5,073	830	-4,243	4,947	-126
Insight and Evaluation Programme	75	78	3	75	-
Local Growth Fund Costs	426	298	-128	426	-
Marketing and Promotion of Services	90	-	-90	90	-
P'boro Uni Quarter Masterplan	100	100	-	100	-
SPF Evidence Base and Pilot Fund	77	11	-66	77	-
Total Revenue expenditure	5,881	1,311	-4,521	5,755	-126

Table 2 – Business revenue expenditure

- 3.8 As presented at the previous Business Board's meeting, the year to date (YTD) Growth Co underspend is due to the slow initiation of the ERDF funded workstream within the Growth Co, which has delayed expenditure due to some issues obtaining the necessary quality of documentation from supported companies.
- 3.9 A procurement exercise for evaluation of the Local Growth Fund (LGF) has recently been completed, which resulted in a delay in spend against LGF costs. However, staffing and members recharges are coming through regularly.
- 3.10 The Economic Rapid Response Fund, Insight and Evaluation Programme, LGF and Shared Prosperity Fund (SPF) budgets have been committed as part of a completed combined procurement for evaluation and due diligence services across multiple grant streams. The contract was awarded to Metro Dynamics in October 2022.
- 3.11 Marketing and Promotion outturn is low, as the Public Advisor role (previously to be spent out of this budget) is now being funded by the Communication team's budget directly. There otherwise does not appear to be any earmarked expenditure.
- 3.12 Table 3 below provides an overview of the Energy revenue budget lines, which are currently outside the Business Board's control and are provided for information purposes.

'Energy Revenue' Expenditure	22/23 Budget £k	Actual spend £k	Forecast Outturn £k	Left to spend £k	Change in Forecast Outturn £k
GSE Energy Hub	2,186	555	760	205	1,426
GSE COP 26	23	18	23	5	-
GSE Green Homes Sourcing Activity	699	366	699	344	-
GSE Net Zero Investment Design	1,500	600	873	273	627
GSE Public Sector Decarbonisation	1,150	66	200	135	950
GSE Rural Community Energy Fund (RCEF)	1,974	1,423	1,628	205	346
GSE Home Improvement Grant HUG 1	4,443	236	4,443	4,207	-
GSE Green Homes Grant Ph 3 (LAD 3)	10,601	1,415	10,601	9,187	-
Total Energy Revenue expenditure	22,558	4,678	19,228	14,550	3,349

Table 3 – Energy revenue expenditure

3.13 Variances between the forecast outturn position and the annual budget are set out below:

- (i) The core Energy Hub programme is currently forecasting an underspend, as this was not profiled and forecasted for a longer period to reflect the funding period to 30 September 2023. £1.015m is committed, of which £843k relates to ringfenced projects, and £172k to approved technical consultancy funds. Project funding was received late and work/activities were not completed by 31 March 2023, meaning that some of the funding will be carried forward. Work is underway to prepare a detailed reprofiling of the core budget into 2023/24 and 2024/25 financial year, in line with the new Memorandum of Understanding (MOU) profile. The underspend will be transferred to the future respective financial years. The forecast outturn total does not currently include defrayal of funding for Net Zero Go development. Agreement on Intelligent Property Rights is awaiting a decision from BEIS, and this cost may be incurred in this financial year.
- (ii) The COP26 budget has been fully allocated and is expected to be fully spent.
- (iii) The LAD2 project is currently forecasting to be online. During the financial year the LAD2 budget returned to BEIS as forecast underspend was £55.35m, which reflects the reduced activity due to the difficulties faced with delivering the programme. The spend has also been reduced in line with the reduced project outturn. Work is ongoing to close down the project and establish the final total cost of the project. Recently, an additional £800k of underspend was sent to BEIS, and once work is completed the final underspend figures will be return to BEIS.
- (iv) Public Sector Decarbonisation programme was profiled with the majority of the spend taking place in 2022/23. The Public Sector Decarbonisation programme is forecasting an underspend. The majority of this budget is for staffing and associates/consultants. No candidates were suitable for appointment, and therefore no staffing cost spend has taken place. A new recruitment strategy has been developed, and spend will be reprofiled into the new financial year.
- (v) The Rural Community Energy Fund (RCEF) programme grants have now been fully awarded, and the budget is ring-fenced. The programme is currently forecasting an underspend which will be transferred to the new financial year. Funded feasibility and development projects are pending completion. Projects may be extended on a case by

case basis, with project closure on 30 September 2023.

- (vi) Three projects (Net Zero Investment Design, LAD3 programme and HUG1 programme) were added this year; new grant awards from BEIS and spend has begun on these activities. The Net Zero Investment Design programme is forecasting an underspend, and work will not be completed this year, but it will be accrued to next year, with some of the spending reprofiled into the next financial year.

4. 2022/23 Capital Budget

- 4.1 A breakdown of the Business and Skills directorate 'Business Capital' expenditure for the year to 31 January 2023 is shown in Table 4 below.

'Business Revenue' Expenditure	Funding source	22/23 Budget £k	YTD Actuals £k	YTD Variance £k	FY Forecast Outturn £k	FY Forecast Outturn Variance £k
Barn4 specialist growing facilities	Recycle	400	193	-207	400	-
Cambridge Biomedical MO Building	LGF	185	185	-	185	-
Cambridge City Centre	LGF	695	595	-100	695	-
College of West Anglia - Net Zero	Recycle	274	-	-274	-	-274
Expansion of Growth Co Inward Investment	Recycle	400	400	-	400	-
Fenland Hi-tech Futures	Recycle	400	98	-302	400	-
IEG Student Space	Recycle	400	400	-	285	-115
Illumina Accelerator	Recycle	1,700	600	-1,100	900	-800
Ramsey Produce Hub	LGF	302	-	-302	-	-302
Start Codon (Equity)	Recycle	1,475	295	-1,180	500	-975
The Growth Service Company	Mixed	5,135	-	-5,135	1,822	-3,313
Total Capital Expenditure		11,366	2,765	-8,600	5,587	-5,779

Table 4 – Business Capital expenditure (n.b. LGF stands for Local Growth Fund; Recycled funds are those given out by the Business Board as loans which have subsequently been repaid)

- 4.2 The Growth Service capital spend is behind forecast due to the late re-start of the Equity service line part of the programme. Following a slow start in 21/22, the Equity service line was paused, and the delivery partner was changed. It has been relaunched in October 2022. Slippage into the next fiscal year is being captured in the MTFP process for a revised forecast to the end of the Growth Service contract.
- 4.3 Start Codon is expected to make a call in March for £475k, and the remainder (£975k) will slip to next financial year.
- 4.4 Illumina Accelerator's underspend of £1,100k will slip to the next financial year as no further call will be made before the end of March 2023.
- 4.5 Table 5 below provides an overview of the Energy and Market Towns capital budget lines, which are currently outside the Business Board control and are provided for information purposes. There has been no change to the budget, so associated adjustment lines have been omitted.

Energy and Market Towns Capital Expenditure	Funding source	22/23 Budget £k	YTD Actuals £k	YTD Variance £k	FY Forecast Outturn £k	FY Forecast Outturn Variance £k
GSE Green Home Capital Programme Ph 2	LAD 2	16,634	15,631	-1,003	16,634	-
GSE Green Home Grant Capital	LAD 3	29,842	4,873	-24,969	29,842	-
GSE Green Home Grant Capital	HUG	10,824	1,336	-9,488	10,824	-
Market Towns: Chatteris	CGS	596	54	-542	521	-75
Market Towns: Ely	CGS	735	28	-707	453	-282
Market Towns: Huntingdon	CGS	391	86	-305	557	166
Market Towns: Littleport	CGS	-	-	-	-	-
Market Towns: March	CGS	2,068	76	-1,992	530	-1,538
Market Towns: Ramsey	CGS	1,000	190	-810	190	-810
Market Towns: Soham	CGS	894	256	-638	587	-307
Market Towns: St Ives	CGS	433	86	-347	597	164
Market Towns: St Neots	CGS	1,141	-	-1,141	-	-1,141
Market Towns: Whittlesey	CGS	719	138	-581	462	-257
Market Towns: Wisbech	CGS	746	338	-409	713	-33
St Neots Masterplan	CGS	285	-	-285	285	-
Total Energy and Market Towns Capital Expenditure		66,307	23,091	-43,216	62,195	-4,113

Table 5 – Energy and Market Towns capital expenditure (N.B. CGS stands for Capital Gainshare, which is the Combined Authority's un-ringfenced capital funding, HUG and LAD2/3 are capital grants specifically for the relevant retrofit phases)

4.6 Regarding the 3 Energy's project, the variances between the capital outturn position and the annual budget are maintained to be online and these are set out below:

- (i) LAD 2 programme is showing to come in online, as work is ongoing to calculate the final total spend of the programme and audit the total figure. Once the final figure is determined, any further underspend will then be sent back to BEIS. The programme has been challenging, leading to an underspend, and all funds not spent within the duration of the project will be returned to BEIS, as the project is funded from a ring-fenced budget. The programme is showing to be close to profile.
- (ii) LAD 3 programme is showing to come in online. The programme is awaiting feedback from BEIS in regard to an extension of the programme. An extension to the close down date of the programme would enable all spends to be achieved to meet the forecast outturn figure. The forecast outturn figure will be updated once a decision has been reached. BEIS has reclassified the LAD3 delivery from Red to an Amber project, which is a positive indication in regard to the performance of the programme.
- (iii) HUG 1 programme is challenging and most likely to underspend. The programme is awaiting feedback from BEIS in regard to an extension of the programme. An extension to the close down date of the programme, which would make a significant difference to the forecasted outturn figure. The forecasted outturn figure will be updated once a decision has been reached.
- (iv) The HUG 1 is likely to have a larger underspend than LAD3.

4.7 Regarding Market Towns, issues related to the impacts of the Covid-19 pandemic around contractors and increased material costs have affected project delivery across the programme.

4.8 32 of the 51 projects (61%) included in the programme will be completed by the end of March 2023, with a further 15 to be completed by March 2024.

5. 2022-23 Budget and Capital Programme

5.1 Table 6 provides information on the Business and Skills directorate's Capital Programme.

	Approved Budget				Total approved to spend	Subject to Approval				Total project budgets
	22/23	23/24	24/25	25/26		22/23	23/24	24/25	25/26	
Business and Skills	£k	£k	£k	£k	£k	£k	£k	£k	£k	£k
Barn4 specialist growing facilities	400	-	-	-	400	-	-	-	-	400
Cambridge Biomedical MO Building	185	-	-	-	185	-	-	-	-	185
Cambridge City Centre College of West Anglia - Net Zero	481	-	-	-	481	-	-	-	-	481
Expansion of Growth Co Inward Investment	274	850	876	-	2,000	-	-	-	-	2,000
Fenland Hi-tech Futures Growth Works Additional Equity Fund	400	-	-	-	400	-	-	-	-	400
IEG Student Space	400	-	-	-	400	-	-	-	-	400
Illumina Accelerator	-	2,850	3,325	3,325	9,500	-	-	-	-	9,500
Ramsey Food Hub	7	30	260	99	397	-	-	-	-	397
South Fen Business Park	1,700	-	-	-	1,700	-	-	-	-	1,700
Start Codon (Equity)	302	709	147	-	1,159	-	-	-	-	1,159
The Growth Service Company University of Peterborough Phase 3	-	-	-	-	-	-	-	-	-	-
FE Cold Spots (capital)	-	-	-	-	-	-	2,400	2,175	-	4,575
Retrofit: LAD phase 2 capital	16,634	-	-	-	16,634	-	-	-	-	16,634
Retrofit: LAD phase 3 capital	29,842	-	-	-	29,842	-	-	-	-	29,842
Retrofit: Home Upgrade Grant capital	10,824	-	-	-	10,824	-	-	-	-	10,824
Market Towns: Chatteris	596	-	-	-	596	-	-	-	-	596
Market Towns: Ely	735	-	-	-	735	-	-	-	-	735
Market Towns: Huntingdon	391	-	-	-	391	422	-	-	-	813
Market Towns: Littleport	-	-	-	-	-	1,000	-	-	-	1,000
Market Towns: March	2,068	-	-	-	2,068	-	-	-	-	2,068
Market Towns: Ramsey	1,000	-	-	-	1,000	-	-	-	-	1,000
Market Towns: Soham	894	-	-	-	894	-	-	-	-	894
Market Towns: St Ives	433	-	-	-	433	380	-	-	-	813
Market Towns: St Neots	1,141	1,959	-	-	3,100	-	-	-	-	3,100
Market Towns: Whittlesey	719	-	-	-	719	-	195	-	-	914
Market Towns: Wisbech	746	-	-	-	746	-	-	-	-	746
Market Towns and Villages	-	-	-	-	-	1,250	1,250	-	-	2,500
St Neots Masterplan	285	-	-	-	285	-	-	-	-	285
Total Business and Skills	77,067	9,398	4,608	3,424	94,499	3,052	3,845	2,175	0	103,571

Table 6 – Business and Skills Directorate’s capital programme (n.b. lines in the Business Board’s remit are above the bold line)

6. Business Board Summary Funding Overview

6.1 A summary of the Business Board ‘Recycled Capital and Revenue’ funds is set out in Table 7 below, with the values included in the table in thousands. No changes have been made to the table from the previous report.

Recycled Capital	22/23	23/24	24/25	25/26	26/27	27/28	28/29	Later Years
Opening balance	-11,054	-5,960	-2,601	-1,987	-2,072	-2,256	-2,440	-2,624
<i>Forecast Expenditure</i>	10,531	3,881	1,136	99	0	0	0	0
<i>Forecast Income</i>	-5,438	-522	-522	-184	-184	-184	-184	-2,024
Closing Balance	-5,960	-2,601	-1,987	-2,072	-2,256	-2,440	-2,624	-4,648

Recycled Revenue	22/23	23/24	24/25	25/26	26/27	27/28	28/29	Later Years
Opening balance	-90	-345	-461	-551	-624	-691	-754	-812
<i>Forecast Expenditure</i>	0	0	0	0	0	0	0	0
<i>Forecast Income</i>	-255	-117	-89	-73	-68	-63	-58	-321
Closing Balance	-345	-461	-551	-624	-691	-754	-812	-1,133

Combined	22/23	23/24	24/25	25/26	26/27	27/28	28/29	Later Years
Opening balance	-11,144	-6,305	-3,063	-2,538	-2,695	-2,947	-3,194	-3,436
<i>Forecast Expenditure</i>	10,531	3,881	1,136	99	0	0	0	0
<i>Forecast Income</i>	-5,692	-638	-611	-257	-252	-247	-242	-2,345
Closing Balance	-6,305	-3,063	-2,538	-2,695	-2,947	-3,194	-3,436	-5,781

Table 7 – Recycled capital and revenue funds

6.2 A summary of the forecast EZ income and expenditure is set out in Table 8 below. No changes have been made to the table from the previous report.

Forecast EZ income and expenditure	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k
Total Income	-£972	-£1,009	-£1,009	-£1,009	-£1,009	-£1,009
Total Expenditure	£691	£833	£415	£415	£415	£415
Annual (surplus) deficit	-£280	-£177	-£594	-£594	-£594	-£594
Cumulative Balance	-£635	-£813	-£1,406	-£2,000	-£2,595	-£3,189

Table 8 – forecast EZ income and expenditure (n.b. rates figures shown are for the previous fiscal year)

Significant Implications

7. Financial Implications

7.1 There are no significant financial implications.

8. Legal Implications

8.1 The Combined Authority is required to prepare a balanced budget in accordance with statutory requirements.

9. Public Health implications

9.1 There are no significant public health implications.

10. Environmental and Climate Change Implications

10.1 There are no significant environmental and climate change implications.

11. Other Significant Implications

11.1 There are no other significant implications.

12. Background Papers

12.1 None

Strategic Funds Management Review (March 2023)

To: Business Board

Meeting Date: 13 March 2023

Public report: Yes

Lead Member: Chair of the Business Board, Alex Plant

From: Interim Associate Director of Business, Steve Clarke

Key decision: No

Recommendations: The Business Board is invited to:

Note the programme updates outlined in this paper.

1. Purpose

- 1.1 This report provides the Business Board with its regular update on the strategic funding programmes that it is responsible for. This covers progress to 21 February 2023, and includes the following:
- Spend performance of strategic funds
 - Performance and monitoring of strategic funds and projects
 - Update on strategic funds

2. Background

- 2.1 The Local Growth Fund (LGF) £146.7m programme was closed and all spent by 31 March 2021, but programme outcomes from its invested projects are still being delivered until 2030. Also, recycled LGF is being returned from projects over the medium term for a variety of reasons, and the Business Board awarded £4.7m of those recycled Local Growth Funds in 2022. The recycled funds were re-awarded using the same criteria as original LGF and in the form of grants, loans or other forms of funding such as equity capital investment.
- 2.2 The £14.6m Getting Building Funding (GBF) was awarded to the Cambridgeshire and Peterborough Combined Authority in July 2020, and the Business Board awarded the funding to the Net Zero Manufacturing Research and Development Innovation Centre, University phase 2 project. The UK Community Renewal Fund (CRF) awarded a grant of £3,393,851 to the Combined Authority in November 2021, to deliver two projects by 31 December 2022. Both projects have been successfully completed through the Growth Works contractor.
- 2.3 In round 1 of the Levelling Up Fund (LUF), Peterborough City Council were awarded £20m of capital grant for the ARU Peterborough Living Lab and University Cultural Quarter project. In round 2, the Combined Authority secured £48m for the Peterborough Station Quarter project. Fenland District Council and East Cambridgeshire District Council were unsuccessful with their applications for round 2.
- 2.4 A Memorandum of Understanding for the Combined Authority UK Shared Prosperity Fund (SPF) has been signed off with Department for Levelling Up, Homes and Communities (DLUHC).
- 2.5 The Create Growth Programme, for which the Combined Authority has partnered together with the New Anglia LEP and University partners, has commenced delivery of the £1.275m programme across the three counties.

3. Programme Spend

- 3.1 The £146.7m LGF programme closed on 31 March 2021, with all funding awarded to a portfolio of 51 projects, including the grant schemes and the allocated Combined Authority fund management costs. The project expenditure of the original LGF programme to date was £142.5m as of 21 February 2023.
- 3.2 The £14.6m GBF awarded was invested before March 2022, and delivery of the Manufacturing & Materials Research and Development Centre building is completed. Fit-out

and occupation is now a priority for the rest of 2023. The project has received a boost of £3m capital from DLUHC national underspend, which was notified to the Combined Authority in January 2023.

- 3.3 The Peterborough University phase 3 second teaching building has now received the construction quotes from its procured contractor, but it is quoting £4m above the available budget. A change request to DLUHC is being prepared to ask for additional time to complete value engineering and potential re-design, plus potentially obtaining any new planning determinations. The funding package includes £2m from Business Board recycled funds, alongside £24m from Peterborough City Council (£20m LUF award) and Anglia Ruskin University (£4m).
- 3.4 The Community Renewal Fund £3,393,851, plus the £800,000 Additional Restrictions Grant (ARG) match funding from council partners, completed the delivery of grants and services in the Turning Point and Start and Grow programmes by 31 December 2022 closure date.
- 3.5 The spend on recently awarded projects with recycled LGF to end of January 2023 is shown in Table 1 below.

Project Title	Project Description	Strategic Growth Ambition Fit	Grant Funding Amount	Spend to Date	Leverage Funding	End of Project Monitoring
Illumina Genomics Accelerator	Investment in start-up life science companies	Economic & Growth	£2,000,000	£900,000	£29,000,000	2030
Start Codon Life Science Accelerator	Provides support and seed-funding to High Potential Companies	Reducing Inequality	£3,342,250	£1,820,090	£12,000,000	2030
Business Growth Service - Inward Investment expansion	Investment in the inward investment element of the Growth Works programme	Economic & Growth	£400,000	£27,850	£0	2030
Barn4 specialist growing facilities	Containerised growing systems on NIAB's Park Farm	Innovation	£400,000	£192,864	£332,785	2025
Fenland Hi-Tech Futures	An investment in equipment for the North Cambs Training Centre	Economic & Growth	£400,000	£0	£237,000	2025
COWA Net Zero Project	Develop a centre for green skills specialisms and coordinate skills across Fenland	Health and Skills	£2,000,000	£0	£8,262,471	2030
Ramsey Produce Hub	project will deliver improvements to the Great Whyte, commercial heart of Ramsey	Infrastructure	£1,158,525	£0	£295,000	2027
Centre for Green Technology	Building design at Peterborough College	Infrastructure	£397,093	£291,777	£39,709	2027
University of Peterborough Phase 3	Phase 3 teaching building on ARU Peterborough site	Infrastructure	£2,000,000	£0	£24,000,00	2032
Total Funding			£12,097,868	£3,232,581	£50,166,965	

Table 1 - Spend on LGF projects

4. Programme Delivery and Monitoring

- 4.1 Current live projects approved by the Business Board which are in delivery phase are listed in Table 2 below, with an indication of their output progress.

Project Title	Job Creation (Forecast)	Actual	Apprenticeships (Forecast)	Actual	Area New or Improved Learning/ Training Floorspace (m2)(Forecast)	Actual	Commercial Floorspace Created (m2) (Forecast)	Actual	Commercial Floorspace Refurbished (m2) (Forecast)	Actual	Commercial Floorspace Occupied (m2) (Forecast)	Actual	Enterprises Receiving Grant Support (Forecast)	Actual	Businesses Receiving Other Grant Support (Forecast)	Actual	Businesses Receiving Non-Financial Support (Forecast)	Actual
Illumina Accelerator	1,033	85	2					730	437	730	437		10			0	6	
Startcodon Accelerator	5,190	238												48	14	48	14	
Growth Works Inward Invest	280														10			
Barn4 facilities	34						118		300				1				10	
Fenland Hi-Tech Futures	32		150		350													
COWA Net Zero Project	37		300		226													
Ramsey Produce Hub	13		5						860		260							
Centre for Green Tech	8		60															
University of Peterborough		964	37		4,500	4,500												

Table 2 – Output progress of live projects

- 4.2 The Monitoring of all projects is now being conducted and gathered on a quarterly basis. Officers have worked with Business Board members to determine the preferred option to share the data analysis. The revised monitoring data analysis and new presentation of data can be found in Appendix 1 of this report.
- 4.3 The total number of jobs and apprenticeships recorded through monitoring is 10,270.5, as of 21 February 2023.
- 4.4 The South Fenland Enterprise Park project is returning £941,043.24, as per the percentage of funding set out in the Grant Funding Agreement, proportion of unspent funding after the Project Change Request was declined and once the final account is agreed by officers.
- 4.5 Evaluation work has been completed on the tranche of LGF projects that were awarded funding in 2020 and which have completed their project delivery and are in a monitoring stage. The final report from this evaluation work, attached at Appendix 2 of this report, provides analysis and commentary on the impact of this tranche of projects, plus the impact of the LGF Programme to date.
- 4.6 The headline findings in this report include:
- The evidence so far suggests that assets developed by LGF will be important assets to support the delivery of the 2022 Economic Growth Strategy, with planned investments in the business and innovation ecosystem potentially providing the wraparound support to maximise the longer-term impact of LGF investments and help businesses tackle the legacy of the Covid-19 pandemic and the UK's withdrawal from the EU, as well new challenges of high levels of inflation and rising costs.
 - All evaluated projects successfully defrayed allocated funding by the March 2021 deadline, and consultation findings suggest that due to rising development costs being met by the private sector, the investments have leveraged more private match funding than the anticipated £14.8m.
 - The projects evaluated have delivered strongly against the immediate outputs linked to capital developments.
 - If longer-term outcomes continue to materialise, thereby strengthening efficiency and effectiveness measures, it is expected that a significant number of these projects will in the future demonstrate a 'good' or 'very good' Value for Money position.
- 4.7 In terms of management of the fund, several positive factors have supported early delivery:
- Leveraging of business networks by Business Board members and the LGF officer team to engage potential applicants with deliverable propositions;
 - A clear and quick applicant journey;
 - Effective due diligence processes;
 - Diverse sector and industry expertise on the Entrepreneur Panel;
 - High quality assessment packs and provision of robust recommendations to facilitate strategic decision-making; and,
 - Frequent communication from the LGF team to project applicants.

- 4.8 It also highlighted the fact that there were weaknesses in areas, suggesting that more robust data collection and monitoring processes (including the production and promotion of investment impact and good news stories) would enable the Combined Authority to articulate the wider impact and value of public spending more clearly, and would be a useful evidence base to lobby for additional funding from the government.
- 4.9 The Business Growth Service is being independently evaluated over the next two months. Officers have identified and contracted an independent external contractor to conduct the evaluation on the Growth Works programme covering the impact, outputs/outcomes, value for money and learning from the delivery model. Officers have consulted the Business Board, Skills Committee, Growth company Performance Committee, and local authorities on the terms of reference for this evaluation. They have also sought and received nominations from the Business Board for two members, who are not currently involved with the oversight of Growth Works performance reviews or investment panel, to support the evaluation and review its findings. The evaluation report will be presented back to the Business Board and local authorities once completed.

5. Recycled Local Growth Fund

- 5.1 The Business Board has c.£4m in the combined revenue/capital recycled LGF budget in the medium term, as current planned expenditure from this budget winds down to zero and nominal income is forecast to be received.
- 5.2 The Economic Growth Strategy (EGS) Implementation Plan will be presented to the Business Board at its meeting on 13 March 2023, and it is proposed that the investment strategy for the remaining recycled LGF is aligned to the delivery of the EGS Implementation Plan. The Combined Authority Board will be asked to approve the EGS Implementation Plan at its meeting on 22 March 2023, so the strategy for investing the recycled LGF will be discussed at the Business Board's activity update meeting in April and considered for approval at the Business Board meeting on 15 May 2023.

6. Strategic Funds Update

Community Renewal Fund

- 6.1 The Community Renewal Fund (CRF) programme has closed nationally, and locally in the Combined Authority area the programme has completed all spend and delivery of the two projects through the Growth Works contractor. The final claim from the Combined Authority to DLUHC has been submitted. The CRF was a national pilot programme and a summary of what was delivered from the two projects managed by the Combined Authority is provided in Tables 3-5 below:

Project Name	Main Investment Priority	Output Name	Contracted Output target	Total Output Delivered
Start and Grow	Investment for local business	People – Unemployed	34	56
		People – Employed	190	188
		Businesses – Small	293	295
Turning Point	Investment in skills	People - Economically Inactive	93	1292
		People – Unemployed	450	1118
		People – Employed	137	465
		Businesses – Small	420	90
		Businesses – Medium	27	10
		Businesses – Large	8	3

Table 3 – CRF Grant Funding Agreement Outputs

Project Name	Main Investment Priority	Output Name	Contracted Output target	Total Output Delivered
Start and Grow - CRF	Investment for local business	Employment increase in supported businesses as a result of support	103	119
		Jobs safeguarded as a result of support	32	49
		Number of new businesses created as a result of support	103	107
		Businesses introducing new products to the market as a result of support	103	108
		Investment attracted as a result of support	£586,000.00	£536,745.00
Turning Point - CRF	Investment in skills	Employment increase in supported businesses as a result of support	64	69
		Jobs safeguarded as a result of support	20	72
		People in education/training following support	365	1071
		People engaged in job-searching following support	436	970

Table 4 – Outcomes

Project Name	Main Investment Priority	Output Name	Contracted Output target	Total Output Delivered
Start and Grow - CRF	Investment for local business	# of businesses receiving grants	263	292
Turning Point - CRF	Investment in Skills	# of people supported to gain a qualification	19	101
		# of people supported to engage in job-searching	463	2410
		# of people supported to gain employment	additional output	75
		# of potential entrepreneurs assisted to be business ready	additional output	20
		# of businesses receiving grants	additional output	74
		# of organisations receiving grants	additional output	4

Table 5 - Output

- 6.2 A final evaluation of the two projects is being undertaken, and the first draft of the evaluation report is attached at Appendix 3 to this report. The final evaluation report will be completed and shared at the next Business Board meeting.

Levelling Up Fund

- 6.3 The Government announced the LUF round 2 project awards on 19 January 2023, and Peterborough Station Quarter project was awarded £48m via the Combined Authority's successful bid. Unfortunately, the round 2 bids from Fenland District Council and East Cambridgeshire District Council were not successful in being selected for funding award this time.

UK Shared Prosperity Fund

- 6.4 The Strategic Funds team has now completed due diligence and subsidy control on all projects scheduled to start in year 1 and many that are planned for year 2. Grant funding agreements have been agreed with the Local Authorities and delivery organisations.
- 6.5 An Implementation Plan for the core UKSPF will be presented to the Business Board at its meeting on 13 March 2023.
- 6.6 Officers await confirmation from DLUHC on the allocation of £3.2m to the Combined Authority for Rural England Prosperity Funding, which is due to start delivery in April 2023 for two years.

Gainshare

- 6.7 Officers have commenced procurement for an Investment Fund delivery contractor for the Business Growth Investment Fund project. The fund has two parts, one tranche for growth businesses with environment, Cleantech sector agenda or low carbon adaption requirements, and a second tranche for Social and Third Sector organisations. A market engagement event is planned to assess interest from contractors who may be interested in delivering one or both elements of the fund.

Getting Building Fund

- 6.8 The Materials and Manufacturing Research and Development Innovation centre building shell has been completed, except for the internal fit-out. The Combined Authority has stood in on the funding shortfall from the de-commitment of the joint venture partner on their investment and lease tenancy. The Combined Authority was recently notified as being successful in securing additional funding for this project, which will enable the full fit-out to spec required. However, this additional funding is currently subject to a further confirmation from the Treasury. Conversations are ongoing with a new partner to join the Joint Venture company and taking lease space in the building are positive. Savills are advertising the space available in the building, and Business Board members are encouraged to promote wherever possible.

Create Growth Fund

- 6.9 The programme is now live, providing support on funding opportunities via competitions for seed funding in the creative sector across the three counties. There was an official launch

event held at the Theatre Royal Norwich on 28 February 2023. The programme is being branded as Creative East to establish clear demarcation between the national Create Growth competitions and the local programmes. The domain name for this has been acquired and a link to the website will be circulated to the Business Board for onward sharing and promotional support.

UK Research and Innovation Launchpad

- 6.10 There is no update yet from the Government regarding the two Expressions of Interest (EOI) that have been submitted to UK Research and Innovation (UKRI) in response to a call in England for Innovation Launchpads.

7. Significant Implications

7.1 Financial Implications

None.

7.2 Legal Implications

None.

7.3 Public Health Implications

Within the broad portfolio of funded projects, many have a positive impact on public health regarding creation of key employment or skills outcome improvements across the Combined Authority area. Good work and personal skills development are key determinants of positive health outcomes.

7.4 Environment and Climate Change Implications

The programmes of funding contain various projects which will deliver impacts for environment and climate through the wider changes and innovations in sectors such as Agri-food, green engineering, and life sciences and digital that are Cambridgeshire and Peterborough global strengths. Success in these sectors will contribute to the global environmental and climate response.

7.5 Other Implications

None.

8. Appendices

8.1 Appendix 1 – LGF Monitoring Update

8.2 Appendix 2 – Local Growth Fund Second Tranche Evaluation Report

8.3 Appendix 3 – Community Renewal Fund Draft Evaluation Report

9. Background Papers

- 9.1 Community Renewal Fund Award Approval - [Combined Authority Board 24 Nov 2021 Agenda item 3.6](#)
- 9.2 Getting Building Fund Award Approval - [Combined Authority Board 25 Nov 2020 Agenda Item 3.5](#)
- 9.3 Levelling up Project Approval - [Combined Authority Board 30 June 2021 Agenda Item 7.2](#)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

LGF Quarterly Monitoring

February 2023

Background

The Business Board have supported several projects with different funding options:

- 49 projects
 - 8 – equity Investment – £27,425,250
 - 36 – grants - £112,095,043
 - 5 – loans - £6,588,000

There have been some projects that have either been cancelled post award or cancelled due to not being viable, those are:

- Wisbech Access Strategy
- iMET
- Cambridge Automated Metro
- South Fens Business Park

The funds from these projects have been assimilated into the Recycled LGF pot of monies.

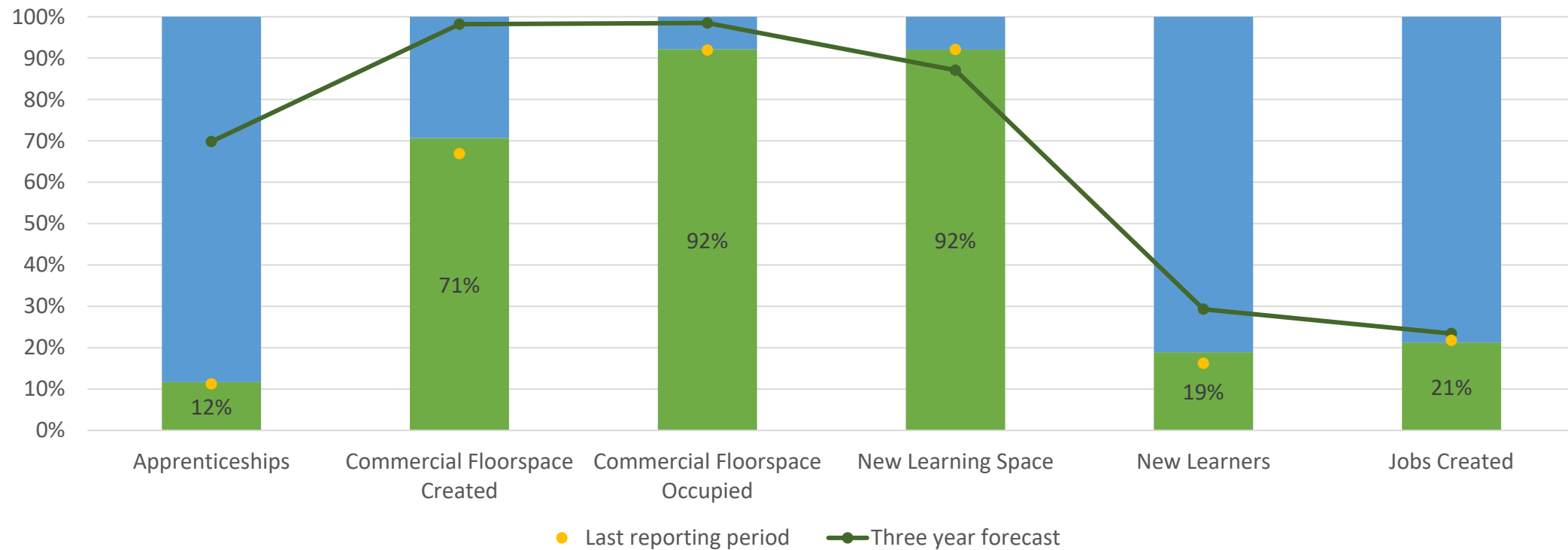
Evaluation of the remaining projects is ongoing with projects having monitoring end periods of between 3 & 30 years.

The following slides outline the current position of the LGF outputs & outcomes

Programme Progress



CAMBRIDGESHIRE
& PETERBOROUGH
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Metalcraft – Training Centre - £3.16m



CAMBRIDGESHIRE
& PETERBOROUGH
COMBINED AUTHORITY



Deputy Mayor of Cambridgeshire & Peterborough, Cllr Lucy Nethsingha, said: "It was fantastic to see this modern, well-equipped facility up and running, with apprentices on site and learning skills which will set them up with great careers."



Alex Plant, Chair of the Business Board, said: "It is always pleasing to see another investment from the Business Board coming to fruition."

"Funding from the Local Growth Fund is all about supporting jobs, skills and economic growth. The North Cams Training Centre is well set to contribute to all three, and for years to come."

Celebrating Apprenticeships

National Apprenticeship Week 2023

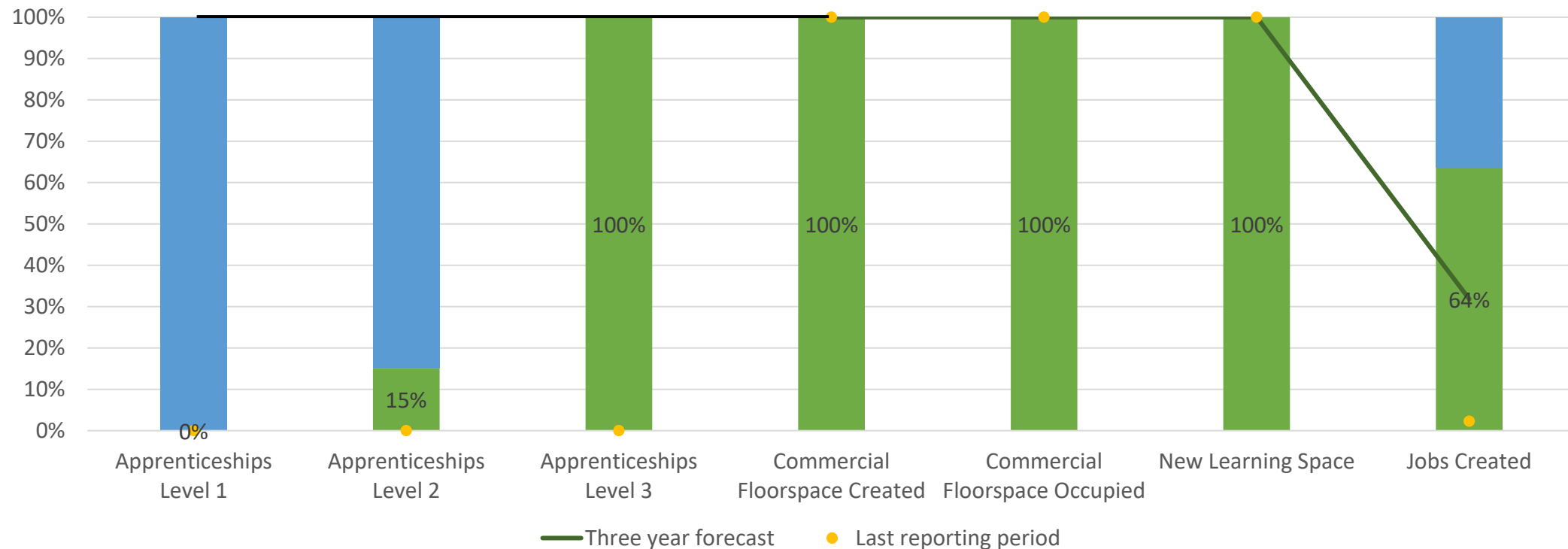
#NAW2023 #SkillsForLife

Learn. Work. Grow.

Metalcraft Performance to Date



CAMBRIDGESHIRE
& PETERBOROUGH
COMBINED AUTHORITY



In addition to target outcomes, Metalcraft Advanced Manufacturing Centre has also delivered against new learners' outcomes (46 new learners).

What the Investment Means



CAMBRIDGESHIRE
& PETERBOROUGH
COMBINED AUTHORITY



From setting up a business during lockdown to changing from A levels to an apprenticeship, Jonathan Garwell, 19 from Walsoken near Wisbech reflects on a busy few years that have seen him settle down and find the right path to enable him to progress.

“I currently study on a level three plate welding apprenticeship with Stainless Metalcraft in Chatteris. I started in September 2022. It’s a three-year programme and it’s been exactly what I expected and more.

“As part of my course, I gain support from the North Cambridgeshire Training Centre(NCTC), a brand new, state-of-the-art building based in Chatteris that specialises in offering Engineering, Advanced Manufacturing, Management and Business Support Apprenticeships. All of the qualifications are supported by West Suffolk College.

“Stainless Metalcraft has been training apprentices for over a 100 years and in 2010 opened their own apprentice training school on site. I spend two days per week there and the remaining days at the NCTC. It’s a partnership between Stainless Metalcraft and the college and its only 100 meters up the road so it’s perfect for me.

“I decided to change from A levels because I am more of a practical hands-on person and therefore an apprenticeship suits me better.

“So far, I’ve been learning lots of key skills relating to engineering, welding and working with machines. I get to learn on the job whilst getting paid.

“My employer and the College have been great. I was worried that it was going to feel like school but it’s not like that at all. You get great access to people and the support you get is spot on.

“I’m really happy with my choice and I have several options in the future.

“During lockdown, I set up my own small business. Like everyone else, there wasn’t much to do so I went out into the garden shed and started honing my woodwork and metalwork skills. I then started making things that I could sell on eBay. I made door wedges, wooden spoons, kitchen utensils and decorative chopping boards.

“I sold items every week over the course of the year and made some money. It was more pocket change, but it was a great learning experience. You have to find out what sells well and what doesn’t - and understand the market. My dad gave me some business advice and whilst my first attempt wasn’t quite big enough for Dragons Den, I might develop a business like this on a bigger scale in the future. Outside of work I like music and boxing and I’m hoping to create a career that packs a punch.

“I’d say to others who are thinking about an apprenticeship that it’s a great pathway to get the skills you need to progress. I know I originally went down one path and ended up on another – however it’s all been a learning experience and I’d say to others who are 15 or 16 years of age now that you should look around, get as much work experience as you can at different companies and in different roles, broaden your horizons and find out what works for you. I’ve got no regrets about changing my educational path. I believe the future for me is bright.”



Local Growth Fund Evaluation

Cambridgeshire and Peterborough Combined Authority

Draft report

Executive Summary

Metro Dynamics have been asked by Cambridgeshire and Peterborough Combined Authority (CPCA) to evaluate nine Local Growth Fund investments. The evaluation was conducted between November 2022 and February 2023.

Strategic Alignment

The LGF investments were aligned with the strategic objectives of the Regional Economic Strategy and known market failures which were inhibiting business growth. The rationale for innovation-led growth in the CPCA area remains strong, and the assets developed via LGF have strengthened the infrastructure which can support future growth. The evidence so far suggests that assets developed by LGF will be important assets to support the delivery of the 2022 Economic Growth Strategy, with planned investments in the business and innovation ecosystem potentially providing the wraparound support to maximise the longer-term impact of LGF investments and help businesses tackle the legacy of Covid-19 and Brexit, as well new challenges of high levels of inflation and rising costs.

Outcome Performance and Value for Money

Performance across the nine LGF projects has varied. All evaluated projects successfully defrayed allocated funding by the March 2021 deadline, and consultation findings suggest that due to rising development costs being met by the private sector, the investments have leveraged more private match funding than the £14.8m anticipated.

The projects evaluated have delivered strongly against the immediate outputs linked to capital developments. Outcomes linked to increases in employment, training opportunities (apprenticeships) and non-financial business support have been slower to materialise.

Overall, the LGF investments we have evaluated have been assessed as delivering ‘medium’ value for money at this stage. This reflects the high level of match funding across the projects, and strong performance against early-stage outcomes (creation and refurbishment of floorspace and grant defrayment). If longer-term outcomes continue to materialise (thereby strengthening efficiency and effectiveness measures), it is expected that a significant number of these projects will in the future demonstrate a ‘good’ or ‘very good’ Value for Money position.

Management and Governance

The application, appraisal and initial monitoring of the LGF investments was on the whole, well managed. A number of positive factors have supported early delivery:

- Leveraging of business networks by Business Board members and LGF Officer team to engage potential applicants with deliverable propositions;
- A clear and quick applicant journey;
- Effective due diligence processes;
- Diverse sector and industry expertise on the Entrepreneur Panel;

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- High quality assessment packs and provision of robust recommendations to facilitate strategic decision-making; and,
- frequent communication from the LGF team to project applicants.

At the same time, data collection and reporting processes are not yet well developed and are constraining the effective management and governance of LGF. As well as ensuring project leads are aware and adopt the relevant guidance, there scope for more robust implementation of the monitoring and evaluation plan by CPCA. More robust data collection and monitoring processes (including the production and promotion of investment impact and good news stories) will enable CPCA to articulate the wider impact and value of public spending more clearly, and will a useful evidence base to lobby for additional funding from central government.

Impacts

LGF has supported a range of innovation and growth outcomes. LGF investments have also generated additional soft outcomes for beneficiaries such as reputational benefits, networking advantages and increased knowledge-sharing.

Project leads anticipate more impacts to emerge as demand for new products and services grow, leading to further job creation, apprenticeship opportunities and inward investment into the region. Consultation findings indicate that supporting innovation investments which build on existing clusters or ecosystems is important for realising outcomes quickly and effectively and ensuring investments drive place-based impacts. This reinforces the wider evidence that public funding is likely to have greatest impact when it is unlocking opportunities linked to existing strengths and potential.

Recommendations

The areas for consideration discussed below are primarily focused on improving the longer-term monitoring and management of the LGF investments and helping to maximise economic impact. The recommendations do, however, have wider applicability and should be considered in the design of future funding programmes.

- **Enhancing data collection:** The Local Growth Deal Monitoring and Evaluation plan should be reviewed and implemented in full. All projects should be required to submit evidenced quarterly monitoring claims using consistent data to enable challenge and consistency in reporting at a programme level. The current data collection tool should be expanded to capture qualitative information on wider activity, progress and risks to outcome delivery. This will enable CPCA to target additional support where required and identify good news stories for promotion.
- **Refining progress reporting:** Options to expediate and automate collected monitoring data should be explored to reduce demands on Officer resource and enhance the consistency and accuracy of data. Work to further refine how data is presented for scrutiny by the Business Board should continue, and should consider how existing monitoring assets (such as the LGF Power BI dashboard) could be better utilised to communicate progress.
- **Maximising the advisory role of the Business Board:** There is scope to review the role of the Business Board to ensure its potential as a strategic advisory group is maximised.

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Moving forward, the Board should play a strong role in realising the strategic potential of LGF investments at a programme level, and maximising their contribution to the emerging Economic Growth Strategy and wider policy areas such as inward investment and internationalisation. The Board also has an important role to play in championing the success of the programme amongst strategic stakeholders and potential investors.

- **Embedding capacity building and social value:** with longer lead in times to funding calls there is scope to explore how access to advisory support at project development stage can help to develop regional delivery capacity, engage a broader range of partners, and support the co-design of propositions to ensure individual investments form a strong strategic programme of activity offering enhanced impacts. More engagement and collaborative working pre-application can also allow the CPCA's delivery team to identify ways to embed additional value in investments such as through the application of inclusive growth principles and social value, inclusive and good quality design, and consideration of net zero opportunities.
- **Marketing and inward investment:** Promoting the success of the programme can help to realise the longer-term potential of capital investments by making more businesses aware of the region's assets and growth opportunities and attracting inward investment. Consideration could be given to how the portfolio of investments in innovation assets contributes to the regional offer and how LGF investments could be used to support the delivery of sector strategies.
- **Realising long term benefits:** With cluster theory back on the policy agenda and investment zones expected to have a strong innovation and place-based focus, CPCA's LGF investments can greatly enhance the region's narrative if appropriate support is in place to realise long term benefits. As part of enhanced monitoring processes there is scope to consider how on-going engagement between project beneficiaries and the LGF delivery team, as well as peer learning opportunities, could support projects to increase the impact of investments beyond initial build/investment stages.

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1 Introduction

Metro Dynamics have been appointed by Cambridgeshire and Peterborough Combined Authority (CPCA) to evaluate nine Local Growth Fund investments. The evaluation was conducted between November 2022 and February 2023.

Local Growth Fund

Launched in 2014, the Local Growth Fund (LGF) is a £12bn programme of predominantly capital funding made available to Local Enterprise Partnerships (LEPs) to stimulate local economic growth. LGF combined elements of several departmental budgets (including Department for Transport, the then Department of Business, Innovation and Skills, and the then Department of Communities and Local Government) to provide capital for projects in transport, skills housing, innovation and business growth.

The former Greater Cambridge and Greater Peterborough (GCGP) LEP secured £146.7m of LGF investment across three funding rounds (Table 1).

Table 1. Breakdown of GCGP Growth Deals

Growth Deal	Amount
Growth Deal One (July 2014)	£71.1m
Growth Deal Two (January 2015)	£38m
Growth Deal Three (January 2017)	£37.6m
Total	£146.7m

This evaluation considers projects totalling £8,661,550 of LGF funding, which accounts for 6% of the area's total Growth Deal allocation.

Previous Evaluations

In 2021, CPCA commissioned an evaluation of 10 early LGF investments made between 2015 and 2016. The evaluation found that improvements could have been made to the design and delivery of projects to enhance outcomes and Value for Money. Evaluation conclusions therefore focussed on opportunities to enhance early scrutiny of proposals at appraisal stage, and establishing more robust post-investment data monitoring processes. Recommendations included:

- Strengthening the initial appraisal stage: ensuring the design of projects includes demand assessment and a clear rationale that links the outputs to longer term outcomes and objectives.
- Improving the quality of monitoring and closure reports and processes: including a central outputs and outcomes monitoring database.

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- Increasing emphasis on project evaluations and further embedding a culture of evaluation.
- Ensuring Senior Responsible Officer continuity, wherever possible, and processes for effective handover of information where SRO changes.
- Capturing the wider socio-economic benefits of projects: for example, the contribution of transport projects to increasing GVA and business growth.
- Stronger early challenge and communication within the project development process to enable effective on-going scrutiny of project plans, intended beneficiaries, potential demand, and delivery timetables.

This Evaluation

The nine projects under consideration have been selected by CPCA as being of suitable maturity for evaluation. With the exception of the Medtech Accelerator, the selected investments were made post 2018 when the responsibility for the Growth Deal investments had transferred to CPCA and Fund oversight responsibilities given to the Business Board. An overview of the nine projects is shown in Table 2.

Table 2. 2022 Evaluation Project Overview

Project Title	Lead Organisation	Local Authority	Start Date	LGF investment	Leverage Funding
Medtech Accelerator	Health Enterprise East	South Cambridgeshire District Council	2016	£500,000	£700,000
TeraView Company Expansion	TeraView	South Cambridgeshire District Council	2018	£120,000	£554,070
Aerotron company Expansion	Aerotron Ltd	Fenland District Council	2020	£1,400,000	£5,600,000
Hauxton House Incubation Centre	O2H Ltd	South Cambridgeshire District Council	2019	£438,000	£500,000
NIAB – Agri-Gate Hasse Fen Extension	NIAB	East Cambridgeshire District Council	2020	£599,850	£921,620
Haverhill Epicentre	Jaynic Investment LLP	West Suffolk District	2019	£2,700,000	£3,600,000

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TWI Ecosystem Innovation Centre	TWI Ltd	South Cambridgeshire District Council	2020	£1,230,000	£1,270,000
Aracaris Capital Living Cell Centre	Aracaris Ltd	South Cambridgeshire District Council	2019	£1,350,000	£1,350,000
AEB Innovation Grant	CPCA	CPCA Wide	2020	£323,700	£336,700

As seen in the logic model for the nine LGF investments (Figure 1), the projects included in evaluation are designed primarily to deliver innovation, business and growth, and skills. The portfolio of projects reflects CPCA agreed ambitions to support economic growth opportunities for business and residents across the whole region.

Figure 1. Evaluation Project Logic Model

Theme	Project	Rationale	Activities	Inputs	Outputs	Outcomes	Impact
Innovation	Medtech Accelerator	Proof of concept funding is required to create early prototypes, prove principal and generate early ex-vivo/in-vivo data is needed	Administering grant awards between £25,000 to £125,000 to NHS-led innovation proof of concept projects	£50,000 LGF equity investment	To make at least 15-20 proof of concept awards over an 18-month period Within 3-8 years create a return on investment for Medovation shareholders.	Creation of direct and indirect jobs in the region; Creation of new regional MedTech companies; Support existing MedTech expertise in the region; Promote follow-on inward investment and Medovation awardee growth in the region; and Directly impact GVA in the regional life-science sector.	Create new companies and employment opportunities directly in the region; Development and manufacture of MedTech support products for UK healthcare; Increase exports from the region
	Aracaris Capital Living Cell Centre	When the full Sawston building has been built out for cell therapy manufacturing, it will be close to the largest such advanced manufacturing facility in all of Europe	Development of state of the art clean labs, office space focused on the living cell medical breakthrough for treatment of cancer and other genetically influenced diseases	£1,350,000 LGF loan	750msq of new lab space	200 jobs over 3 years; 25 apprenticeships over 3 years; significant export opportunities	Improve employment opportunities and the GVA of the opportunities in Cambridge; Increase innovation in Cambridge and the wider region; Improve the wider impact of the facility through offering to other companies in the region
Business & Growth	Hauxton House Incubator	Development of available lab space in the region to improve employment opportunities and increased inward investment and economic growth of local life sciences sector	Refurbishment and modification of Hauxton House (Grade 2 listed cottage) into lab and office space	£146,000 LGF Loan £292,000 LGF grant £552,000 private investment	350m2 commercial space	101 jobs created (direct and indirect)	Helping start-ups create successful businesses and economic value Interdisciplinary collaboration Raising awareness of R&D Providing training, skill sharing, mentoring and networking
	NIAB - Hasse Fen	Development of incubator space for AgriTech businesses within CPCA Area	Refurbishment of 190m2 Development of 300m2 growing facilities Upgrade of research equipment	£595,850 LGF grant £921,620 match	Development of the 190m2 office space 300m2 growing area	50 jobs by 2021, rising to 65 within 4 years of completion 40 apprenticeships/internships	Helping start-ups create successful businesses and economic value Interdisciplinary collaboration Raising awareness of R&D Providing training, skill sharing, mentoring and networking
	Aerotron	Relocation of Aerotron to support company's ambitious growth plans	Relocation of the business to Chatteris and the development of the composite repair training facility	£1,400,000 LGF grant £5,600,000 private investment	Creation of 54,000m2 of commercial floor space Refurbishment of 40,000m2 of commercial floorspace	155 jobs created 16 apprenticeship opportunities	Increasing high value employment opportunities in Fenland Increasing the specialist indirect opportunities in Fenland Growth of specialist businesses in Fenland
	TWI Ecosystem	Refurbishment of underutilised building space to create space for start-up businesses and promote innovation activities	Refurbishment and development of commercial space Innovation advisory support	£1,230,000 LGF grant	Creation of 646m2 commercial space Creation of 1944m2 commercial space	77 jobs created (direct and indirect)	Improve employment opportunities and the GVA of the opportunities in Cambridge; Increase innovation in Cambridge and the wider region; Improve the wider inward investment into Cambridge through the offer to different tenants
	TeraView	Relocation of TeraView to support company's ambitious growth plans	Relocation and fit out of new business premises	£120,000 LGF loan £554,070 leverage funding	Creation of 991msq of new office, lab and demonstration space	15 jobs created (direct and indirect)	Approximately 39% of TeraView's manufacturing suppliers (and 45% by value) are in the CPCA area By 2022 approximately £26M spent in the region on high-end items such as Precision parts, sheet metal parts, optical parts, electronic parts & engineered parts
	Haverhill EpiCentre	Creation of modern accommodation for local businesses in the Cambridge Compass Enterprise Zone	Creation and fit out of flagship building within an exemplar business park	£2,600,000 LGF grant	Creation of 3000msq of new office lab and demonstration space	300 jobs created (direct and indirect) 50 new businesses Stimulus for a further 150 new businesses in the rest of the Research Park leading to a further 1,600 jobs	Accelerating the growth and success of spin-outs and start-ups Increasing chances of attracting Venture Capital investment Increased GVA into the region
Health and Skills	AEB Innovation Fund	Projects to improve access to learning across the CPCA region post Covid-19	Provision of £50,000 grants supporting colleges and training providers in developing innovative ways to engage and support adult learners	£350,000 LGF grant £350,000 AEB Funding	14 projects funded	150 learners supported 15 new jobs and 45 jobs retained per £5,000 grant 30 new apprenticeships supported per £50,000	Improving training opportunities in the region Improve opportunities for disadvantaged communities to access learning

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Evaluation Approach

This commission builds on the 2021 evaluation, exploring the changes which have been made to the Fund design and delivery since the CPCA and the Business Board took over the management and delivery of LGF, the effectiveness of these changes, and lessons learnt.

The key lines of enquiry were:

- examination of the strategic context and its influence on delivery and performance;
- progress and performance to date;
- the effectiveness of the design, management and delivery of projects;
- the extent to which impacts are materialising and the critical success factors which have supported this; and,
- lessons learnt and recommendations for future investments.

The approach is shown in Table 3 below.

Table 3. Evaluation Method

Stage	Tasks
Inception and scoping	<ul style="list-style-type: none">• Inception meeting with CPCA Steering Group• Development of evaluation research tools
Building the evidence base	<ul style="list-style-type: none">• Policy and economic context review• Review of LGF documentation and monitoring data
Primary research	<ul style="list-style-type: none">• 5 interviews with CPCA and Business Board representatives• 12 interviews with project leads and delivery staff
Analysis and reporting	<ul style="list-style-type: none">• Value for Money assessment• Qualitative analysis of consultation evidence• Quantitative assessment of Fund performance• Draft and final reporting

Limitations

The projects under evaluation began delivery at different times between 2016 and 2020. For more recent projects, impacts are still materialising and therefore value for money assessment only reflects analysis at one point in time and should be considered as a minimum position which may improve.

There have also been some analytical limitations due to inconsistencies in monitoring data. It is likely that current monitoring data does not accurately capture all outputs and impacts and therefore quantitative analysis presents a minimum position at the time of reporting. Recommendations to enhance monitoring data moving forward have been provided in chapter 6.

Report Structure

The remainder of the report is structured as follows:

- **Chapter 2:** analysis of strategic alignment;
- **Chapter 3:** analysis of LGF performance against contracted outputs and outcomes, and the Value for Money secured;
- **Chapter 4:** examination of the LGF delivery and management effectiveness;
- **Chapter 5:** overview of the wider impacts of LGF investments; and,
- **Chapter 6:** evaluation conclusions and recommendations for the management of future capital funds.

The report is appended with a summary of each of the LGF investments considered as part of the evaluation.

2 Strategic Alignment

Introduction

Chapter Two provides an overview of the rationale for intervention and the strategic alignment of investments.

Key Learning

- The programme has de-risked investment in commercial space and innovation facilities to support business growth and accelerate the commercialisation of research.
- Investments have been aligned with national and regional policy to support innovation-led growth and establish the UK as a world-leader in new growth technologies and sectors.
- Assets developed through LGF are well positioned to support the delivery of CPCA's Economic Growth Strategy and create the high-quality jobs to drive good growth.

Strategic Background and Rationale

Greater Cambridge and Greater Peterborough Growth Deals

CPCA's Growth Deal identified three priority areas for intervention which were aligned with GCGP LEP's 2015 Strategic Economic Plan (SEP).¹ The SEP highlighted the funding challenges created by the withdrawal of traditional lenders from the market following the 2010 recession, as well as the viability gap associated with the development of new innovation facilities which limited private sector investment. Early LGF funding decisions were made with the following aims:

- Driving innovation and supporting business growth; including through the investment in new innovation and incubation centres and improving access to business support. The Deal has specifically sought to develop strengths in Agri-Tech, food processing, IT and telecommunications, biomedical and life science sectors through the provision of commercial space and facilities which support the commercialisation of the region's research base.
- Improving transport connectivity to enable business and housing growth; and,
- Growing the skills base to support expanding sectors; including through the development of new technical and vocational skills centres.

CPCA

Following the 2017 Devolution Deal for Cambridge and Peterborough and the creation of CPCA, the GCGP LEP was replaced by a new CPCA Business Board in 2018. The legal

¹ Greater Cambridge and Greater Peterborough LEP Strategic Economic Plan Executive Summary (2015)
<<https://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/SEP-Exec-Summary-2015.pdf>>

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responsibility of the LGF was transferred to CPCA, with the Business Board taking oversight responsibilities including the provision of recommendations as to how the remaining Growth Deal funding should be spent.

The final funding round (July 2019) was launched in the context of the newly published Local Industrial Strategy (LIS)² and the Cambridgeshire & Peterborough Independent Economic Review (CPIER).³ Both documents highlight the economic success of the area and note how the distinct strengths of the three sub economies – the high value output of Greater Cambridge, the manufacturing base in Peterborough and the world-class agricultural production in the Fens – contribute to positive growth trends which outran national figures.

Growth, however, has not been even across the Combined Authority area. Rapid business creation and growth in Cambridgeshire and South Cambridgeshire - driven in part by increased inward investment and access to finance - has not been mirrored to the same scale or pace in Peterborough or the Fens, resulting in substantial inequalities both within and between subeconomies (for example, the gap between mean weekly pay in Fenland and South Cambridgeshire in 2017 was £200).⁴

The challenge for CPCA was therefore to broaden the base of economic growth to ensure the whole of Cambridgeshire and Peterborough enjoyed the benefits of improved business outputs and the creation of high-quality jobs. The recommendations made by the Business Board focused on investments which contributed to:

- improving the long-term capacity for growth by supporting the foundations of productivity;
- increasing the sustainability and broaden the base of local economic growth; and,
- expanding and building upon existing clusters and networks which have enabled the area to become a global leader in innovative growth.

Through the provision of LGF capital grants and loans, CPCA has aimed to catalyse investment in commercial space to address the pressures inhibiting the growth and retention of businesses, and accelerate the commercialisation of research through the provision of financial support and high-quality innovation, incubation and laboratory space. By creating new and refurbished space for research/industry collaboration and supporting expansion of the business base within priority sectors, investments seek to increase the density of priority clusters, encourage innovation-led growth and attract inward investment.

² The Cambridge and Peterborough Independent Economic Review, CPIER (2018)

<<https://www.cpier.org.uk/media/1671/cpier-report-151118-download.pdf>>

³ Cambridge and Peterborough Local Industrial Strategy (2019) <

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/818886/Cambri_dge_SINGLE_PAGE.pdf>

⁴ Ibid.

Economic and Policy Context

As the UK transitions to a post-pandemic economy, innovation remains a top priority for the UK government illustrated by the July 2021 publication of the UK Innovation Strategy. Increasing innovation is not a new Government priority, but the Covid-19 pandemic provided a reminder of why it matters so much as a vital element of economic recovery and growth, and also of levelling up and increasing prosperity in all places. As the UK Innovation Strategy states:

“We need to embed innovation across the country, drawing on geographical and sector strengths in places and creating markets on a scale large enough to have a global impact. To do this, we need to ensure more places in the UK host world-leading and globally connected innovation clusters, creating more jobs, growth and productivity in those areas.”

However, the Levelling Up White Paper has also highlighted the importance of ensuring growth is fair and sustainable, and all regions have a role to play in reducing inequalities and delivering against net zero targets.

Since commencement of the LGF programme in 2014, CPCA’s economy has remained strong. Economic activity levels, job density and productivity (GVA per head) continue to sit above the national average. Like many places across the UK, the regional economy has been impacted by the pandemic during the delivery of the LGF programme, with difficulties in supply chains as well as the practical restrictions of lockdown hindering the delivery of capital schemes. However, the region has recovered faster from the pandemic than the rest of the country, with employment and economic activity levels now higher than pre-pandemic levels. Inequalities across the region however still persist, with higher levels of growth focused on Cambridgeshire.

The region benefits from having many of the building blocks to support growth (good skills levels, a growing business base, strong sector specialisms), and the LGF programme has further developed the infrastructure to support economic resilience and maintain the region’s position as one of the most innovative and fast-growing economies in the UK.

The CPCA’s 2022 Economic Growth Strategy acknowledges that whilst the business base has largely weathered the pandemic, on-going economic uncertainty, rising costs and recession continue to temper business and investor confidence. Within this context, the region’s high performing core clusters in IT, life sciences, AgriTech and advanced manufacturing will continue to require support to maintain business appetite for growth.

Future Opportunity

Cambridgeshire and Peterborough has major strengths in AI, ICT, Med Tech, AgriTech and Advanced Engineering and Manufacturing. These are all high innovation clusters, which will continue to be an important mechanism through which both high value jobs and high value scaling businesses are created.

Local sectoral strengths will also provide avenues through which to realise CPCA’s strategic ambitions to leverage existing innovation expertise to drive more inclusive and sustainable growth as part of making a more equal economy. They will also make a major contribution to solving national and global challenges, including the transition to net zero.

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The LGF programme has enhanced the region's innovation assets and business base. The will not only provide space for the growth of established SMEs and start-ups, but can also enhance the reputation of the area as a prime location for inward investment looking to capitalise on the region's research expertise and innovation ecosystem. Levering the potential of capital assets to attract further inward investment and finance, as well as support internationalisation strategy and marketing can contribute towards the delivery of the Mayor's ambition to further develop the region's reputation for new thinking and its profile as one of the most dynamic and dense knowledge economies in Europe. With careful management and strategic oversight, the assets developed through LGF will also provide strong foundations for potential enterprise and investment zones, and a potential focus for planned interventions to deepen the region's knowledge intensive growth clusters

3 Fund Performance

Introduction

Chapter Three provides an overview of the financial and output performance of evaluated projects, and an assessment of Value for Money.

Key Learning

- All projects defrayed the LGF grant/loan allocation by the March 2021 deadline. Pandemic-related supply issues have increased project costs for some capital investments. Private reserves have been utilised to meet rising costs, indicating a stronger match funding position than the £14,832,390 expected leverage.
- Outcome performance has been variable. Investments have delivered strongly against contracted outputs (floorspace created for instance), however longer-term employment and training outcomes have been slower to materialise. With the monitoring period for certain investments closing in 2023, this should be closely managed by CPCA as part of wider risk management processes.
- The Value for Money position will strengthen as further job, apprenticeship and business support opportunities materialise. Qualitatively, all projects have secured a 'medium' Value for Money assessment based on performance to date.
- Strengthening outcome monitoring systems will enable a clearer articulation of LGF impact and value, and will provide CPCA with a stronger evidence base to support future funding bids.

Expenditure

The evaluated projects total £8,661,550 of LGF funding (Table 4), which accounts for 6% of the area's total Growth Deal allocation. Despite Covid-19 related disruption to the capital phases of some projects, CPCA monitoring data indicates that all projects claimed their full LGF allocation by the March 2021 deadline. This suggests that the programme appraisal processes were effective in identifying shovel-ready proposals that could deliver against funding requirements.

Table 4. Portfolio Expenditure Profile

Project	LGF Investment	Leverage Funding
Medtech Accelerator	£500,000	£700,000
TeraView Company Expansion	£120,000	£554,070

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Aerotron Company Expansion	£1,400,000	£5,600,000
Hauxton House Incubation Centre	£438,000	£500,000
Agri-Gate Hasse Fen Extension	£599,850	£921,620
Haverhill EpiCentre	£2,700,000	£3,600,000
TWI Ecosystem Innovation Centre	£1,230,000	£1,270,000
Aracaris Capital Living Cell Centre	£1,350,000	£1,350,000
AEB Innovation Grant	£323,700	£336,700
TOTAL	£8,661,550	£14,832,390

Source: CPCA Monitoring Data (Q2 2022)

Consultations with investment leads indicate that the total cost of projects has exceeded projections at application stage largely due to supply chain issues and the rising cost of materials and labour. Additional costs have been met by private reserves.

As project closure reports are not yet available for all investments, it is not possible to determine whether the anticipated £14,832,390 of leverage funding has been secured. As such, the final position on leverage funding is likely to be higher than the figure presented in Table 4.

Outcome Delivery

As shown in Table 5, at portfolio level, outcome performance has been mixed. Investments are delivering strongly against the indicators linked to capital elements of projects, for example new or improved learning floorspace (106% of portfolio level target) and commercial floorspace refurbished (102%). As these outcomes are linked to the culmination of the capital phase of project delivery, it is expected for these to be achieved as part of build completion. Similarly, the strong performance on enterprises (233% of target) can largely be attributed to the successful defrayment of grants as part of early activity of the Medtech Accelerator and AEB Innovation Fund.

With the exception of new learners assisted on courses to full qualification indicator (382% of target achieved), all projects have so far achieved fewer employment and training outcomes than anticipated. Consultations conducted with project leads highlighted several reasons for slower outcome materialisation:

- unexpected changes to the economy driven by Covid-19 and Brexit - such as delays to capital works (although capital indicators are performing well, which suggests this is less of a factor), college closures and disruption to supply chains);
- recruitment challenges - particularly for high value positions which require specialist technical skills or substantial industry experience and a general problem with achieving apprenticeship take up in England,

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- wider market conditions - continued economic turbulence and changing demand for company products and services which is creating uncertainty for growth plans in the immediate future.

It is also possible that some project leads overestimated the scale of employment and apprentice outcomes at application stage and/or have not accounted for the extended timelines required for job creation that is common to capital projects. Whilst impact projections will have been assessed as part of the due diligence exercise conducted at the appraisal stage, this finding suggests that further refinement of job and apprenticeship creation estimates as part of the funding agreement process should be considered to ensure targets are realistic.

CPCA has been flexible in extending the monitoring period for investments to reflect extended timelines and their impact on outcome realisation. However, the monitoring period for three investments – TeraView company expansion, Haverhill EpiCentre and AEB Innovation Fund – is due to end in 2023 with none of the investments achieving all outcome targets. The majority of project leads are optimistic that outcomes will materialise more quickly now capital assets are operational, however this should be closely monitored by CPCA as part of risk management processes.

An overview of outcome performance at a project level is provide in the investment case studies (Appendix 1).

Table 5. Portfolio Outcome Performance

Outcome	Target	Actual	Performance
Indirect/direct jobs creation	1487	708	48%
Apprenticeships	304	35	12%
Area of new or improve learning/training space (m2)	50	53	106%
New learners assisted on courses to full qualification	165	631	382%
Commercial floorspace created (m ²)	69,644	55,000	79%
Commercial floorspace refurbished (m ²)	44,385	45,443	102%
Commercial floorspace occupied (m ²)	113,881	112,015	97%
Length of newly built road (km)	0.01	0.05	500%
Commercial businesses with broadband	10	63	630%
Enterprises receiving grant support	9	21	233%

Enterprises receiving non-financial support	186	108	58%
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Source: CPCA Monitoring Data (Q2 2022)

Economic impact and additionality

The analysis presented below (Table 6) is based on limited monitoring available at the time of reporting, and therefore provides a minimum estimate of economic impact and additionality.

Table 6. Summary of Economic Impacts

Outcome	Economic Impact
Jobs	<ul style="list-style-type: none"> 472 net additional jobs Adding estimated £26.19m in GVA
Apprenticeships	<ul style="list-style-type: none"> 31 net apprenticeships Net productivity gain of £348,595 per year
New Learners	<ul style="list-style-type: none"> £247,470 net economic benefit of graduates from full qualifications
Commercial floorspace	<ul style="list-style-type: none"> Space for an additional 3,129 workers

Jobs

CPCA monitoring information shows a gross total of 708 jobs created through the 9 LGF investments. To allow for comparison with the 2021, evaluation the additionally assumptions outlined in Table 7 have been made.

Table 7. Job Creation Additionality Assumptions

Additionality	Explanation
24% Deadweight	This describes the probability of a person finding the same employment elsewhere. Ready reckoners produced by the Homes and Communities Agency (HCA - now Homes England) indicate that displacement would be 'low'. ⁵
25% Displacement	This describes the effect of employing a person who would otherwise be employed elsewhere within the local area. Ready reckoners produced by the HCA indicate that displacement would be 'low'. ⁶

⁵ Housing and Communities, *Additionality Guide: Fourth Edition* (2014).

⁶ Ibid.

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10% Leakage	This describes the number of jobs that will be filled by people from outside the local area. Official UK HM Government benchmarks suggest that across most occupational groups, there is a low proportion of staff recruited from outside the local area. ⁷
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A general trades multiplier of 1.3 (What Works Centre for Local Economic Growth Toolkit) has then be applied, to produce a **net job creation figure of 472**. Using the GVA per job of £55,500, the increased GVA from job creation is calculated as **£26.19m**.

Apprenticeships

35 (gross) apprenticeships have been created from the nine LGF investments to date. Drawing on the assumptions made in the 2021 evaluation, the additionality assumptions in Table 8 have been applied.

Table 8. Apprenticeships Additionality Assumptions

Additionality	Explanation
15% Deadweight	This describes the probability of a person finding the same employment elsewhere.
25% Displacement	This describes the effect of employing a person who would otherwise be employed elsewhere within the local area. Ready reckoners produced by HCA indicate that displacement would be low. ⁸
10% Leakage	This describes the number of jobs that will be filled by beneficiaries from outside the local area. Official UK HM Government benchmarks suggest that across most occupational groups, there is a low proportion of apprenticeships recruited from outside the local area. ⁹

Zero substitution is assumed and a composite GVA multiplier of 1.56 has been applied. Based on estimates that an apprentice contributes approximately £214 per week of additional value to the economy, **31 net apprenticeships** will contribute approximately **£348,596 of additional GVA**.

New Learners

New learners graduating from a full course result in a cumulative increase in the number of qualified working age population in the local area, which in the longer term, leads to an uplift

⁷ [Additionality Guide: A standard approach to assessing the additional impact of interventions](#), The National Regeneration Agency, 2008

⁸ Housing and Communities

⁹ [Additionality Guide: A standard approach to assessing the additional impact of interventions](#), The National Regeneration Agency, 2008

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in economic value.¹⁰ In the absence of a breakdown of the level of courses accessed, the economic uplift of completing a NVQ2+ is used, on the assumption that some courses will have been at both a lower and higher level.

Table 9. New Learners Additionality Assumptions

Additionality	Explanation
15% Deadweight	This describes the number of learners who would gain qualifications through alternative provision. Benchmarks from official UK HM Government guidance assumes that there is an expectation some learners would find alternative routes into full-time delivery or gaining an NVQ2 qualification. ¹¹
12% Displacement	This describes the extent to which learning provision replaces existing public sector provision the area. Official UK HM Government benchmarks suggest that this will be low based on the high evidence of need in the area. ¹²
10% Leakage	This describes the proportion of benefits being provided to residents outside the local area. Official UK HM Government guidance assume that there is still a low possibility of non-target beneficiaries taking a learning place. ¹³

Using the additionality assumptions shown in Table 9, the net new learners figure is 438. Using the added economic value of a graduate entering the workforce of £565 provided in the Greater Manchester Combined Authority (GMCA) Unit Cost Database, the longer-term benefit of graduates from course delivery is **£247,470**.

Commercial Space

The economic impact from the gross 100,443 sqm commercial space created and refurbished will accommodate 3,129 workers based on the assumptions shown in Table 10.

¹⁰ Department for Business, Innovation and Skill, *The Impact of Further Education Learning* (2013).

¹¹ [Additionality Guide: A standard approach to assessing the additional impact of interventions](#), The National Regeneration Agency, 2008

¹² Research to improve the assessment of additionality, Department for Business Innovation & Skills, 2009

¹³ [Additionality Guide: A standard approach to assessing the additional impact of interventions](#), The National Regeneration Agency, 2008

Table 10. Commercial Space Additionality Assumptions

GIA (m2)	NIA (m2)	Average space needed per worker (m2)	Total numbers of workers accommodated
100,442	93,875	30 (based on mix of incubator and office)	3,129

Value for Money

Table 11 sets out a cost per output/outcome for all 9 projects in this evaluation. At a project level there is some variation in unit costs where the intensity, quality and in some instances cost effectiveness of investments has varied. Across the 9 projects, a unit cost per job of £12,233 offers good value for money and is significantly less than unit costs achieved across the UK's ERDF programme as a comparator (£26,000). It also compares favourably to unit costs reported in the 2021 LGF evaluation (£70,973 per job).

The cost per apprenticeship, business assist (both with grants and non-financial support), and cost per commercial business with access to broadband are currently high. However, consultations with project leads suggest that not all outcomes are yet reflected in the CPCA monitoring data. In order for CPCA to more accurately articulate the LGFs Value for Money position, consideration should be given to enhancing outcome monitoring systems (see Chapter 4) and this will be an important tool in securing future funding.

Table 11. Unit Costs

Outcome	Achieved	Total LGF spend	Unit cost
Indirect/direct jobs creation	708	£8,661,550	£12,234
Apprenticeships	35	£5,411,550	£432,413
Area of new or improve learning/training space (m2)	53	£438,000	£8,264
New learners assisted on courses to full qualification	531	£1,723,700	£2,732
Commercial floorspace created (m2)	55,000	£6,680,000	£1,048
Commercial floorspace refurbished (m2)	45,443	£3,787,850	£83
Commercial floorspace occupied (m2)	112,015	£7,837,850	£70
Commercial businesses with broadband	63	£4,967,850	£78,855
Enterprises receiving grant support	21	£3,799,850	£180,945

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Enterprises receiving non-financial support	108	£4,237,850	£39,239
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A qualitative Value for Money assessment has also been conducted using the following factors:

- Economy: the extent to which project outcomes have been achieved for the minimum cost input (spending less)
- Efficiency: the costs with which outputs/outcomes (gross and/or net) have been delivered (spending well)
- Effectiveness: the extent to which the objectives defined for the intervention at the outset have been realised in practice and will be sustained in the future (spending wisely)

In accordance with the methodology utilised for the previous LGF evaluation, the ratings shown in Table 12 have been used to assess the projects.

Table 12. Qualitative Value for Money Ratings Key

Very poor value for money	Poor value for money	Medium value for money	Good value for money	Very good value for money
High LGF leverage Cannot meet outcomes / unviable	Relatively high LGF leverage Poor performance on outcomes	Medium LGF leverage Lower proportion of outcomes achieved	Good match funding Good performance on outcomes	Minimised cost to public funds Achieved more than its target outcomes

Table 13 shows that all LGF investments under consideration have been assessed as delivering ‘medium’ value for money at this stage. This reflects the high level of match funding across the projects, and strong performance against early-stage outcomes (creation and refurbishment of floorspace and grant defrayment). Consultations with project leads indicate that the value for money position will improve as project delivery continues, and further outcomes are realised.

This assessment represents an improvement on the projects examined as part of the 2021 LGF evaluation, in which two projects were rated as either poor, or very poor. This further indicates the effectiveness of the appraisal processes introduced by the Business Board in 2018. If longer-term outcomes continue to materialise (thereby strengthening efficiency and effectiveness measures), it is expected that a significant number of these projects will fall under either the ‘good’ or ‘very good’ Value for Money position. This will, however, require refinements to be made to the way that outcomes are reported and captured (see Chapter 4).

Table 13. Qualitative Value for Money Assessment

Project	Economy	Efficiency	Effectiveness	VfM Rating
Medtech Accelerator	A £500,000 LGF equity investment was made in the Medtech Accelerator – 42% of the total project cost. Stakeholders anticipate a return on investment in the new couple of years.	Despite exceeding outcome targets, the unit cost per outcome is high: £55,555 per job created; £45,545 per enterprise receiving grant support; and, £45,545 per business receiving non-financial support	Core targets exceeded across both outcomes – enterprises receiving grant support (138%) and businesses receiving non-financial support (183%). The project delivered outcomes outside the expected targets, creating 9 indirect/direct jobs. .	
Teraview Company Expansion	£120,000 of LGF funding was loaned to Teraview – a low intervention rate of 18%. The loan was repaid according to schedule, allowing LGF funds to be recycled.	Unit cost per outcome is very low: £3,600 per job created; £121 per m2 of commercial floorspace created; £117 per m2 of commercial floorspace occupied.	Mixed performance on project outcomes. Commercial floorspace targets (both created and occupied) achieved, however only 5 of the target 15 jobs outcomes have been secured as of Q2 2022.	
Aerotron Company Expansion	A £1.4m LGF grant was allocated to the Aerotron Company project – a low intervention rate of 20% of total project costs.	Unit cost per outcome is generally low: £14,000 per m2 of commercial floorspace refurbished and occupied; £18,900 per m2 of commercial floorspace created; and £13,333 per job created. Project leads expect the job creation unit cost to reduce further as additional outcomes are claimed.	Mixed performance on project outcomes. Whilst the targets for commercial floorspace refurbished and occupied have been met, no new learners assisted on courses to full qualification outcomes have been claimed. This is due to delays to the capital phase of the new college site which the project is linked to.	

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Hauxton House Incubation Centre	O2h secured a £438,000 LGF grant to support the development of the Hauxton House Incubation Centre – 47% of total project costs.	Unit costs per outcome is generally low: £7,684 per job created; £8,624 per m2 of new or improved training space; £1,255 per m2 of commercial floorspace.	Mixed performance on outcome delivery. The project has either achieved or exceeded targets relating to the capital phase (commercial floorspace refurbished – 100%; area of new or improve training space – 106%). The project is currently performing less well in relation to job and apprenticeship creation – achieving 52% and 0% of the targets respectively. The project has, however, delivered additional outcomes by supporting 50 business receiving non-financial support	
Agri-Gate Hasse Fen Extension	NIAB secured £559,850 of LGF funding, 39% of the total project costs and a relatively low intervention rate.	Current unit costs per outcome are comparatively high. Reflecting under-performance across a number of indicators: jobs (£19,995 per unit), apprenticeships (£149,963 per unit) and businesses receiving non-financial support (£74,981 per assist). Lower unit costs have been achieved in relation to commercial floorspace refurbished and occupied indicators (both £552 per m2).	The project has exceeded a number of outcome targets – Commercial floorspace refurbished (105%), commercial floorspace occupied (105%) and number of enterprises receiving grant support (500%). Achievement of jobs and apprenticeships has been low to date, delivering 18% and 10% of targets respectively. Monitoring data also suggests performance has been below expectations on the number of business receiving non-financial support (8/130). The project has, however, delivered additional outcomes in the number of businesses receiving other grant support (1 claim) and the number of businesses with access to broadband (3 – although consultation findings suggest this figure could be higher in reality).	
Haverhill EpiCentre	Jaynic secured a £2,700,000 LGF grant – a 43% contribution to the total project costs.	Job creation unit costs for this project are low at £6,941. The cost per business receiving non-financial support is high at £69,231 per assist,	The project is currently performing well against the commercial floorspace created target (100% achieved) and the number of business receiving non-financial support (78% of target). Performance is less strong on job creation targets (52% achieved),	

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		as is the cost per m2 of occupied floorspace at £3,863.	apprenticeships created (no outcomes claimed) and commercial floorspace occupied (23% of target). Performance across these indicators is expected to improve as project delivery continues.	
TWI Ecosystem Innovation Centre	TWI secured £1,230,000 LGF grant towards the development of the Ecosystem Innovation Centre, a 49% contribution to total project costs.	Unit costs for commercial floorspace refurbished and occupied are low at £417 per m2. However, the cost per job created is high at £38,488, reflecting the slower than expected project performance in this area.	The project has performed well on the outcomes linked to the capital phase – exceeding both the commercial floorspace refurbished and commercial floorspace occupied targets (152% and 114% respectively). Only 32 of the target 77 jobs have been created to date.	
Aracaris Capital Living Cell Centre	Aracaris received a £1.35m loan – 50% of the total project costs. Consultation with CPCA Officers indicate that the loan has nearly been repaid in full.	Unit costs for the capital elements of the project are low: £112.50 per m2 of commercial floorspace created and occupied. However, the cost per apprenticeship created is high at £270,000. Unit cost per job created is currently £18,348. Unit costs for both jobs and apprenticeships is expected to decrease as the project moves out of the early implementation phase.	Performance against outcomes is mixed. Targets relating to commercial floorspace (m2 created and occupied) have been reached. However, only 37% of jobs and 26% of apprenticeships have been created to date. Employment and training outcomes are taking longer to materialise due to the challenges recruiting specialised and high value roles. Project leads are confident that targets will be reached as the centre becomes further established and pathways for jobs and apprenticeships are cemented with local education providers and universities.	
AEB Innovation Fund	£323,700 of LGF grant was combined with £336,700 of AEB underspent to create a new funding pot for training provider intervention. This represents a 49% intervention rate.	Cost per job creation is currently high at £40,663 per unit. The unit cost per apprenticeship is lower at £12,450. The project is delivering efficiently on cost per learner assisted on courses to full qualification at £513 per assist.	The project has performed well on the number of new learners assisted on courses to full qualification, exceeding the stated target by 481 learners (421% of target). 87% of the apprenticeship target has been reached, however only 8 out of the target 15 jobs have been created to date (53%).	

4 Management and Delivery

Introduction

Chapter Four examines the effectiveness of LGF management and delivery processes. The findings are drawn from consultations with CPCA Officers, Business Board representatives and project leads.

Key Learning

- Consultation findings suggest that the delivery model was effective in bringing forward shovel-ready projects that balanced the need for rapid delivery with realising strategic objectives.
- Refinements to the application and appraisal stage have increased the robustness of the delivery model. Project leads appreciated a straightforward application process and quick decision on funding outcomes.
- There is scope to refine monitoring processes to capture the full contribution of the programme and ensure a supply of timely and accurate management information.
- Supporting projects which clearly respond to local needs and are managed by skilled leaders with a track record for successfully delivering comparable interventions, helps manage risks and enhance the local benefits of investment.

Management and Governance

Stakeholders agree that throughout the LGF delivery process, there was a clear separation of responsibility between the oversight function of the Business Board and the day-to-day management activities executed by the CPCA Officer team.

Effective systems were established to enable robust scrutiny of projects at the application and appraisal stage, including:

- the introduction of a scoring matrix to support Officers appraising EOI forms;
- the procurement of external consultants to complete due diligence checks and appraisal on the full application; and,
- the introduction of the Entrepreneur Panel to assess projects over £500,000.

However, a number of stakeholders noted that long-term outcome monitoring processes could be enhanced to capture the full contribution of capital assets. Furthermore, it was suggested that the LGF papers presented to the Business Board could be simplified to enable more effective scrutiny and interrogation of performance. The CPCA Officer team are working with Board members to explore how progress reports can be better presented.

Marketing and Engagement

Due to the short lead in times to commit funding, a pragmatic approach to marketing and engagement was required (an open call on CPCA's website and word of mouth). Both the Business Board and CPCA Officers played a key role in this, by leveraging local networks to identify and engage businesses with investable, shovel-ready propositions. All of the projects considered as part of the evaluation heard about the funding opportunity through an existing link with CPCA or a Business Board representative – highlighting the importance of maintaining relationships with strategic partners and companies able to quickly respond to new opportunities:

'We heard about the LGF through our CEO, who knows someone on the Board. That's our main link into the Combined Authority [...] how we hear about what opportunities are available.' – LGF Project Lead

The importance of ensuring longer lead in times for future funding programmes was also stressed by consultees. This would enable opportunities to be more widely marketed, and provide time to engage a wider range of delivery partners who may required more pre-application support to put forward strong propositions. Longer lead in times would also allow companies to develop more innovative proposals as well as enable a greater level of co-design and dialogue with CPCA staff to maximise the strategic fit and wider impact of investments (e.g. more rigorous challenge on the integration of inclusive and sustainable design principles, creating wider social value, and supporting net zero).

Application

All project leads agreed that the application was straight forward and the level of detail required proportionate to the size of the grant available. Applicants valued the provision of Officer support in both understanding application requirements and refining proposals to strengthen alignment to spending objectives. The use of both an Expression of Interest (EOI) and full application stage as part of the initial process was noted as a useful mechanism for identifying promising proposals that would benefit from targeted support.

As highlighted in the quote below, advisory support was useful in helping articulate the expected economic impacts of the project and the contribution to the growth of local priority sectors:

'We really appreciated the input we got from CPCA on the application. We knew our project was a good fit for the type of things they were looking to fund, but having someone knowledgeable play that critical friend role by suggesting how to best frame our plans and draw out more fully what this would mean for Cambridgeshire was incredibly useful.' – LGF Project Lead

Appraisal

Stakeholders agree that overall, the appraisal process was managed well and effectively balanced the need for efficiency with an appropriate level of rigour for the size of funding available.

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Several Business Board and project lead beneficiaries highlighted the Entrepreneur Panel as an area of good practice. The effectiveness of which was supported by:

- the blend of sectoral expertise and knowledge to inform fair decision making, and the ability to draw on additional sector expertise where this was required;
- the use of high-quality assessment materials and supporting documentation; and,
- the positive attitude and commitment of panel membership to uphold robustness through rigorous scrutiny.

Applicants enjoyed the opportunity to provide further assurance of project deliverability and bring the story of need and impact to life through presentations to the panel. The panel also afforded applicants with exposure to senior leaders (such as the Mayor) which consultees noted as having reputational and networking benefits:

‘Of course it was a bit nerve wracking, it was great to present our project and our business to the Mayor and other senior business leaders. Having the back and forth, the ability to answer questions there and then and provide assurance that we had a fantastic project and the right skills to deliver it was great. You can’t do that with just a paper application [...] this animates the whole project.’ – LGF Project Lead

The combination of external due diligence and Entrepreneur Panel assessments provided the Business Board with robust recommendations of the viability and commercial opportunities offered by projects and aiding decision making. Consultees noted this as particularly important given the broad scope of the funding opportunity and diversity of applications received.

Project leads praised the speed at which the appraisal process was completed, and appreciated a short turnaround time between the Entrepreneur Panel and notification of funding decision. This enabled LGF beneficiaries to mobilise teams to deliver proposals and support the quick implementation of projects.

Data Collection and Monitoring

Monitoring processes have been designed to meet CPCA’s reporting requirements to government and are therefore focused on core contracted outcomes. During the early stages of project delivery, LGF beneficiaries were required to complete monthly highlight reports which reported on both actual and forecasted expenditure and outcome realisation. Importantly, the tool required project leads to provide a written commentary on financial and outcome performance, progress against key delivery milestones and maintain an up-to-date risk register. Stakeholders agree that this provided an appropriate level of detail, and data visualisations (graphs and bar charts to plot spend and outcome delivery) provided a clear view of progress at a glance.

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Once investments entered the delivery phase (post March 2021), project leads were only required to fill in a lighter touch spreadsheet that captured outcome performance. Whilst project leads appreciate the reduced administrative burden, a number of consultees noted that the full scope of project activity isn't being captured:

'Monitoring is surprisingly high level. We don't need to provide any information on what we've been up between the quarterly reports, or any evidence of the claims we're submitted on job creation or business supported. I'm definitely not advocating for a really time intensive form, but it would be nice if we were able to provide more of a commentary on progress than just numbers. We're doing some great stuff here in terms of events and workshops, but it doesn't feel like we currently have a way to communicate this back to CPCA' – LGF Project Lead

Project leads were responsible for creating internal monitoring systems for the investments, the rigour of which, consultation findings suggest, has varied substantially. Beneficiaries experienced in implementing and reporting on public funding (such as ERDF) have drawn on previous systems to support accurate reporting whereas other project leads have taken a more relaxed approach to reporting and evidencing outcomes. For example, one project has conducted surveys of supported businesses to understand indirect job creation, whereas another has used a multiplier to provide an estimate.

This, combined with instances of uncertainty on which indicators projects are expected to report on, is contributing to a low confidence level in the validity of outcome data and a lack of consistency in reporting. Consultation findings suggest that project leads require greater support from the LGF Officer team to understand reporting requirements and appropriate mechanisms for collecting data.

In line with the previous evaluation recommendations, a centralised outcomes spreadsheet has been created which provides a helpful snapshot of investment performance. There is scope to further refine data collection procedures which currently use substantive amounts of CPCA resource by automating processes where possible. Officers have attempted to action this through the utilisation of Hubspot to automate project lead reminders for monitoring reports, however capacity constraints in other teams in the organisation have delayed this.

Communication

Project leads value having a clear communication channel with the LGF delivery team. During the early stages of project delivery, lead organisations had a consistent point of contact with which to raise queries, flag delivery risks and share progress against milestones. Personnel changes in the Officer team combined with limited staff resource, have resulted in a lighter touch approach to management post March 2021.

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A number of consultees expressed a desire for more of an account management approach to monitoring and communication as assets become operational in order to help project leads demonstrate wider benefits and identify opportunities to maximise local impact.

‘Now the site is operational, our relationship has CPCA has become very transactional. The team is very happy and quick to respond to any questions I have, but our interactions are essentially limited to me emailing them a monitoring form every few months.’ - LGF Project Lead

‘The communication has been good, but I’d like to have a stronger relationship with the team so I can keep them up to date with all the amazing events we’re running, but also so I’m aware of any other funding opportunities we could access to execute other growth plans.’ - LGF Project Lead

Critical Success Factors

At a project level, the following factors have been highlighted as important contributors to maximising the impact of public investment:

Evidence-based design

Supporting projects which clearly identify and address a local challenge/market failure help strengthen service/product take up once a project becomes operational. This is important for ensuring projects are well placed to meet outcome targets, but also for executing growth plans and generating wider economic impact.

Building on critical mass

Consultation findings indicate that supporting innovation investments which build on existing clusters or ecosystems is important for realising outcomes more quickly. For instance, supporting capital projects on sites with companies operating in the same sector (such as the TWI Innovation Ecosystem) has supported business integration in the area and increased the attractiveness of the facility to potential tenants.

Pragmatic and experienced delivery partners

Investments have been made in established companies with a track record for successfully delivering and maintaining similar projects. This has enabled lead organisations to be pragmatic with the management of LGF-funded assets to flex delivery strategy in response to changing delivery context. In the instance of the Medtech Accelerator and the AEB Innovation Fund, the lead organisations’ previous experience of administering and managing grants enabled application and appraisal processes to be set up efficiently and robustly to ensure LGF funds were committed to appropriate projects.

5 Impacts

Introduction

Chapter Five presents the wider outcomes and impacts of the LGF investments so far. As well as providing evidence of emerging and anticipated longer-term impacts, this section highlights the critical success factors that have supported benefit realisation and the additionality of the investments. The findings are drawn from nine in-depth interviews with project leads, with detailed project case studies provided in Appendix 1.

The findings suggest that impacts are in line with those anticipated in the programme logic model (see Table 3) and include:

- improving training opportunities in the region;
- improving high quality employment opportunities;
- accelerating business growth; and,
- increasing innovation in Cambridge and the wider region.

Key Learning

- At a portfolio level, projects are delivering against strategic objectives to improve training, employment opportunities, innovation and inward investment, and accelerate business growth. However, the scope and scale of identified impacts vary between projects.
- The Fund has also generated additional soft outcomes for beneficiaries such as reputational benefits, networking advantages and increased knowledge-sharing.
- Qualitative consultation findings suggest the LGF has been a key enabler in bringing forward innovations and growth in employment/turnover in the strategic priority themes.
- Consultation findings indicate that supporting innovation investments which build on existing clusters or ecosystems is important for realising outcomes quickly and effectively and ensuring investments drive place-based impacts. This reinforces the wider evidence that public funding is likely to have greatest impact when it is unlocking opportunities linked to existing strengths and potential.

Improving Training Opportunities

The Fund has contributed to improving training opportunities in Cambridge and the wider region through the creation of high-value apprenticeships and the provision of employee upskilling opportunities.

At firm level, employee upskilling and access to training is considered a positive outcome of LGF engagement as it has been shown to help the retention of talent. At an ecosystem level,

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upskilling is developing the absorptive capacity of the business base which will support future innovation and growth.

For instance, AEB Innovation Fund has made learning more accessible to disadvantaged learners and people affected by job displacement, supporting longer-term improvements in employability.

LGF supported the Adult Education Budget (AEB) Innovation Fund, which is a grant programme that combines AEB and LGF funds into a blended revenue and capital grant provision to support colleges and training providers in developing innovative ways to engage adult learners.

AEB awarded up to £50,000 to the winning bids. The fund targeted projects that supported disadvantaged learners who couldn't easily access distant or remote learning. This included extended training around digital literacy and English language to speakers of other languages, and supporting people affected by job displacement and redundancies by extending skill-building training in construction, health, and social care.

Additionally, generous investments were made in facilities, equipment, and capacity building across Further Education Colleges and Institutes of Adult Learning with the help of the capital fund. Consultation suggests that most of the institutions wouldn't have been able to afford such developments without the fund.

"The Innovation Fund has been really successful. It's been fantastic to see the creativity of our local training providers, many of whom would have been unable to progress the projects without funding. The impact created is already substantial in terms of upskilling our local workforce and the legacy will be significant. It's also helped position CPCA as leaders in piloting new approaches to skills development and economic growth broadly. The flexibility to respond to local challenges and do so in a collaborative way with other colleagues has just been brilliant."

Development of Sector Specific Skills

By supporting companies to expand, LGF has enabled new training opportunities and apprenticeships in highly specialised sectors such as aviation, terahertz technology, and cell-based solutions. By developing local expertise in high skilled, growth sectors the programme is helping to build the competitiveness and critical mass of sectors which will drive future productivity growth.

Supporting Knowledge Sharing

In addition to supporting individual trainees and apprentices, a small number of consultees noted engaging in workshops and events designed to embed a culture of knowledge-sharing and collaboration and strengthen the innovation ecosystem.

Haverhill Epicentre, an innovation centre based in Haverhill Research Park, received £2.7m LGF grant to build a flagship building on the outskirts of Haverhill that houses businesses and start-ups focused on life sciences.

Since opening in November 2020, the EpiCentre has not only been providing office and lab spaces to its tenants but is also actively engaged in organising workshops and learning events as part of their wider community support. One such initiative included skills development workshops for school students. Our consultation suggests that the uptake of such events has been very positive and helps to strengthen the local innovation ecosystem through shared learning and knowledge exchange.

“We do a lot of community engagement activities... we organise a lot of networking events and workshops that are open to the external community and their uptake has been very good.”

Improving high quality employment opportunities

There is evidence that the targeting of LGF on innovation and high growth opportunities in priority sectors, including advanced manufacturing, AgriTech, and life sciences, has supported the creation of high quality jobs which will attract and retain talent and drive productivity growth.

Investments in incubation space has facilitated start-up and scaling of business with growth potential, as well as attracted inward investment through business relocations. Two companies made use of the fund to relocate, which has strategically benefited their businesses, allowing them to unlock productivity gains and create high quality employment opportunities. One company was able to build and enable manufacturing suites with the help of the fund, increasing its productivity and creating additional jobs. The vignette below highlights how LGF investment supported Aerotron to relocate and create high-value jobs.

Aerotron Composites operates in the aerospace and defence markets. They received a £1.4m LGF grant to support the relocation of their plant to Chatteris and the regeneration of their site. The company had been considering relocating for strategic business reasons and LGF accelerated this move which otherwise would have been delayed due to the pandemic and sudden rise in the cost of resources.

In their previous location, retaining trained employees was a critical challenge due to increasing competition over employees from large competitors. The move has enabled the company to recruit and retain employees without intense competition. They have also been able to advance technically through the addition of new plant and equipment. The company has created 105 jobs and 5 apprenticeships in the region to date and supported the establishment of a training centre close to the site.

“Moving to Chatteris has helped us create a technically advanced company with the potential to attract people who didn't have similar jobs in this area. We are the only company in the area that does this sort of work...LGF fund solidified where we were going to move and increased our ability to hire people to accelerate our plans.”

Increasing Innovation

LGF investments in start-up incubators and knowledge-intensive businesses has supported innovation-led growth and developed CPCA's reputation as a centre for world-leading research and innovation.

Supporting the Commercialisation of Research

LGF investment has created the infrastructure to accelerate the commercialisation process, including within high growth opportunities. This has also prompted collaboration between industries, markets, and research in Cambridge and the wider region.

Aracaris, a UK subsidiary of a US-based drug company named Northwest Biotherapeutics (NW Bio), is involved in manufacturing of cell-based products. Aracaris intends to become a leading hub that supplies regenerative medicine products not just locally but also across Europe and beyond.

Aracaris sought 50% match funding from CPCA in 2019 to enable commissioning and equipping of 2 manufacturing suites that were already built and to support construction and enabling of a 3rd suite. The project received £1.35m in loan from LGF.

"Most of the cell-based therapies come out of academia and clinical research. But that doesn't allow for such products to go through commercial stage.... that's why we were attracted to this work...we could build a facility in Cambridge that would allow manufacture of cell-based products for wider reach. The fund helped us with some of the buildout works, getting the suites ready for licensing, creating lab and office spaces, constructing warehouses, and so on"

Providing Funding to Accelerate Innovative Start-ups

Medtech Accelerator and Hauxton House have supported early-stage, innovative start-ups through the provision of funding and business support. The consultees highlight that there is a lack of funding at the proof-of-concept and early stage of innovation. LGF investment has enabled these companies to intervene at the early stage and provide the support to help start-ups get off the ground and become ready for follow-on investment.

Medtech Accelerator received a total equity funding of £500,000 from LGF to facilitate early-stage development of innovations in the broad area of medical technology: devices, diagnostics, software and eHealth. The project provided 14 applicants out of 60 with a proof-of-concept award of up to £125,000 after a comprehensive review and investment committee process.

One of the selected products, Saphira, a regional anaesthesia technology, has been in the market since 2020. One more product—E-VAC—is licensed and is currently in the

development stage. Two companies went on to raise significant grant/VC funding of over £5 million.

“Medical technologies can take 5 to 8 years to get to market. While there are a lot of large-scale research grants and venture capital funds, they usually require some proof of concept to apply. We were increasingly seeing great ideas unable to move forward because of the gap in early-stage funding. So we approached the LEP with the idea of an early-stage proof of concept fund developing new medical technologies”

Accelerating Business Growth

Provision of Affordable and Diverse Workspace

LGF investments have helped create affordable options in office and lab spaces in the CPCA region. TWI's “fit-out-yourself” lab strategy has brought increased affordability to renting laboratory spaces in Cambridge which is highly valuable to companies just starting out in the technology and life-sciences sector. Lab-enabled spaces generally come fully fitted and are expensive, therefore an ability to tailor the lab space and control the cost has encouraged smaller companies to enter the sector. As Cambridge is one of the world's leading life sciences clusters, an increasing number of start-ups in this sector play a critical role in not only bolstering the life sciences cluster in Cambridge but also the UK's competitive position internationally.

Access to Mentoring and Advice

The provision of co-working spaces which facilitate peer to peer interactions, and access to business workshops and mentorship have supported business growth. The provision of wider wraparound support to start-ups in the form of mentorship and advisory support emerged as one of the critical success factors in supporting growth.

LGF beneficiary, NIAB Hasse-Fen, has been supporting Agritech innovation in the Cambridgeshire area by providing incubator space, training, and mentoring. They received £599,850 in grant from LGF to further expand, upgrade, and add additional incubator space. Some of the start-ups they incubated have progressed and raised significant funds.

“Some of our start-ups have gone on to become very successful. They're all employing people. I think the other thing they've done is created an atmosphere of Cambridgeshire being a cluster for Agritech. More and more agritech start-ups are deciding that Cambridge is where they're going to locate. So it has also driven inward investment in that way.”

Enhanced Networking

Coordinated networks are crucial for businesses to stay abreast of industry developments and funding opportunities, expand market reach and source complementary expertise and

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skills. LGF investments have contributed to creating better access to networking opportunities for local businesses, start-ups, and individuals in the region, including through the organisation of frequent networking events and workshops. Consultees noted the role of networking events in bringing SMEs and the region's leading companies in Cambridge's growing tech and life sciences clusters into contact.

Catalysing and Attracting Private Investment

There is evidence that LGF funding has de-risked further developments with private investments.

TWI Innovation Ecosystem is a modular incubator and co-working space in Granta Park. The project's rationale is to tackle restrictions on Cambridge's business growth, generate high-value jobs, and contribute to rise in productivity across the C&P area. They received a total grant funding of £1.23m from CPCA to refurbish and create office spaces in Building 2.

The experience and confidence obtained through conversion of Building 2 with the help of LGF investment was a critical factor in the company pursuing a bigger strategy in Phase 2 where they refurbished both Abington Hall and Building 1. Their initial plan involved refurbishment of only one additional building.

"Our strategy got bigger overtime and we've been able to offer far more spaces in the life sciences market. We felt that there is an opportunity to expand considering the growth of the life science market in Cambridge and the positive take up of Building 2. So we made the decision to use private investments into converting Building 1. We converted the space this year and it has been fantastic for us."

Some early-stage start-ups supported by LGF beneficiaries have also grown significantly and went on to secure venture capital funds. One of such examples is Kuano, a start-up that combines state-of-the-art simulation and AI to add quantum detail to structure-based drug discovery. They received support from Hauxton House at their starting stage and have now raised 2-3 rounds of VC funds. Similarly, two start-ups that won the Medtech accelerator grant at the proof-of-concept stage have secured significant funds.

Reputational Benefits

A number of beneficiaries noted that receiving LGF funding and the investment in their site, infrastructure and equipment this has enabled, has helped them reputationally; creating a more professional image and enhancing their links to other local institutions to confidently approach foreign investors and clients.

TeraView expansion project received a total loan funding of £120,000 from LGF to support the fit-out costs of a new research facility in the Cambridge Research Park Enterprise Zone. Formed in 2001, TeraView is a leader in supply of terahertz-based spectroscopy and imaging products with an established track record of installing & supporting terahertz (THz) systems in production environments.

The company has experienced a notable reputational benefit as a result of LGF funding. Having the support of the local government gives them more credibility while approaching

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foreign investors from Asia and the US. It also allows them to demonstrate that they are capable of expanding. Investors and clients are impressed with the new facility and the growth potential evidence.

“The new facility is increasingly becoming key in our discussions with customers and investors. We need to demonstrate to them that we have the capacity to build more systems if the orders go up. It is easier to articulate that with the new facility”

Additionality

Qualitative consultation evidence suggests that for some beneficiaries the delivery of innovation projects would not have occurred or would have been severely challenging without LGF funding. For beneficiaries who would have been able to deliver the project without LGF support, none of those consulted think they would have been able to deliver the projects in the same timescales or to the same quality, and LGF was a key enabler in bringing forward investments. As a result of LGF, the companies were able to develop at speed, seize growth opportunities, and maximise impact:

“When we secured the loan, the automotive market was just starting to be identified as an opportunity and it became evident to us that we needed to move premises to accommodate both development and manufacturing and tap into the new market. We were able to move and establish the new premise quickly in 2018... LGF really accelerated the move” – LGF Project Lead

6 Conclusions

Introduction

Chapter Six provides an overview of the key findings and recommendations for further consideration.

Conclusions

Strategic and delivery context

The LGF investments were aligned with the strategic objectives and known market failures which were inhibiting business growth. The rationale for innovation-led growth in the CPCA area remains strong, and the assets developed via LGF have strengthened the infrastructure which can support future growth. The pandemic has further reinforced the benefits of innovation as a means of strengthening the resilience of the business base whilst also addressing strategic challenges which constrain productivity growth.

Whilst the CPCA economy has recovered strongly post Covid-19, geographic disparities remain, highlighting the need to channel investment into lower performing areas to stimulate growth and provide opportunity for all residents. The evidence so far suggests that assets developed by LGF will be important assets to support the delivery of the 2022 Economic Growth Strategy, with planned investments in the business and innovation ecosystem potentially providing the wraparound support to maximise the longer-term impact of LGF investments and help businesses tackle the legacy of Covid-19 and Brexit, as well new challenges of high levels of inflation and rising costs.

All projects considered as part of the evaluation have had to navigate these contextual challenges, which has in some instances delayed the progress against early milestones and/or slowed outcome realisation. Investing Growth Deal money in established businesses with sufficient prior experience in delivering comparable projects has been an important factor in ensuring successful delivery despite these challenges. However, with longer lead-in times, these funds could also provide an opportunity to work more closely with a wider range of potential delivery partners and raise the capacity of businesses to deliver growth projects.

Performance

Performance across the nine LGF projects has varied. All evaluated projects defrayed allocated funding by the March 2021 deadline, and consultation findings suggest that due to rising development costs being met by the private sector, the investments have leveraged more private match funding than the £14.8m anticipated.

Investments have delivered strongly against the immediate outputs linked to capital developments. Outcomes linked to increases in employment, training opportunities (apprenticeships) and non-financial business support have been slower to materialise. In addition to the contextual factors highlighted above, which is due in part to difficulty recruiting skilled/specialist workers in a tight labour market and longer lead in times to establish and fill apprenticeship positions.

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As the monitoring period for several projects ends in 2023, it will be important for the LGF team and Business Board to closely monitor progress against longer term outcomes and work closely with Project Leads to proactively maximise the potential of investments where possible.

Management and Oversight

The application, appraisal and initial monitoring of the LGF investments was on the whole, well managed. The critical success factors supporting early delivery were as follows:

- Leveraging of business networks by Business Board members and LGF Officer team to engage potential applicants with deliverable propositions;
- A clear and quick applicant journey;
- Effective due diligence processes;
- Diverse sector and industry expertise on the Entrepreneur Panel;
- High quality assessment packs and provision of robust recommendations to facilitate strategic decision-making; and,
- Frequent communication from the LGF team to project applicants.

Whilst not formally built into the LGF delivery model, project leads highlighted the added value of Officer advisory support in understanding funding objectives and refining proposals accordingly, and this should be considered as a key element of future programmes.

Poor quality data collection and reporting processes are constraining the effective management and governance of the LGF. An explanation of the indicators, and guidance on the data which should be used to evidence claims, is contained in the Local Growth Deals Monitoring and Evaluation Plan. As well as ensuring project lead awareness and adoption of this guidance, there is scope for more robust implementation of the M&E plan by CPCA. Requiring project leads to provide consistent evidence of outcomes, for example, would enable Officers to provide greater challenge to quarterly submissions and ensure greater consistency across reporting. Consideration could also be given to collecting qualitative evidence and feedback from project leads within quarterly returns regarding the wider added value and non-quantifiable contribution of investments.

More robust data collection and monitoring processes (including the production and promotion of investment impact and good news stories) will enable CPCA to articulate the wider impact and value of public spending more clearly, and will a useful evidence base to lobby for additional funding from central government. Moreover, promoting project success and new assets created across CPCA's marketing channels may help drive inward investment into the region and help deliver against the long-term ambitions of the LGF.

Impact

The LGF has supported a range of innovation and growth outcomes. Project leads anticipate more impacts to emerge as demand for new products and services grow, leading to further job creation, apprenticeship opportunities and inward investment into the region.

The findings suggest that the project logic models are robust, and the investments have delivered against planned outputs and outcomes. However, there is scope for these to be

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refined further to better reflect how the use and operation of capital investments can drive place-based growth. Whilst increasing innovation in Cambridge and the wider region is an appropriate long-term outcome, investment in capital infrastructure is just the start of this process, and consideration needs to be given at project development phase to how the long term impact of investments will be realised. This might include consideration during project design of the supporting interventions such as the provision of advisory support, networking opportunities, skill development via workshops and events and brokerage to other financial/support investment which will be required to realise their potential and how capital investments in businesses drive greater productivity.

Greater lead-in times to funding rounds could also facilitate a stronger programme approach to investments, which targets a portfolio of linked and supporting investments which collectively build on existing assets to create the critical mass and density to drive agglomeration effects and inward investment.

Recommendations

The areas for consideration discussed below are primarily focused on improving the longer-term monitoring and management of the LGF investments and helping to maximise economic impact. The recommendations do, however, have wider applicability and should be considered in the design of future funding programmes.

Enhancing Data Collection

The Local Growth Deal Monitoring and Evaluation plan should be reviewed and implemented in full. All projects should be required to submit evidenced quarterly monitoring claims using consistent data to enable challenge and consistency in reporting at a programme level. The current data collection tool should be expanded to capture qualitative information on wider activity, progress and risks to outcome delivery. This will enable CPCA to target additional support where required and identify good news stories for promotion.

Refining Progress Reporting

Options to expediate and automate collected monitoring data should be explored to reduce demands on Officer resource and enhance the consistency and accuracy of data. Work to further refine how data is presented for scrutiny by the Business Board should continue, and should consider how existing monitoring assets (such as the LGF Power BI dashboard) could be better utilised to communicate progress.

Maximising the Advisory Role of the Business Board

There is scope to review the role of the Business Board to ensure its potential as a strategic advisory group is maximised. With the application of enhanced data collection and monitoring processes, the LGF delivery team will be able to provide greater assurance to the Board regarding programme performance and reduce the amount of time the group has to devote to critical challenge and oversight of management functions. Moving forward, the Board should play a strong role in realising the strategic potential of LGF investments at a programme level, and maximising their contribution to the emerging Economic Growth Strategy and wider policy areas such as inward investment and internationalisation. The

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Board also has an important role to play in championing the success of the programme amongst strategic stakeholders and potential investors.

Embedding Capacity Building and Social Value

With longer lead in times to funding calls there is scope to explore how access to advisory support at project development stage can help to develop regional delivery capacity, engage a broader range of partners, and support the co-design of propositions to ensure individual investments form a strong strategic programme of activity offering enhanced impacts.

Good practice for consideration includes the facilitation of peer learning between programme beneficiaries to support capacity building and a programme approach to delivery. Pre-application workshops providing technical assistance and targeted 121 meetings to co-design and tailor investments to regional needs have also been successfully applied to other programmes.

More engagement and collaborative working pre-application can also allow the CPCA's delivery team to identify ways to embed additional value in investments such as through the application of inclusive growth principles and social value, inclusive and good quality design, and consideration of net zero opportunities.

Marketing and inward investment

Impact case studies and good new stories are a powerful mechanism through which to engage a range of audiences including policy makers, funders, private investors and the wider business base. Promoting the success of the programme can help to realise the longer term potential of capital investments by making more businesses aware of the region's assets and growth opportunities and attracting inward investment. Consideration could be given to how the portfolio of investments in innovation assets contributes to the regional offer and how LGF investments could be used to support the delivery of sector strategies.

Realising long term benefits

As part of enhanced monitoring processes there is scope to consider how on-going engagement between project beneficiaries and the LGF delivery team, as well as peer learning opportunities, could support projects to increase the impact of investments beyond initial build/investment stages. A significant element of the programme's value will be determined by the ability of projects to use LGF-funded assets to drive productivity benefits, encourage private sector investment in R&D, and attract investment. Good practice suggests that proactive post-investment engagement and advisory support can greatly enhance long term benefits as well as ensure investments are embedded in the wider innovation and business support ecosystem. With cluster theory back on the policy agenda and investment zones expected to have a strong innovation and place-based focus, CPCA's LGF investments can greatly enhance the region's narrative if appropriate support is in place to realise long term benefits.

Appendix 1: Project Summaries

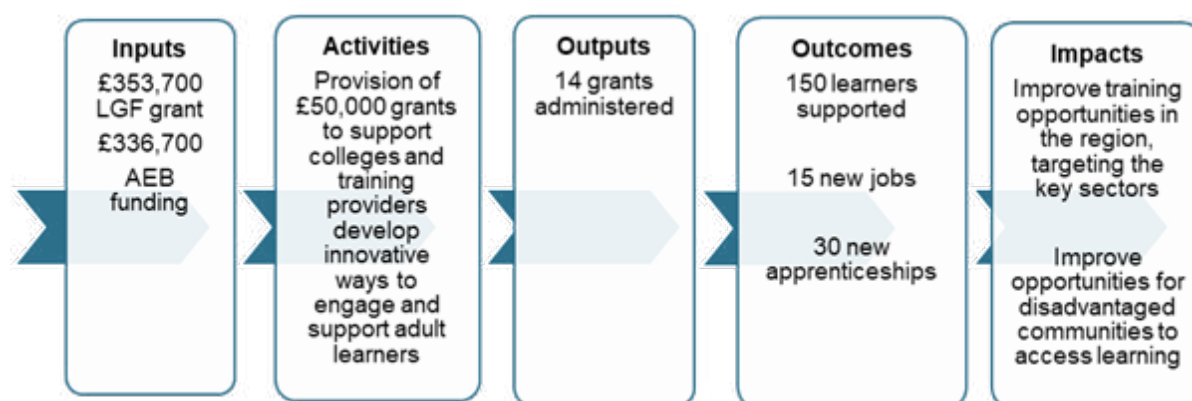
AEB Innovation Fund

Background and Context

The Adult Education Budget (AEB) Innovation Fund is a new CPCA grant programme which uses the flexibility afforded through the Devolution Deal to combine unspent funds from the LGF (£353,700) and AEB (£336,700).

At a national level, capital funding available to education providers is sparse and highly competitive. Therefore, many local education providers, particularly smaller colleges and independent providers, are unable to upgrade facilities or purchase new equipment to trial innovative approaches to learning. Open to all FE and training providers based in CPCA, the AEB Innovation Fund offers grants of up to £50,000 for projects that pilot new ways to engage and support adult learners. The Fund supported both the piloting of new approaches and scaling up of existing small projects by providers who are not eligible for funding through usual AEB rules.

The Fund was designed to meeting the objectives of the LGF and the AEB Commissioning Strategy. Delivered in the context of Covid-19 lockdowns and the restrictions on in-person learning practices (2020 – 21 academic year), the focus of the first round of the Fund was on supporting distance learning for disadvantaged learners. The Fund was managed and monitored by CPCA's AEB team with support from Officers delivering the LGF. The logic model for the project is shown below.



Performance

All the LGF grant was defrayed in the first round of funding, however some providers did not claim the full allocation resulting in an underspend. The remaining LGF funds were recycled to create two additional funding rounds.

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On the whole, project leads consider the AEB Innovation Fund to have been successful. According to project level CPCA LGF monitoring data (see table below), the project has exceeded targets on new learners assisted on courses to full qualification, and is close to meeting the apprenticeship targets (86% achieved). However, only 8 new jobs have been recorded against the target of 15, and it is uncertain whether the target will be reached prior to the end of the monitoring period (2023). Consultees noted that the fund has been better suited to supporting learning opportunities than job creation outcomes which explains in part the discrepancies in performance. However it should also be noted that the AEB team have paused the collection of monitoring data to reduce the administrative burden on both training providers and the CPCA delivery team who have struggled to align LGF and AEB reporting requirements. The figures below therefore may not reflect the current position.

Outcome	Target	Achieved	Performance (%)
Job creation	15	8	53
Apprenticeships	30	26	86
New Learners assisted on courses to full qualification	150	631	420

Critical success factors identified by project leads which have supported delivery include:

- Positioning: the Fund was correctly designed to address local provider needs, generating sufficient demand in the offer and supporting a healthy volume of high quality applications.
- Appraisal: robust and transparent assessment procedures, mirroring those utilised for the LGF, ensured that projects with a strong alignment to strategic priorities were selected for investment.

Adhering to the data collection, monitoring and reporting requirements for both the LGF and the AEB has been challenging for CPCA colleagues responsible for Innovation Fund delivery. A key lesson has therefore been on ensuring robust processes are in place for reporting at project inception and that a shared understanding of targets is established between funders and grant beneficiaries.

Wider Impacts

Catalysing Skills Innovation

Project leads noted the critical role of the LGF grant in catalysing skills-related innovation activity in the region at both an investment and strategic level. At an investment level, the creation of the AEB Innovation Fund has supported training providers who typically are ineligible or unlikely to secure national capital funding to create new facilities for piloting learning approaches. The additionality of the investments, therefore, is felt to be high.

At a strategic level, project leads noted how the Fund showcases the benefits of partnership working between different CPCA departments to facilitate knowledge sharing and enable the CA to work more innovatively in delivering bespoke local programmes. Due the success of

Metro—Dynamics

the programme, a proportion of the AEB has been allocated to fund additional rounds post LGF. The AEB team is currently working with the Department for Education to understand lessons learned from delivering the Innovation Fund and implications for a potential National Innovation Fund:

‘The Innovation Fund has been really successful. It’s been fantastic to see the creativity of our local training providers, many of whom would have been unable to progress the projects without funding. The impact created is already substantial in terms of upskilling our local workforce and the legacy will be significant.

It’s also helped position CPCA as leaders in piloting new approaches to skills development and economic growth broadly. The flexibility to respond to local challenges and do so in a collaborative way with other colleagues has just been brilliant.’ – CPCA AEB Stakeholder

Improving Training Opportunities for all Communities in the CPCA Region

The AEB Fund has supported capital projects across the CPCA area. Examples of funded projects include (but not limited to) a project targeted at enhancing digital literacy (College of West Anglia), delivering a Construction Training Hub in Huntingdon (West Suffolk College) and a pilot initiative at overcoming disadvantage through digital (Cambridgeshire Regional College).

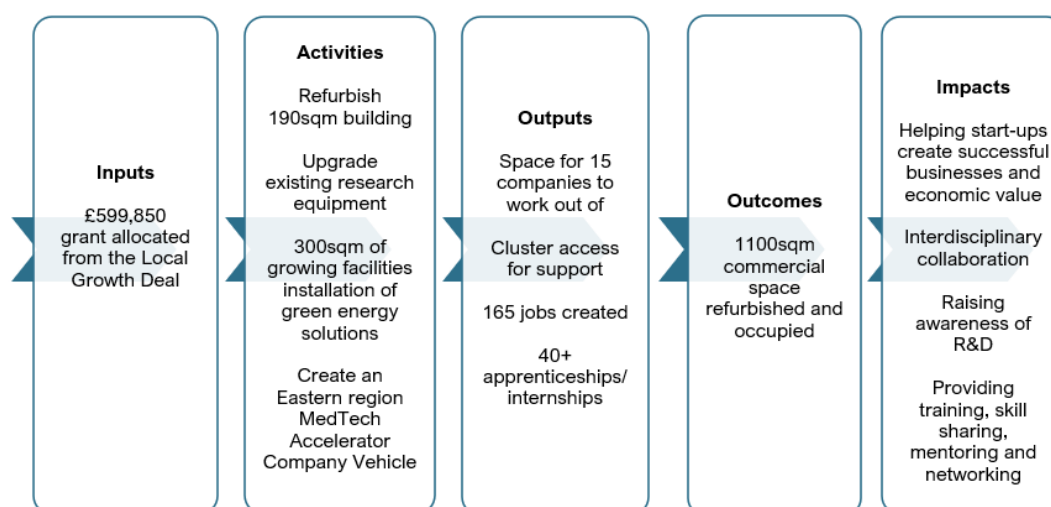
NIAB Hasse Fen Expansion

Background and context

NIAB Hasse Fen, formally known as the Eastern Agri-Tech Innovation Hub (EAIH), is an agritech incubator located in Cambridge that supports start-ups working on sustainable use of resources, reduced waste, and valorisation. It is situated in a rich agricultural region with local major producers including G's Fresh, Produce World and Allpress Farms.

The incubator has undergone three phases of development to date. The incubator initiated with capital investment from the first phase of Growth Fund which provided a new building to house agritech SMEs and start-ups. An existing unused second building was then refurbished using funds from NIAB and EU-Interreg2Seas projects. Recently, three Portacabins were added funded from revenue.

EAIH received £599,850 in LGF grant in 2019 to support the refurbishment of a derelict building to accommodate more companies and to upgrade existing research provision. According to the project leads, the establishment and expansion of the Hasse Fen site wouldn't have been possible without CPCA support.



Performance

The project defrayed the entirety of the LGF grant by 2021 as per the original agreement. All deliverables in terms of site expansion and facility upgrades were completed within the agreed budget and timeline as per the closure report. On the whole, project leads consider NIAB Hasse Fen expansion to have been successful, although creating the forecast number of jobs and apprenticeships was challenging. Consultees note that whilst temporary employment in the construction phase was relatively uncomplicated, it was more challenging once the site was operational as the office space opened when the impact of COVID-19 was still strongly felt, and this impacted take up.

Metro—Dynamics

According to CPCA monitoring data (see table below), EAIH has exceeded its targets on commercial floorspace refurbished (sqm) and commercial floorspace occupied (sqm). However, only 18% of the job creation target and 10% of apprenticeships have been achieved to date.

Outcomes are however expected to materialise towards the end of the monitoring period (2025) as AgriTech start-ups are increasingly showing interest in the region and the AgriTech cluster in Cambridge has been expanding and raising the demand of AgriTech incubation space.

Outcome	Target	Achieved	Performance (%)
Job creation	165	30	18
Apprenticeships	40	4	10
Businesses with Broadband Access	10	0	0
Businesses Receiving Non-financial Support	130	8	6
Commercial Floorspace Refurbished (sqm)	1100	1150	105
Commercial Floorspace Occupied (sqm)	1100	1150	105
Land with Reduced Likelihood of Flooding (sqm)	0	350	~

EAIH project leads appreciated that LGF monitoring and reporting requirements were not administratively draining but noted facing some uncertainties around the consistency and accuracy of the data being supplied. A key learning from the delivery of the project has therefore been on ensuring support from the LGF Officer team to understand reporting requirements and appropriate mechanisms for collecting data from the outset.

Wider Impacts

Supporting knowledge/resource sharing and collaboration

In addition to supporting direct users of the site, NIAB Hasse Fen has supported wider AgriTech businesses in the region through their *Hub Club* programme. The programme was designed for companies that did not require a physical space but were still interested in accessing advisory support and using meeting rooms/hot desks through a small subscription fee. According to the project lead, the programme has been successful in bringing a variety of AgriTech businesses together, instigating a synergistic environment of knowledge-sharing and collaboration.

Catalysing and attracting private Investment

Metro——Dynamics

Many AgriTech start-ups that came out of EAIH have outgrown the incubator facility and gone on to raise large VC funds. The hub has also played a role in solidifying CPCA's reputation as an attractive centre for AgriTech innovation.

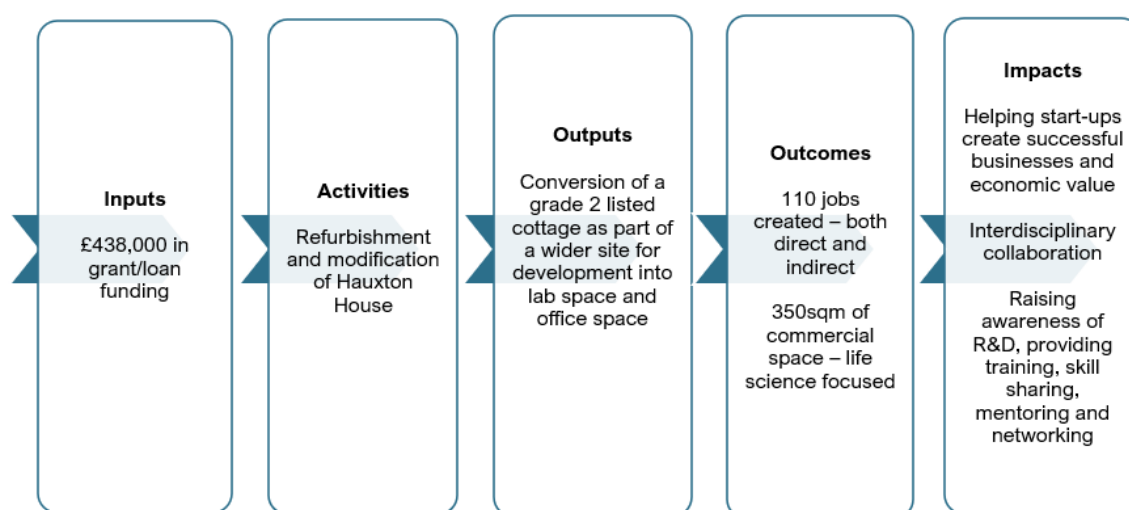
“Some of our start-ups have gone on to become very successful. They're all employing people. I think the other thing they've done is created an atmosphere of Cambridgeshire being a cluster for AgriTech. More and more AgriTech start-ups are deciding that Cambridge is where they're going to locate. So it has also driven inward investment in that way.”

Hauxton House Incubation Centre

Background and context

O2h acquired a 2.76-acre heritage Hauxton Mill site with plans to develop it into a Mill SciTech Park; a leading community of entrepreneurs in life-science, technology, and social enterprise. Hauxton House is a Grade II listed building of approx. 6,000 sq. ft. in the mill site.

The Hauxton House Incubation Centre project involved making amendments to both the exterior and interior of the building to create a hub that could house two biotech labs, office spaces and communal meeting/ break out spaces for O2h as their own head office, but also to accommodate other emerging biotech companies within a creative and open environment. The project received £438,000 in grant/loan funding to carry out the refurbishments. The project logic model is provided below.



Performance

Despite some delays caused by COVID-19, the project was able to complete most of the renovations by 2020. The project lead notes that the initial take up of the space was gradual because people were still reluctant to work from outside of their homes post pandemic. However, demand has increased since. Interested companies and individuals are able to book meeting spaces and hot desks through a quick, hassle-free procedure which has made the space an attractive option to emerging scientists and businesses. The project team is now working towards expanding its lab space in the building due to increasing demand for lab-enabled spaces over standard office spaces.

Metro—Dynamics

In terms of employment, Hauxton House has achieved 52% of its contracted target (see table below), although the team is confident about generating more employment in the upcoming years. No apprenticeships have been claimed to date, although consultations suggest at least one apprenticeship has been created. They also noted that Hauxton House does a lot of workshops and training events for school students at the site and are interested in continuing the work to bridge the gap between education and industry.

Outcome	Target	Achieved	Performance (%)
Job creation	110	57	52
Apprenticeships	210	0	0
Businesses with Broadband Access	10	0	0
Businesses Receiving Non-financial Support	0	50	~
Commercial Floorspace Refurbished (m2)	350	349	99.7
Commercial Floorspace Occupied (m2)	170	190	112
Length of Newly Built Road (km)	0.01	0.05	500
Area of new or improved learning/Training Space (m2)	50	53	106

Wider Impacts

Enhancing the funding landscape for early-stage start-ups

Some early-stage start-ups supported by Hauxton House have grown significantly and gone on to secure large venture capital funds. One of such examples is Kuano, a start-up that combines state-of-the-art simulation and AI to add quantum detail to structure-based drug discovery. They received support from Hauxton House at their early stage and have now raised 2-3 rounds of VC funds. The project lead noted that it can be difficult for early-stage start-ups to acquire large funds in the UK compared to other advanced economies and that incubators are playing an important role in attracting investors.

Synergistic exchange and collaboration in life sciences ecosystem

Hauxton House organises a monthly event where life science accelerators and incubators operating in the region come together for a synergistic exchange of ideas. They are also planning to organise a Cambridge Wide Open day this year that brings together national and international stakeholders within the life sciences ecosystem into Cambridge to show what the region has to offer. Investors from across the UK and the US are also being invited to the event.

Metro——Dynamics

“We’re interested not just in renovating an old site, getting tenants, and creating employment, but we’re seeing this site as an opportunity to bring together a lot of people. We want everyone to see what’s happening in Cambridge, catalyse people, ideas, events and strengthen the life sciences ecosystem”

Improving training opportunities for school students

Hauxton House is keen to support students who are interested in learning about life sciences innovation. They have organised several sixth form workshops where students visit the site and engage in informative discussions around biotech innovations and potential careers. The company intends to continue organising such workshops and engaging with more students.

TWI Innovation Ecosystem

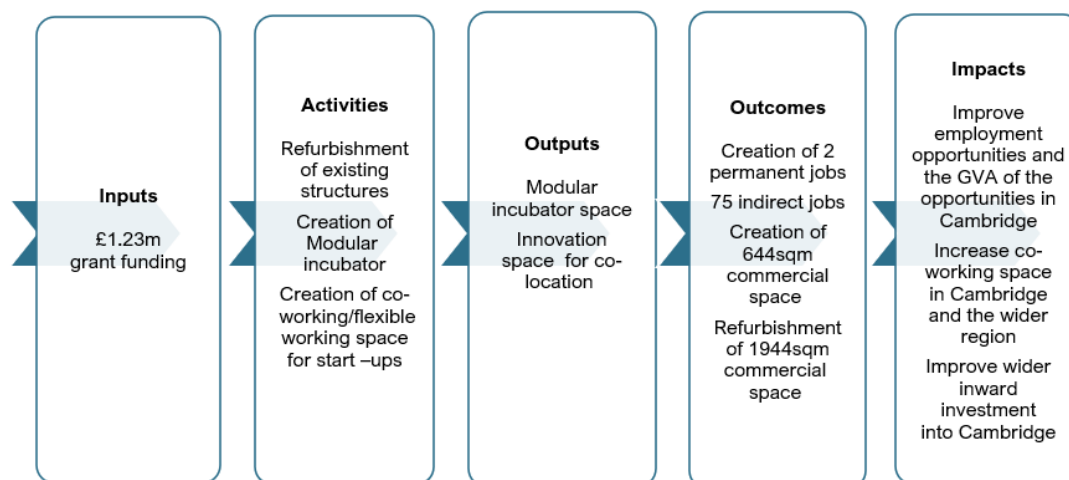
Background and context

TWI Innovation Ecosystem is a modular incubator and co-working space in Granta Park. It intends to support the Greater Cambridge scale-up eco-system by tackling the recognised deficit in the availability of office and laboratory space in the region. Prior to obtaining grant from CPCA, TWI had been steadily expanding with many university-based researchers using their site. Their growth led them to venture into engaging with SME's as potential clients. This required an existing building of TWI to be refurbished to create office spaces. The proposed space to be developed was unoccupied before the grant as the return on investment on the site hadn't been sufficient to justify the cost of constructing a co-working space.

TWI was alerted to the fund in 2019 by their CEO who had just taken a seat at the Business Board. The project leads noted that CPCA provided valuable inputs in the bid-development phase to establish viable project targets that were better aligned with the funding requirements. The project received £1.2m in LGF grant to refurbish and create office spaces in *Building 2*. The grant negotiations took place in early 2020 when COVID-19's impact was at its peak.

Realising that the original strategy might not yield desired results due to emerging circumstances, TWI engaged with CPCA over the next few months to revisit and adjust their strategy. Originally, the project intended on only targeting small businesses and providing standard office spaces. They then pivoted into targeting large, scale-up companies that required laboratory-enabled offices. The change in strategy was essential to maintain demand and create outputs and impact in the face of pandemic. The project's scope also changed overtime. TWI originally intended to refurbish Building 2 and Abington Hall. They ended up refurbishing Building 2, Abington Hall, and Building 1. TWI was in continual communication with CPCA during the adjustment of their scope.

The project logic model is provided below.



Performance

The capital phase of the project saw some delays due to COVID-19. Additional time was permitted by CPCA to defray the full £2.5m, but the entirety of the grant, (£1.23m) was drawn by March 2021 as per the initial agreement. The grant was invested in the refurbishment of two floors within Building 2 to build lab-enabled spaces. In the next phase, TWI worked on refurbishing an older building—Abington Hall—to create office spaces suitable for smaller companies. Eventually, Building 1 was also converted to house smaller companies. Project leads note that finding tenants was initially challenging. However, the shift in strategy, from providing standard office spaces to lab-enabled offices, was effective in attracting more tenants. TWI has leased all of its space in Building 2, and the take up in Abington Hall and Building 1 has also been positive.

The project has produced higher outcomes than forecasted in terms of commercial floorspace refurbished and commercial floorspace occupied. However, the target of creating 644sqm of open innovation space hasn't been met according to project level CPCA LGF monitoring data. In terms of the number of jobs created, TWI has currently met 42% of its target.

Outcome	Target	Achieved	Performance (%)
Job creation	77	32	42
Commercial floorspace created (sqm)	644	0	0
Refurbished commercial floorspace (sqm)	1,944	2,953	153
Commercial floorspace occupied (sqm)	2,588	2,953	114

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Commercial business with broadband access	0	1	~
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Wider Impacts

Affordable lab-enabled offices

TWI offers affordable lab-enabled offices. Their “fit-out-yourself” lab strategy was able to unlock affordability in laboratory spaces which is highly valuable to companies just starting out in the life-sciences sector. Lab-enabled offices generally come fully fitted. An ability to tailor them and control cost can encourage smaller companies to enter the sector and contribute to the growth of life-sciences cluster.

Networking benefits

TWI’s clients have been able to take advantage of reputational and high-value networking benefits being located in Granta Park alongside leading companies in the area’s expanding biotech sector, including MedImmune, Illumina, Pfizer, PPD etc.

De-risking private investment

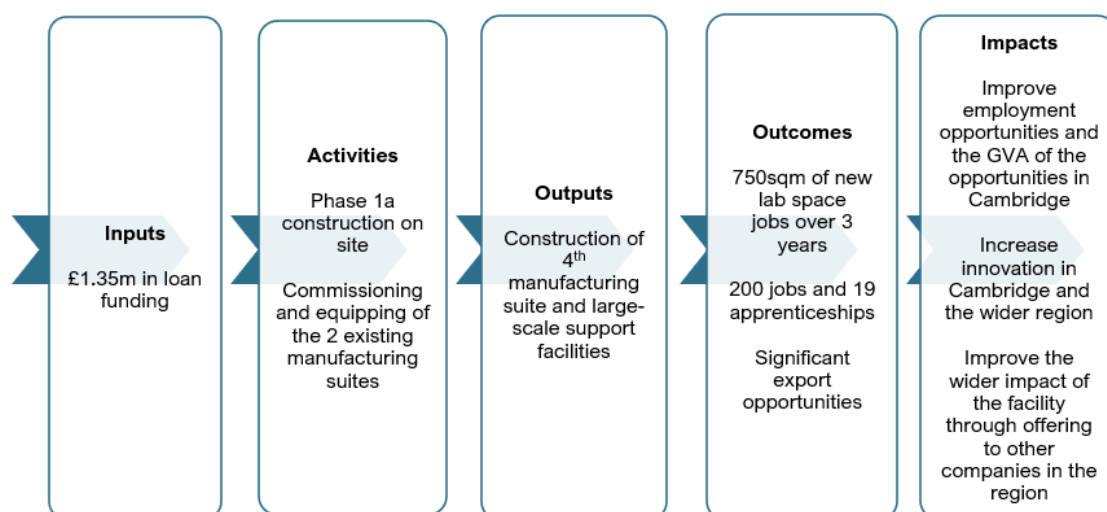
LGF investment gave TWI an initial push to pursue further developments with private investment. The positive uptake of Building 2 helped TWI gain experience and confidence to invest its own assets to further expand the incubator. LGF investment was a critical factor in the project expanding its scope and refurbishing both Abington Hall and Building 1.

Aracaris Living Cell

Background and Context

Aracaris is a UK subsidiary of a US-based drug company named Northwest Biotherapeutics (NW Bio). Located in Sawston, they are involved in manufacturing cell-based products. Aracaris' work is divided into four core areas: manufacturing cells for third parties; providing storage facilities; quality control testing for other companies; and advising other companies on developing processes to take drugs from early stage to clinical stage. The project lead notes that most of their products come out of academia and typically don't go through commercialisation. The rationale of this project is to fill this gap by building a high-quality facility in the heart of Cambridge that enables manufacturing of cell-based products for wider availability. Aracaris intends to become a leading hub that supplies regenerative medicine products not just locally but also across Europe and beyond.

The project sought 50% match funding from CPCA in 2019 to enable commissioning and equipping of two existing manufacturing suites, and to support construction and enabling of a third suite, all of which was expected to cost £2.7m. Following these deliverables, Aracaris intended to construct and commission a 4th manufacturing suite and support facilities. The project received £1.35m in loan from LGF which was matched by Aracaris. The fund was utilised in Phase 1 for buildout works, getting the suites ready for licensing, creating lab and office spaces, constructing warehouses, and adding electrical and mechanical infrastructure. The project logic model is provided below.



Performance

Aracaris have met their outcome target for commercial floorspace created and occupied as highlighted in the LGF monitoring data in the table below.

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The demand for services has been mostly positive. Several clients are using their storage facility, and a few are utilising manufacturing services. However, Aracaris has recognised the need to focus more on promotional and onboarding efforts going forward. As services in this sector can be expensive, onboarding clients has proven to be more challenging than anticipated.

The project lead highlighted some challenges relating to job creation. There is a recognised skill shortage in this sector in the UK and globally. It also takes a long time to train someone in this field. However, the project's link with Cambridge University has been helpful in sourcing apprentices locally. Despite challenges around recruitment, Aracaris is still aiming to achieve the initial target of 200 jobs and 19 apprenticeships by 2024.

Outcome	Target	Achieved	Performance (%)
Job Creation	200	73	37
Apprenticeships	19	5	26
Commercial floorspace created (sqm)	2,000	12,000	100
Commercial floorspace occupied (sqm)	12,000	12,000	100

Wider Impacts

Commercialisation of research

Aracaris' work has contributed to collaboration between industries, markets, and research in Cambridge and the wider region, thus strengthening CPCA's reputation as a centre for world-leading research and innovation. They have also made some notable progress in relation to licensing, being the first organisation in the UK with commercial licensing in the field of manufacturing cell products. Within two and a half years of operation, they have received both Human Tissue Authority licensing and MHRA licensing.

“Most of the cell-based therapies come out of academia and clinical research. But that doesn't allow for such products to go through commercial stage.... that's why we were attracted to this work...we could build a facility in Cambridge that would allow manufacture of cell-based products for wider reach. The fund helped us with some of the buildout works, getting the suites ready for licensing, creating lab and office spaces, constructing warehouses, and so on”

Additionality

LGF support was crucial in realising Aracaris' Phase 1 development plan. The funding served as a launching pad for further upgrades within the site. The project utilised LGF loan to enable commissioning and equipping of 2 existing manufacturing suites and to construct a 3rd one. The investment in these activities created opportunity for a further buildout as the

Metro——Dynamics

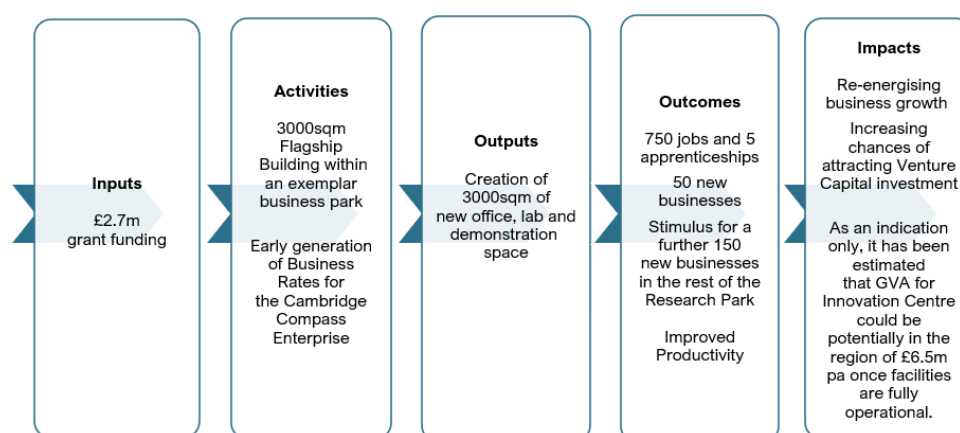
first 3 suites only occupied 1/8th of the usable space in the facility. More widely, their manufacturing, advisory, and storage services have supported other smaller businesses in the field that are generally held back due to lack of Good Manufacturing Practice (GMP) contract manufacturing services and facilities.

Haverhill EpiCentre

Background and context

Haverhill Epicentre is an innovation centre situated at the Haverhill Research Park. The 3,000 sqm Epicentre aims to strengthen links between academia and business by creating a community for innovation in Haverhill, supporting companies in the ICT, Biotechnology, and Agri-tech sectors. The project was referenced in GCGLEP's Strategic Economic Plan and Growth Deal, as making a major contribution to the LEP's Enterprise and Innovation objective of creating more high value jobs and improving productivity of existing businesses. The project's vision for the Centre is to play a key role in re-energising the job market in Suffolk and Haverhill by accelerating growth and attracting investment. It aims to leverage on its location within easy reach of Cambridge and London to establish an economically viable cluster that brings the benefits of the Cambridge subregion into Haverhill.

Haverhill Epicentre is owned by Jaynic Investments LLP and operated by Oxford Innovations. Jaynic Investments approached LGF to build a flagship building that provides co-working space and business support to growing start-ups in Haverhill. The project received a total grant funding of £2.7m and the project logic model is provided below.



Performance

The building officially opened in November 2020 providing 53 office suites, 2 shared laboratories, co working spaces and conference rooms. Initially, COVID-19 impacted take-up, and although the centre was kept open throughout, trading was impacted due to 'work from home' restrictions and the impact on small and medium sized businesses.

The project lead noted that activity has picked up in 2022 and they are positive about creating more jobs in the next few years and working with academic institutes to create apprenticeships. To attract more businesses, they undertook a lab conversion project to convert office space on the ground floor to dedicated labs. An overview of contracted performance is provided in the table below.

Outcome	Target	Achieved	Performance (%)
Job creation	752	389	52
Apprenticeships	5	0	0
Enterprises receiving grant support	0	5	~
Businesses receiving non-financial support	50	39	78
New commercial floorspace (sqm)	3,000	3,000	100
Commercial floorspace occupied (sqm)	3,000	699	23
Commercial business with broadband access	0	59	~

Wider Impacts

Accelerating Business Growth

In addition to providing co-working and office spaces to tenant companies, Haverhill Epicentre is actively engaged in extending business support. Their business support ranges from bespoke consultations, to access to high-value networking events, to coverage of their tenant companies' work on local news portals. The provision of co-working spaces which facilitate peer to peer interactions, and access to business workshops and mentorship emerged as one of the critical success factors in supporting growth of businesses in Haverhill and the wider region.

Supporting knowledge/resource sharing

The centre organises monthly workshops and networking events that are open to the wider community. They have also supported local institutions by granting usage of the building's meeting spaces and by extending advisory support. More recently, they have been organising career workshops for students. The project lead noted that these efforts contribute to a culture of knowledge-sharing and collaboration that ultimately helps strengthen the innovation ecosystem in Haverhill.

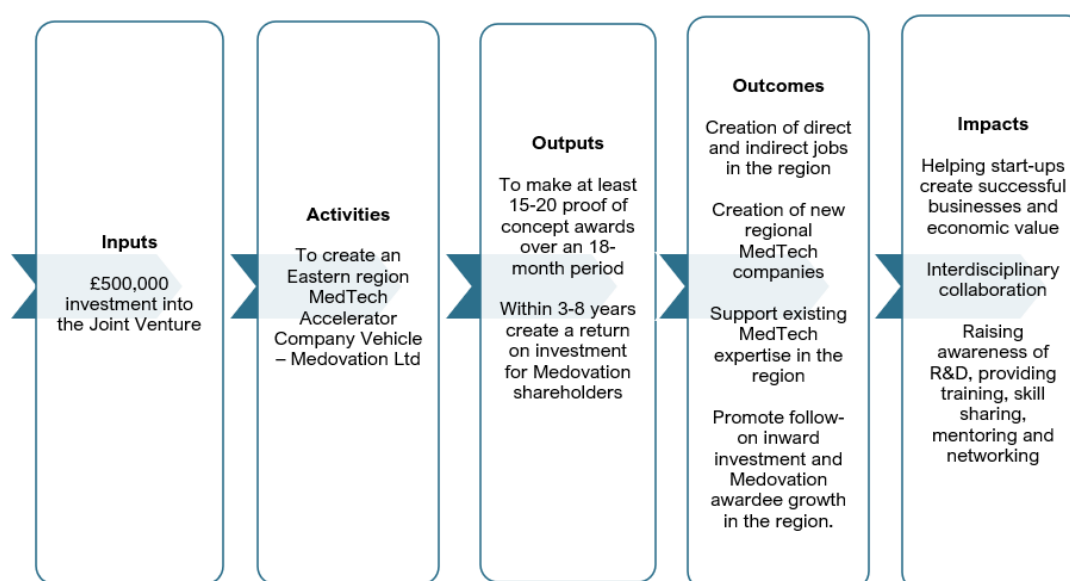
“We do a lot of community engagement activities... we organise a lot of networking events and workshops that are open to the external community and their uptake has been very good.”

Medtech Accelerator

Background and context

MedTech Accelerator is led by HEE (Health Enterprise East) as a joint venture with New Anglia LEP, CPCA, Essex County Council and the Eastern AHSN, to provide proof of concept awards, primarily focused on innovations arising from NHS organisations throughout the eastern region of England. The rationale of the project is to recognise and address unmet needs and areas of suboptimal technologies in the health sector. It aims to support early-stage ideas and turn them into new companies, new employment opportunities, new intellectual capital, and MedTech products. The project lead notes that NHS staff are able to recognise unmet needs in the health sector but may not necessarily possess commercial IP and technical expertise. Medtech accelerator fills this gap by providing specialist intellectual property knowledge and commercial expertise to advance medical services.

The project received equity funding of £500,000 from LGF to facilitate the early-stage development of innovations in the broad area of medical technology (devices, diagnostics, software and eHealth). This was matched by an additional £1.5m raised from other funding partners, and paid to MedTech Accelerator Limited, a standalone joint venture, to establish the grant/convertible loan fund. The project logic model is provided below.



Performance

On the whole, the project lead considers MedTech Accelerator to have been successful. The consultation highlights that some of the ideas and products have grown significantly through the platform. One of the selected products, Saphira, a regional anaesthesia technology, has been on the market since 2020. Another product (E-VAC) is licensed and is currently in the

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development stage. Two companies have raised significant levels of grant and VC funding of over £5m.

The fund made 8 application calls in total and secured good engagement, receiving 60 applications, out of which 14 applicants were awarded funding of up to £125,000 after a comprehensive review and investment committee process. The application form to secure the grant was detailed, and consultees have suggested that the provision of support during the application phase could have been helpful in attracting more applications.

In relation to longer term impacts, the long regulatory processes for medical devices and instruments creates a long lag between investment and the realisation of quantifiable benefits. In regard to LGF monitoring requirements, the project lead noted that adhering to data collection and monitoring requirements was straightforward, but it did not capture the full impact and outcomes of the project. The table below provides a summary of performance against contracted targets.

Outcome	Target	Achieved	Performance (%)
Jobs creation	0	9	~
Enterprises receiving grant support	8	8	100
Businesses receiving non-financial support	6	6	100

Wider Impacts

Enhancing the funding landscape

MedTech accelerator has taken an important step towards filling the funding and mentorship gap for early-stage medical technologies. Whilst there many large-scale research and development grants, they usually require a proof of concept. MedTech Accelerator intervenes at the early stage and provides necessary support to help individuals and companies get ready for follow-on investment.

Increased medical innovation

MedTech Accelerator has substantiated several innovative medical products and concepts with huge potential to deliver wider socio-economic impact. For instance, one of the awardees is developing a diagnostic tool that chemotherapy patients can use at home to determine when they have a virus or an infection. Another company, Ablatus Therapeutics (BETA), is developing an ablation technology to treat uterine fibroids. These products can create meaningful long-term impact across many impact areas, from NHS cost savings to reducing the carbon footprint of medical travel.

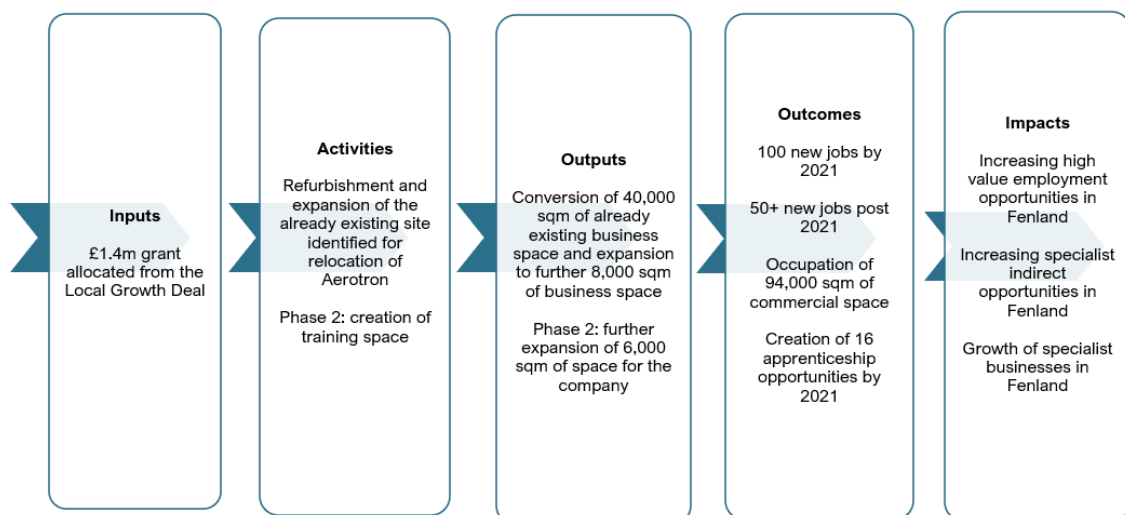
Aerotron Composites

Background and context

Aerotron Composites was established as a part of the Aerotron Group of companies and operates in the aerospace and defence markets. It aims to become one of the leading employers in Chatteris that provides a higher than national average earnings for its employees, and seeks to attract other high-tech companies to operate in the region.

The company was considering moving to Chatteris when it was first alerted to LGF funding. The project's planning was approved, site development was underway, and CAPEX commitment had been made. However, the project leads noted that without the support of the Growth Fund, the relocation process would have taken much longer. Given the challenges brought about by COVID-19; the funding was deemed critical in accelerating the relocation process.

The project's overarching plan comprised of two phases. Phase 1 involved relocation and "regeneration" of the Chatteris Site, training local labour, and pursuing the first phase of growth. Phase 2 involved build Maintenance Repair and Overhaul (MRO) works. The project received £1.4m in grant funding from LGF to support the first phase of development, which levered £5.6m of investment from Aerotron. CPCA extended helpful guidance and advisory support during the bidding stage which was deemed highly valuable to the project. The project logic model is provided below.



Performance

The consultees note that the project has been successful overall despite an array of challenges brought about by COVID-19 disruptions to supply chains and a steep rise in electricity prices. The Phase 2 building works were planned to start in Q3/Q4 2020, but the timescale had to be revised as the cost nearly doubled due to COVID-19's effect on building

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supply chain. Given the circumstances, the project put its phase 2 building works on hold while continuing efforts to create jobs via the phase 1 investment. Project leads note that efforts have been made to restart the building works in 2022, but they are facing difficulties securing planning permission. The new build's design had been revisited and adjusted in order to optimise its cost and efficiency, and planning permission was resubmitted incurring an additional cost of £18,000.

Although more jobs than anticipated were created in phase 1, overall performance against contracted outcomes remains below target. The project has also faced difficulty in meeting its apprenticeship target as many institutions and establishments were closed during the pandemic. Nonetheless, Aerotron was able to onboard some trainees in the second phase.

Despite above challenges, Aerotron's progress against contracted targets has been positive (see table below). Moreover, a new training facility is being built close to the project site, creating an opportunity for the company to recruit more apprentices when the college officially opens.

Outcome	Target	Achieved	Performance (%)
Job creation	155	105	68
Apprenticeships	16	5	31
New commercial floorspace (sqm)	54,000	54,000	100
Refurbished commercial floorspace (sqm)	40,000	40,000	100
Commercial floorspace occupied (sqm)	94,000	94,000	100

Wider Impacts

Business growth

The relocation has enabled Aerotron to become more technically advanced and lessen competition over employees from large competitors. In their previous location, retaining trained employees was a key challenge due to increasing competition over employees from large companies in the region. Aerotron is the only company in Chatteris doing similar work therefore the company has been able to prioritise its growth in the new location.

“Moving to Chatteris has helped us create a technically advanced company with the potential to attract people who didn't have similar jobs in this area. We are the only company in the area that does this sort of work...LGF fund solidified where we were going to move and increased our ability to hire people to accelerate our plans.”

Increased high-value employment opportunities

Aerotron has created several high-value employment opportunities and onboarded trainees who did not have similar opportunities before. The company's plan of recruiting more apprentices and trainees going forward is beneficial to residents interested in the aviation sector. The company is particularly interested in recruiting locally and taking in apprentices from the college nearby, which not only creates local opportunities in priority sectors but also reduces travelling time, cost and carbon footprints.

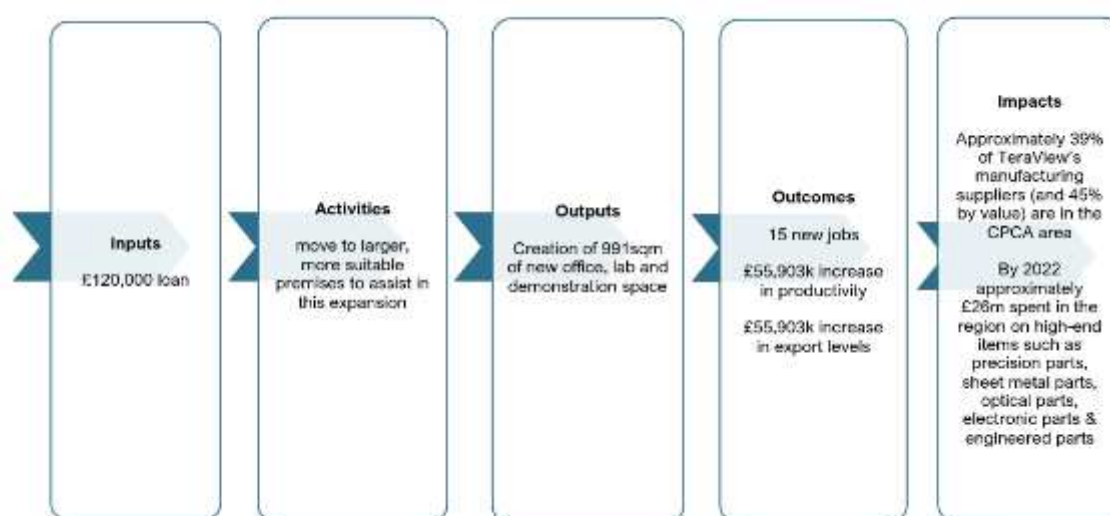
TeraView Company Expansion

Background and context

Formed in 2001, TeraView, Ltd. is a leader in the supply of terahertz-based spectroscopy and imaging products with an established track record of installing and supporting terahertz (THz) systems in production environments. The company has the largest installed base of THz instrumentation in the world with over 125 systems in 25 countries. They expect rapid expansion over the next 5 years via growth in the semiconductor and automotive markets.

When TeraView approached the LGF, the company had already established its work in the semiconductor market, but the automotive market had recently been identified as a new vertical. It was important for the company to move premises in order to accommodate further developments and for manufacturing to tap into new growing markets. To pursue this expansion, TeraView approached CPCA after being alerted to LGF funding through their professional network.

The expansion project received a total loan funding of £120,000 from LGF to support the fit-out costs of a new research facility in the Cambridge Research Park Enterprise Zone. The fund was critical in making the move possible before COVID-19. The project logic model is provided below.



Performance

The company successfully moved in 2018 and established a new manufacturing facility as planned. However, once the move was complete, TeraView ran into operational challenges due to the pandemic and its impact on supply chains. Their sales and revenues took a dip, procurement of capital equipment got delayed, and the company's recruitment capacity was impacted. TeraView initially intended to hire 15 employees across technical and sales functions. So far, the company has recruited 5 people.

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Project leads note that TeraView has been able to recover its sales and revenue since the impact of the pandemic subsided. They are currently on an impressive growth trajectory. The company anticipates a 30-40% growth this year and is positive about reaching the initial target of recruiting 15 people in the next 12-18 months.

CPCA's monitoring data highlights that the company has met its contracted target for commercial floorspace refurbished and occupied. Jobs created is at 33% of target, but the company remains interested in expanding their technical and business development team.

Outcome	Target	Achieved	Performance (%)
Job creation	15	5	33
Refurbished commercial floorspace (sqm)	991	991	100
Commercial floorspace occupied (sqm)	1023	1023	100

Wider Impacts

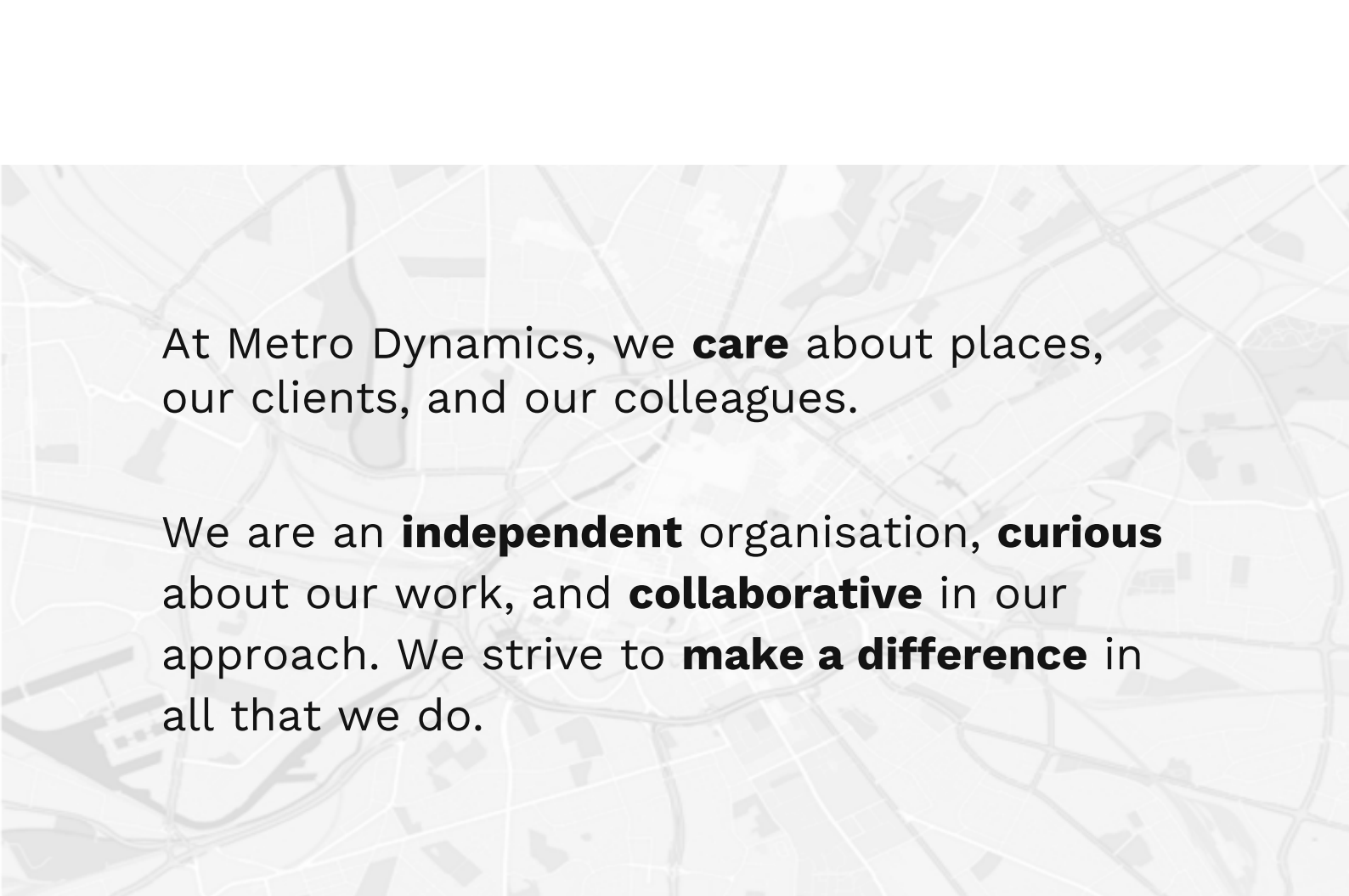
Reputational benefits

TeraView has experienced a notable reputational benefit as a result of LGF funding. Project leads note that having the support of local government gives them more credibility when approaching foreign investors and clients. Moreover, as their site has expanded, it helps demonstrate to clients and investors that they are capable of meeting new orders. Additionally, the expansion has helped the company create a better working environment for their staff and building internal goodwill.

“The new facility is increasingly becoming key in our discussions with customers and investors. We need to demonstrate to them that we have the capacity to build more systems if the orders go up. It is easier to articulate that with the new facility.”

Growth in advanced manufacturing

The move to a larger facility has enabled TeraView to tap into new markets and increase its manufacturing activity, thus contributing to the growth of one of CPCA's priority sectors (advanced manufacturing). More widely, the TeraView's products have enabled their clients to bring greater efficiency to their quality control.



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C&P Start and Grow: A Community Renewal Fund project

Evaluation Report

Prepared for the Cambridgeshire and Peterborough Combined Authority

March 2023

WORKING DRAFT – STILL IN DEVELOPMENT.

Data capture and stakeholder interviews are ongoing.

Contents

Introduction 2

DRAFT

Executive Summary

Technical summary of the project and outcomes

DRAFT

Introduction

Metro Dynamics were commissioned to provide an independent evaluation of the CRF Start and Grow programme delivered in the Fenland, Huntingdonshire and Peterborough Local Authorities of the Cambridgeshire and Peterborough Combined Authority (CPCA). This report presents the findings of the evaluation which was undertaken between February 2022 and March 2023.

This section of the report provides an overview of the Start and Grow programme and sets out the approach and objectives for the evaluation.

UK Community Renewal Fund

The UK Community Renewal Fund (CRF) is a £220 million scheme launched in May 2021 with the aim of supporting the transition between the end of the EU structural funds (culminating in 2023) and launch of the UK Shared Prosperity Fund. The CRF was designed to pilot innovative approaches to addressing local challenges and local need across the UK, and to test a greater flexibility across the following investment themes:

- investment in skills;
- investment for local businesses;
- investment in community and place; and,
- supporting people into employment.

To ensure CRF funding reached the communities most in need, 100 priority places were identified for investment. Fenland District Council and Peterborough District Council were identified as priority places. As assigned Lead Authority, CPCA led the initial application to the CRF, ultimately preparing an application for the Start and Grow programme to be delivered across Fenland, Peterborough and Huntingdonshire. CPCA's application was successful and the Start and Grow programme received the single largest allocation of funding from the CRF in the country, for a fund value of £2,480,00 with a further £1,386,000 of match funding from Local Authorities and induced private sector investment as a result of programme activities.

Start and Grow was aligned to the investment priorities of the Community Renewal Fund by increasing start-up success through investment in local business, equipping new and existing enterprises with the business skills they need for sustainable growth, and in turn safeguarding jobs and increasing employment opportunities across Peterborough, Fenland and Huntingdonshire.

Scheme overview

Start and Grow was a programme focused on bringing individuals and businesses through an intensive investment programme, bringing skills development and business investment together in one scheme through a 'pre-qualification' process for grant awards.

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The programme aimed to support 224 individuals and 293 early-stage / micro businesses across two strands of activity: **pre-start support for individuals** , and **growth support for early stage / micro businesses** .

- The **‘Start’** (Outset) component was aimed at anyone wanting to explore enterprise within the geographic region for delivery. It provided pre-start support for individuals wanting to start their own business by first connecting with individuals in harder-to-reach and 'socially disadvantaged' groups with an offer to support them through their business start-up journey.
 - ~ The programme combined information sessions, workshops, online learning and materials, mentoring, networking and peer support. Those who completed the course undertook an intensive programme of structured support to develop a viable plan to start their business, or be connected to alternative programmes of support and other routes to realising their economic potential, such as employment schemes, training and education.
 - ~ Upon completion of the intensive support programme individuals were then able to apply for a grant up to £30,000 with a 10% in-kind contribution required from the individual to secure investment.
- The **‘Grow’** (GetSet for Growth) component supported existing businesses up to 3 years old or with fewer than 3 employees with the desire to grow and increase employment, profitability and productivity, but without the skills and experience to do so.
 - ~ The programme worked in a similar way to ‘Start’ but for early-stage businesses whose scale and age doesn't meet the thresholds for mainstream growth services. Participating businesses undertook an equivalent support programme to address gaps in business planning, understand their opportunities for growth and put the support in place to maximise the potential of realising that growth. They also completed an intensive programme of structured support tailored to their specific needs to pre-qualify for investment. Upon completion of the intensive support programme businesses were then able to apply for a grant up to £30,000 with a 20% in-kind contribution required from the individual to secure investment.

The **intended outcomes** of the programme were:

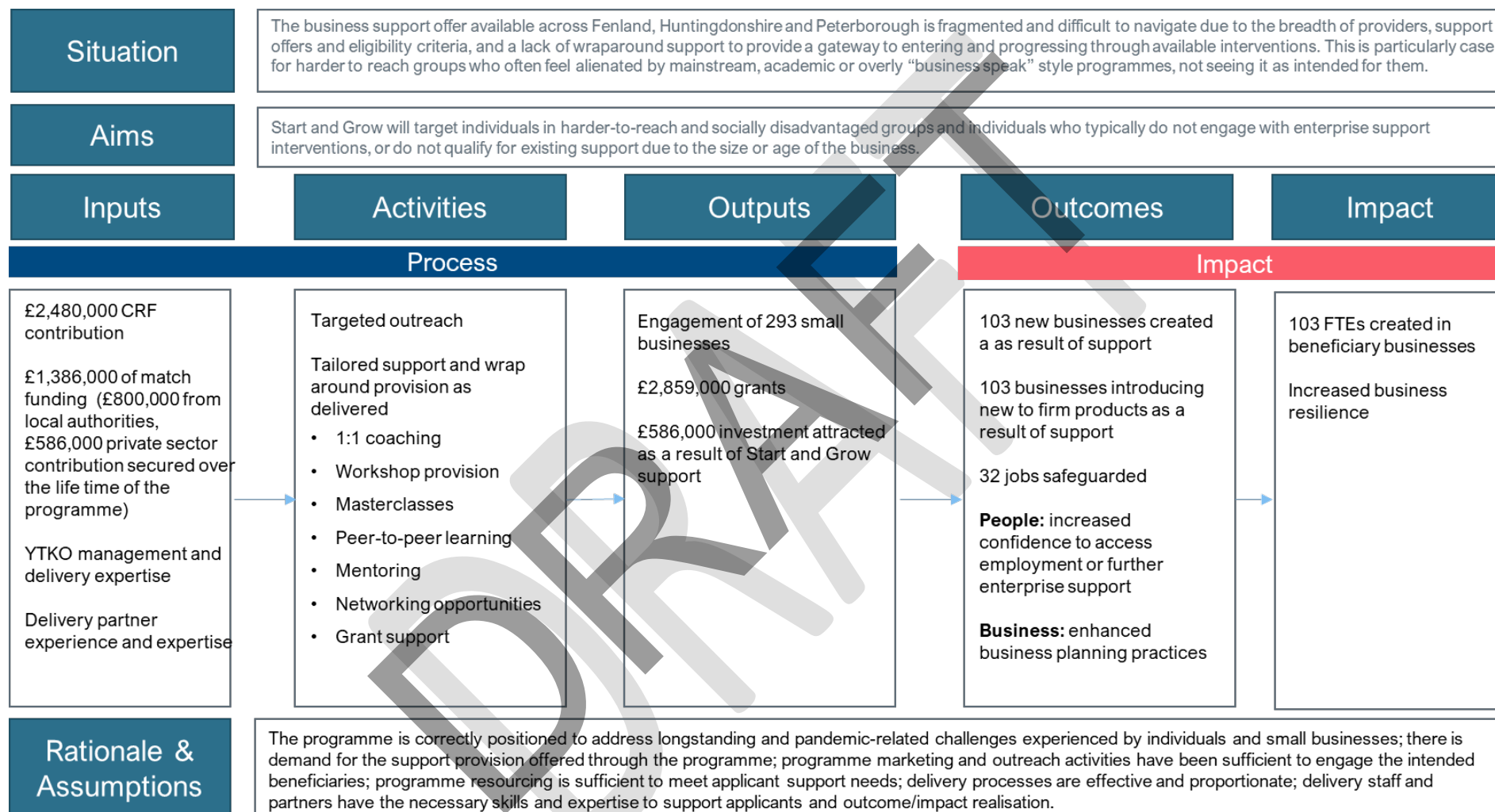
- For people: 103 jobs created in supported enterprises, and 32 jobs safeguarded.
- For businesses: 103 new businesses created, 103 businesses introducing new to the firm products, and £586,000 in investment attracted as a result of support.

The programme was scheduled to run from September 2021 to March 2022, however the programme underwent some re-design following the initial bid, to accommodate delays in activity, with delivery eventually running from March 2022 to November 2022 (with delivery timeframes changing within this overall window, from March to June, then May to August, and finally July to November). As is set out in the Design section, a number of contextual changes impacted on how the programme was ultimately delivered.

A Theory of Change for the programme (prepared during initial design) is set out on the following page.

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Figure 1. Start and Grow Theory of Change



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Delivery model

Who delivered services

Cambridgeshire and Peterborough procured delivery of Start and Grow through its existing Growth Works consortium contract. Growth Works is Cambridgeshire and Peterborough's business growth service, funded by the Combined Authority, HM Government and ESIF.

YTKO is the lead partner delivering business support throughout Cambridgeshire and Peterborough as part of the Growth Works consortium and led delivery of the Start and Grow programme. YTKO has delivered extensive support for start-up, sustainability, growth, scale-up, access to finance and other support through public sector programmes for over 15 years and is well-established in Cambridgeshire and Peterborough.

Start and Grow dovetailed with YTKO's existing offer around pre-start and early-stage growth support delivered through its Outset services. It also fit with its business growth support offer, delivered through its GetSet for Growth provision. The Start and Grow programme specifically targeted those who were not eligible for these existing support programmes.

Where services were delivered

Start and Grow's activities spanned three geographies within Cambridgeshire and Peterborough:

49.0% Peterborough City Council

25.5% Fenland District Council

25.5% Huntingdonshire District Council

Each Local Authority district contributed match funding equivalent to the amount of delivery intended for delivery in the district. This amounted to £400,000 in Peterborough, and £200,000 each in Fenland and Huntingdonshire.

How delivery was set up to happen

The programme's delivery model (Figure X, below) was designed to address a gap in support with pre-start entrepreneurs and early-stage micro businesses, providing a referral funnel to dovetail with YTKO's existing offer around business growth support in the three Local Authority areas.

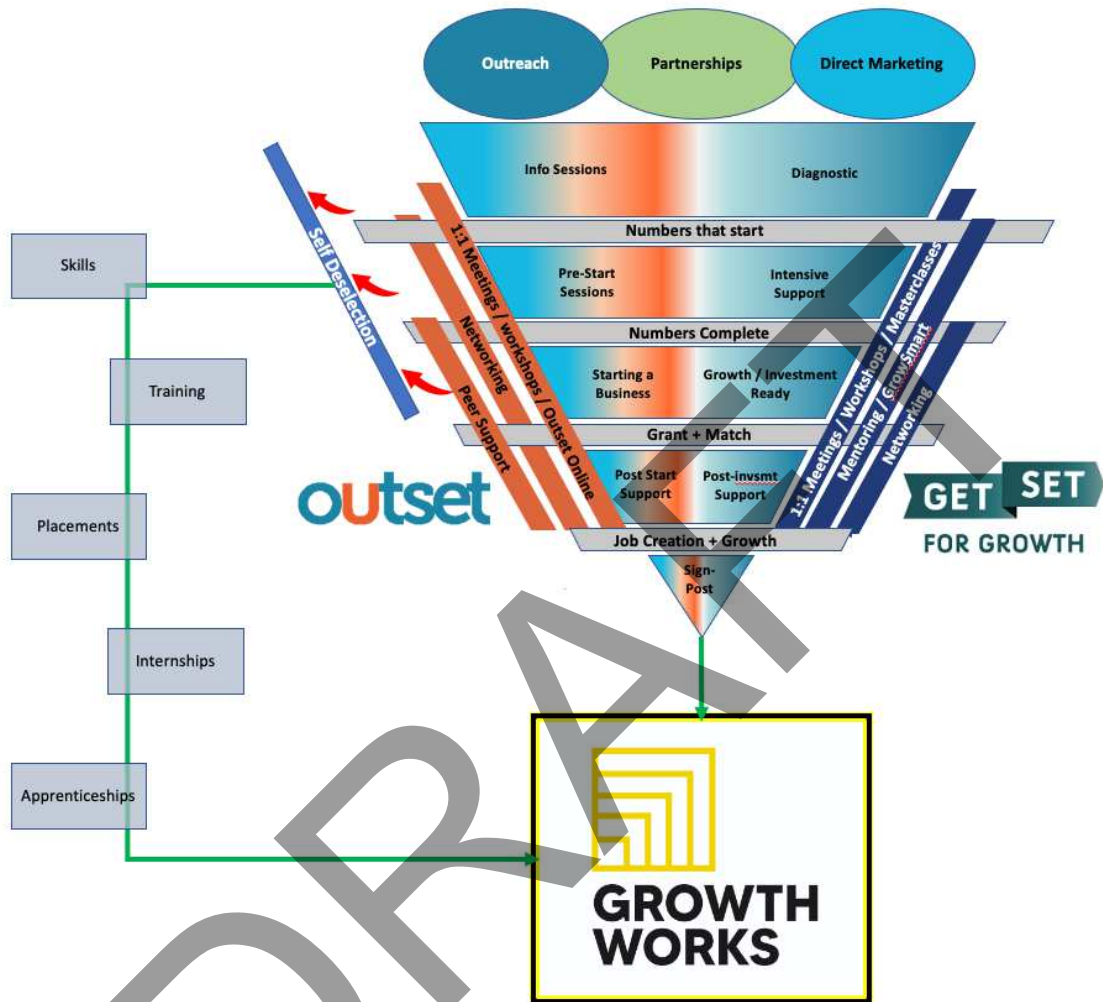
YTKO delivered the 'Start' component through its Outset support service focused on disadvantaged individuals and under-represented client groups who are looking to start a business. The 'Grow' component for existing micro businesses was delivered through its GetSet service for businesses up to 3 years old.

These components were set up to provide an intensive, integrated and rolling support programme on all the critical learning and knowledge required to plan, start up and develop a successful business in a variety of locations and hubs across the Peterborough City Council (PCC), Huntingdonshire District Council (HDC) and Fenland District Council (FDC) local authority regions. Support was delivered through a mixture of in-person 1:1, workshops, masterclasses, peer-to-peer, mentoring and networking support, all of which could be delivered online depending on the pandemic and the needs of individual service users.

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Having been assessed for their potential, each participant would have a tailored pathway through the service. Those individuals with the highest potential would fast track and have more intensive 1:1 coaching to enhance their capacity and capability, plus any specialist support that is required to increase their chances of achieving success.

Figure 2. Start and Grow Delivery Model



Evaluation objectives and approach

In line with UK Community Renewal Fund assessment criteria guidance, the evaluation considers:

- the relevance and consistency of the project, its positioning with the local support network, and the programme’s rationale given current and future economic and political context;
- performance against contractual targets and value for money;
- the effectiveness of programme delivery and management processes with lessons to inform future programmes; and,
- key programme outcomes and impacts realised to date.

A mixed-method approach has been utilised to address key lines of enquiry and triangulate findings, as set out in the table below.

Stage	Task
Desk-based research	<ul style="list-style-type: none"> • Review of programme documentation • Review of delivery context and strategic positioning • Analysis of programme monitoring information
Primary research	<ul style="list-style-type: none"> • Ongoing engagement with programme management • X stakeholder interviews • X beneficiary interviews
Reporting	<ul style="list-style-type: none"> • Draft report and final report

Report Structure

The remainder of the report adheres to the following structure:

- **Programme design** : evaluating the rationale behind the programme, the design and set up of the programme, and any contextual changes that occurred during the programme and their impact.
- **Performance** : analysis of the programme’s progress and performance against targets.
- **Management and Delivery** : examination of programme management and the delivery model.
- **Outcomes and Impact** : discussion of outcomes and impact derived from the programme
- **Conclusions** : conclusions and recommendations.

Programme Design

Introduction

This section presents learning regarding the programme rationale and explores the policy and economic context within which Start and Grow has been delivered. The analysis is drawn from stakeholder interviews and desk-based research to explore:

- whether the initial rationale for intervention was justified and key learning regarding the market failures impacting scaling businesses;
- the economic and policy context, and the implications for forward strategy;
- programme positioning in relation to other support; and
- How contextual changes impacted delivery.

Economic and Policy Context

Context and rationale for the programme

Start and Grow aimed to fill a market void in new enterprise support that inhibits the participation of underrepresented and disadvantaged groups. People from this demographic are often alienated from mainstream, academic or overly “business speak” style programmes, not seeing it as intended for them. Financial expectations of the new businesses are set much too high for many aspiring sole traders and new businesses when at the exploration stage, particularly those who are financially and socially excluded, or who have low skills, or a background of unemployment and disadvantage.

For new businesses with little track record or collateral, there remains a market weakness and information asymmetry in accessing finance across the UK following the pandemic, the subsequent economic downturn and the significant uncertainty around Brexit. Start and Grow aimed to improve awareness of, and understanding about, the different types of finance available, and how to create robust and viable business plans, and in turn help address imperfect information market failures on the part of both lenders and businesses.

This is also applicable to social enterprises and the voluntary and community sector, who have traditionally relied on grant funding and philanthropy, now much harder to access. Start and Grow set out to support the participants to be better equipped to apply for funds should this be the right route for them.

The geographical balance of Start and Grow’s delivery reflected the concentration of need and potential to make an impact across the CPCA area. For instance, Peterborough and Fenland both have greater shares of people who go from 16-18 education to not in employment, education and training (NEET) than the England average (15.3% and 13.9% respectively vs 13%). There are fewer self-employed people as a share of the population in Peterborough (5.5%) than the UK average (6.8%). And in 2020 the business formation rate in Fenland (8.6%) was well below the UK average (12.7%).

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Strategic fit

Start and Grow was designed to deliver on Cambridgeshire and Peterborough's strategic mission to prioritise investment in enterprise programmes that support economic recovery over 2021-22. Cambridgeshire and Peterborough's economy was hit hard by the Covid-19 pandemic, with almost 102,000 furloughs over the year March 2020 to March 2021, and a doubling in Job Seeker's Allowance and Universal Credit claims over the period.

The programme was aligned with The Local Economic Recovery Strategy (LERS) of Cambridgeshire and Peterborough and its partners. The LERS is a rolling programme of live priorities, most recently updated in March 2021, and at the time the programme was designed was the primary reference document for local growth initiatives across Cambridgeshire and Peterborough, prioritising investment in enterprise programmes that support economic recovery over the timeframe of the CRF.

Start and Grow contributed to each of Cambridgeshire and Peterborough's missions for the three phases of its Local Economic Recovery Strategy:

- Response (2021): Help people and businesses at risk of unemployment by accelerating re-training and upskilling.
- Recover and Rebound (2021-2022/3): Build back faster by accelerating start-ups, scale-ups and set-ups.
- Renewal and Future Growth (2023-): Build back better and greener by accelerating hi-tech jobs and cluster growth, focussing on green, digital and net zero technologies.

The options analysis undertaken for this programme considered alternative LERS interventions for creating start-ups among disadvantaged groups and displaced employees. However the proposed configuration was selected as having both the greatest potential impact, value for money and least risk, as pre-qualification allows for business plans to evolve with feedback and reflect acquired knowledge, increasing the return on investment on CRF investment.

Market position

Start and Grow dovetailed with YTKO's existing offer around pre-start and early-stage growth support delivered through its Outset services. It also fit with its business growth support offer, delivered through its GetSet for Growth provision. Start and Grow targeted those that were not otherwise eligible for existing support.

The programme addressed a significant market need that falls between the current ERDF, ESF, LGF, BEIS, DWP and local authority funded provisions. It was structured so that it would add to the existing infrastructure of support, transcending typically siloed client groups and activities and focusing on the needs of beneficiaries. The programme was designed so that it would deliver support not already available, in a way not already being delivered, to beneficiaries not previously engaged.

Other programmes delivering services which were similar but did not apply to the target beneficiaries include:

- Growth Works activities, focusing on the top 1,000 high-growth potential SMEs across Cambridgeshire and Peterborough

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- NEA delivers light touch start-up mentoring support
- The Restart Programme, which focused on the welfare to work agenda (and includes a start-up strand)
- Start Up Loans Company provides debt finance to start-up businesses
- DIT provides generic inward investment and internationalisation support
- Universities and colleges provide internship / apprenticeship and business start-up support
- Serco deliver Skills Support for the Workforce and Skills Support for Apprenticeships.

Contextual changes and implications

- How did the context change as the project was delivered and did this exert any particular pressures on project delivery?
- Bearing in mind the project design itself and any changes in context could the project reasonably be expected to perform well against its targets?

Appropriateness of the offer

This section pulls out the key learnings from economic and policy review to answer the question on, based on all of the above, was the offer appropriate? Is it still appropriate?

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Performance

Introduction

Chapter Three provides a quantitative assessment of programme performance based on monitoring data and the CRF Final claim form submitted by CPCA to DHLUC in January 2023. It includes analysis of:

- financial performance;
- progress against contracted outcomes;
- service take-up; and,
- value for money

Programme targets

Start and Grow set targets to deliver the following Community Renewal Fund outcomes.

Outcome	Target
Employment increase in supported businesses as a result of support	103
Jobs safeguarded as a result of support	32
Number of new businesses created as a result of support	103
Businesses introducing new products to the market as a result of support	103
Investment attracted as a result of support	£586,000

The targets were based on the following:

- **Employment increases in supported enterprises** : all new start / sole traders counted as an employment increase (based on their FTE) i.e. undertaking has no employees and founder works within the undertaking full time = 1 employee. It was also expected that jobs would be created in the 161 SMEs that draw down a grant, but these outcomes would only be delivered with any certainty after the completion of the CRF programme.
- **Jobs safeguarded** : 20% of the 161 SMEs that will draw down grants.
- **Number of new businesses created** : the number of engaged individuals and the share that self-deselect. The standard attrition rate for the existing Outset programme was 77%, but this does not include a grant incentive to engage with or complete the support activities. Here the 23% baseline was doubled to 46%, giving 103 new businesses from 224 pre-start individuals receiving support.
- **Businesses introducing new to the firm products** : all 103 start-ups are classified as developing products new to the firm.

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- **Investment attracted as a result of support** : the £586k contribution from clients to leverage grant based on a £10,000 average grant claim for new businesses and a £xx average grant claim for established businesses.

Financial Performance

Grant Expenditure

Figure 3. Grant target and actual expenditure

Area	Grant target	Grant Offer Letters Issued	Grant Claimed	Match Leveraged	Total SME Spend Evidenced
Fenland	£729,045	£516,608	£474,532	£93,560	£568,092
Huntingdonshire	£729,045	£980,057	£944,429	£190,592	£1,135,021
Peterborough	£1,415,205	£1,427,029	£1,329,264	£265,932	£1,595,196
Total	£2,859,000	£2,923,694	£2,748,225	£550,084	£3,298,309

Source: data captured by YTKO delivery team provided for the evaluation

Outcomes

Table 1. CPCA Start and Grow Outcome Performance

Outcomes	Target	Achieved	% of target achieved
Number of businesses supported	263	292	111%
Job creation in supported enterprises	103	119	116%
Jobs safeguarded	32	49	153%
New businesses created	103	107	104%
New products of services to the firm	103	108	105%
Investment attracted as a result of support	£586,000	£536,745	92%

Source: CPCA CRF Final Claim Form submitted to DHLUC

Service Take Up

Geographic Spread

Figure 4. Beneficiary targets across delivery geography

Region	Percentage target	Target Group 1 – Individuals ('Start')	Achieved Group 1 – individuals ('Start')	Target Group 2 – Micro SMEs ('Grow')	Achieved Group 2 – Micro SMEs ('Grow')
Fenland	25.5%	57	tbc	75	tbc
Huntingdonshire	25.5%	57	81	75	114
Peterborough	49%	110	tbc	143	tbc
Total	100%	224	245	293	295

Beneficiaries

Beneficiary group	Target	Achieved	% of target achieved
People – unemployed	34	56	165%
People – employed	190	188	99%
Businesses – small	293	295	101%

Sector Take Up

TBC

Value for Money

Table X shows both the expected and actual unit costs based on the overall programme expenditure of £xx (Spend + delivery costs tbc).

Outcomes	Expected	Actual	Performance
Number of businesses supported	£		

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Job creation in supported enterprises	£		
Jobs safeguarded	£		
New businesses created	£		
New products of services to the firm	£		

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Management and Delivery

Introduction

This section examines the effectiveness of programme management and delivery processes. The findings are drawn from consultations with **x** stakeholders and **x** beneficiaries. It includes discussion of the following key evaluation questions:

- the appropriateness of programme management and governance structures;
- the effectiveness of the delivery model; and,
- the quality of delivery and the critical success factors supporting this.

Management and Governance

Programme management

-

Governance

-

Delivery model

Marketing and engagement

The programme stimulated demand and reached its intended beneficiaries through:

- **Marketing communications** : an integrated mix of channels, comprising a mix of social media, digital, print, (flyers, leaflets), e-marketing, PR, events and drop-in sessions, ambient media, and radio as appropriate to particular segments, and whether individuals or early stage businesses.
- **Outreach** : getting out and having a presence where the target audience is.
- **Partnership working** : including hot desk space, joint promotional material and activities, joint events such as drop in surgeries, speaking opportunities, and working through community champions and elders. CVS organisations and social housing organisations were also key routes.

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Delivery performance

- Has the project delivered its intended activities to a high standard?
- Could the delivery of the project have been improved in any way?
- How are project activities perceived by stakeholders and beneficiaries? What are their perceptions of the quality of activities / delivery?

Selection procedures

- For projects with direct beneficiaries: did the project engage with and select the right beneficiaries? Were the right procedures and criteria in place to ensure the project focused on the right beneficiaries?

Critical success factors

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Outcomes & Impact

Introduction

This section provides insight into programme outcomes and impacts which have been used to test the programme's Theory of Change. The findings are drawn from **XX** qualitative consultations with a sample of programme beneficiaries. Programme additionality is also highlighted in this chapter.

Short term outcomes

Increased Confidence

Development of a growth mindset

Enhanced leadership skills and technical knowledge

Longer term outcomes

- Enhanced reputation
- Access to new markets
- Collaboration
- Efficiencies in process?

Additionality

[This section needs to comment on whether the businesses feel like they would have achieved these outcomes and impacts without the support of Start and Grow]

Conclusions

Introduction

This section summarises the key conclusions and highlights recommendations for similar future projects.

Key Findings

Programme Design

-

Progress against targets

-

Delivery and management

-

Innovation in service delivery

-

Outcomes and impacts

-

Learning for future programmes

The programme overall has made good progress towards meeting or exceeding the outputs and outcomes set out prior to delivery. There are a number of lessons learned from delivery that may be considered in developing future programmes of this nature. These are set out below.

-

At Metro Dynamics, we **care** about places, our clients, and our colleagues.

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Turning Point: A Community Renewal Fund project.

Evaluation Report

Prepared for Growth Works on behalf of the Cambridgeshire and Peterborough Combined
Authority

March 2023





DRAFT REPORT



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Project Summary

Outputs	
 2,875 People supported (423% of target)	 103 Businesses supported (23% of target)
Outcomes	
 970 People engaged in job search (222% of target)	 1,071 People in education/training (293% of target)
 101 People getting a qualification (532% of target)	 69 Employment increase in supported businesses (108% of target)
	 72 Jobs safeguarded as a result of support (360% of target)
Impacts	
<ul style="list-style-type: none"> Supporting people onto the next stage of their learning or work journey, through training enabling them to: gain skills, re-skill or up-skill relevant to local employer skills needs. Enabling employers to access the skills and talent they need in their local area, providing training to secure 72 jobs and create 69 new job opportunities. 	
Key Findings	Recommendations
<ul style="list-style-type: none"> The project rationale was robust & the project was appropriately designed to provide support to people at transition points in their lives. The programme addressed a gap in existing provision. The programme faced challenges with a delayed start date and changing timescales, resulting in a remodelled delivery approach and a small underspend. The support was absolutely targeted at the right people, with demographic analysis showing the project supported younger, harder to reach groups. The programme has been warmly received by beneficiaries, with positive feedback and demand for future similar programmes. The collaborative approach ultimately taken to delivery has helped to secure stronger outcomes and is a key lesson for future delivery. 	<ul style="list-style-type: none"> The programme has demonstrated that focusing on 'transition points', where there is typically little other support on offer, is a successful approach that could be adopted again in future. The timescales for future programmes should be committed to further in advance, with any extensions or changes quickly communicated. More resources will be required to deliver similar programmes in future. This would enable more proactive communication and engagement with beneficiaries. Working with businesses to tailor the internships to the needs of the business (including offering resources to help businesses do this for themselves) would be beneficial and make future programmes more attractive to businesses. Expanding the geographical focus of the programme could be worthwhile, as there are other areas and sectors which could also benefit from this type of scheme.

Introduction

Purpose of this document

This document is an evaluation of the Turning Point programme delivered by Growth Works, against its intended outputs and outcomes, and the value for money provided by the programme. The programme was delivered from March–November 2022. This evaluation was prepared from November 2022–January 2023, with meetings held with the delivery team throughout delivery.

UK Community Renewal Fund

The UK Community Renewal Fund (CRF) is a £220 million scheme launched in May 2021 with the aim of supporting the transition between the end of the EU structural funds (culminating in 2023) and launch of the UK Shared Prosperity Fund. The CRF was designed to pilot innovative approaches to addressing local challenges and local need across the UK, and to test a greater flexibility across the following investment themes:

- investment in skills;
- investment for local businesses;
- investment in community and place; and,
- supporting people into employment.

To ensure CRF funding reached the communities most in need, 100 priority places were identified for investment. Both Peterborough and Fenland were identified as priority areas. As assigned Lead Authority, the Cambridgeshire and Peterborough Combined Authority (CPCA) led the initial application and appraisal process for each place, with the final shortlist of projects reviewed by the UK government for funding. Turning Point was one of these projects, securing £865k of funding to deliver intensive targeted support to 680 individuals and 500 businesses.

Scheme overview

Rationale

Turning Point (hereafter referred to as ‘the programme’) was a programme focused on transitions: points in people’s lives where their employment and education statuses change, presenting both challenges and opportunities. The programme was designed to specifically target those on furlough who were technically ‘employed’ but not working – and therefore needed support to upskill, reskill and gain confidence but would not have recourse to public funds that would be available to those on universal credit. Other examples include individuals switching from education into employment, changing jobs or leaving school which are all challenging processes, and those who don’t manage a successful transition risk unemployment, periods of economic inactivity and being unable to put their skills and qualifications to good use.

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It also means businesses cannot hire the people they need and have them perform well in their job.

Despite the challenges inherent in transition points, there is typically little support available for people undergoing them. Employment support programmes are often about helping beneficiaries to the point where they are able to make a transition, but the support stops there. There is no safety net during the transition, and little is done to make their destination (e.g. a workplace taking on an intern) an easy place to land. The rationale for this programme was to test a new approach to addressing this market failure, supporting people to achieve more successful outcomes during transition points.

Delivery model

The programme consisted of four related activities, which are set out in the table below alongside their intended outcomes.

Activity	Description	Outcomes
Personal Skills Analysis (PSA)	<p>To guide individuals in understanding and identifying opportunities for re-skilling, up-skilling and re-training. This involved working with individuals who were unemployed, economically inactive, or employed individuals looking to transition into a new job.</p> <p>Due to changes in how the programme was delivered due to the substantial delay and the entry point of individuals to the programme much of this activity was ultimately delivered by partner organisations</p>	<ul style="list-style-type: none"> • People engaged in job-searching following support • People in education/training following support
Free short course training	<p>Raising awareness of, signposting to, and providing 80 vouchers up to £600 to enable access to free short course training not currently funded via other means to enable re-skilling, up-skilling and re-training and promote development of digital, net-zero, and management/leadership skills, as well as 'work re-entry' workshops to support transition back to work from unemployment / furlough. Short courses were demand led.</p>	<ul style="list-style-type: none"> • People gaining a qualification following support • People engaged in job-searching following support • Jobs safeguarded as a result of support
Training Needs Analysis (TNA)	<p>To identify re-skilling, up-skilling and re-training opportunities within a business.</p> <p>Due to changes in how the programme was delivered due to the substantial delay and the entry point of individuals to the programme, much of this activity was ultimately delivered by</p>	<ul style="list-style-type: none"> • People in education/training following support • People gaining a qualification following support

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	partner organisations	
Funded internships with local businesses	Delivering realworld experiences of work through 100 12-week funded internships. Funding of £5k per internship provided to employers to provide new work opportunities. In addition, wraparound support for businesses considering internships, including workshops and webinars on a 1-to-many basis on the benefits and opportunities of internships; securing and matching 3 month paid internships; and 'Learning Mentor' training for the host organisation.	<ul style="list-style-type: none"> • Employment increase in supported businesses as a result of support • People engaged in job-searching following support • People in education/training following support • People gaining a qualification following support

Intended outputs and outcomes

The aims and objectives of the programme were to:

- Support 680 people onto the next stage of their learning or work journey, through training enabling them to gain skills, re-skill or up-skill relevant to local skills needs.
- Enable employers to access the skills and talent they need in their local area, providing training to secure 20 jobs and create 64 new job opportunities.

The intended outcomes of the programme were:

- For people: 436 people engaged in job-searching, 365 people in education or training, and 19 people gaining a qualification.
- For businesses: employment increase in supported businesses resulting in 64 FTE jobs created and 20 jobs safeguarded.

Delivery

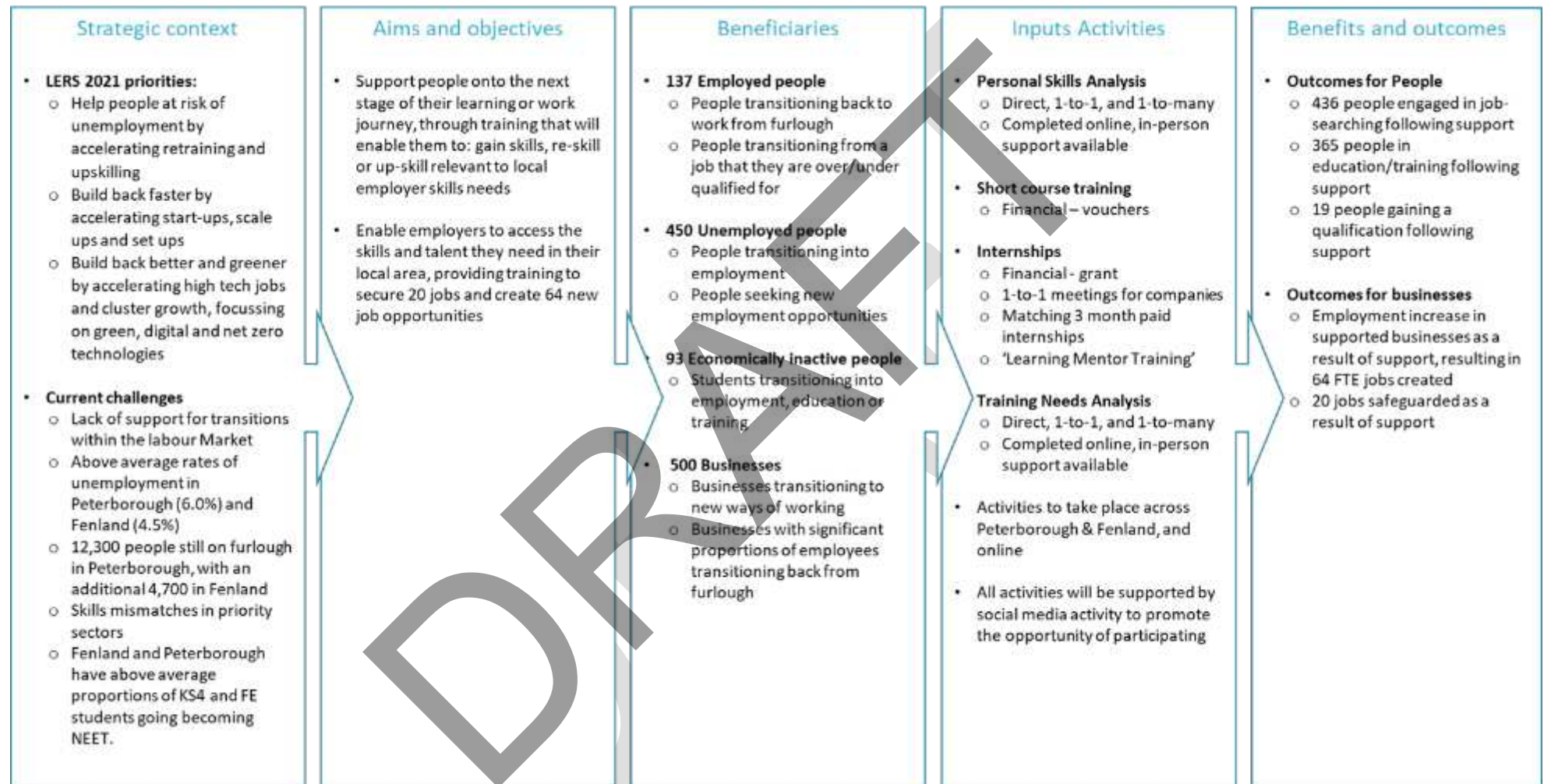
The scheme was delivered in Peterborough and Fenland, districts with persistent labour market challenges necessitating targeted support.

The programme was scheduled to run from September 2021 to March 2022, however the programme underwent some re-design following the initial bid, to accommodate delays in activity, with delivery eventually running from March 2022 to November 2022 (with delivery timeframes changing within this overall window, from March to June, then May to August, and finally July to November). As is set out in the Design section, a number of contextual changes impacted on how the programme was ultimately delivered.

A Theory of Change for the programme (prepared during initial design) is set out on the following page.

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Theory of Change



Evaluation objectives and approach

Metro Dynamics have been appointed to deliver:

- A review of the effectiveness of Growth Works with Skills' Turning Point programme, using UK Community Renewal Fund (UKCRF) guidance;
- An assessment of the value for money provided by the Turning Point programme, and its performance against its intended outcomes.

This evaluation uses the UKCRF framework to evaluate the programme's design, the rationale and assumptions behind the design, and any changes to scope, as well as progress, performance, outcomes and value for money. The evaluation will also share lessons learned from the programme, given that a key element of the UKCRF was to test new approaches and forms of support ahead of the launch of the UK Shared Prosperity Fund (UKSPF).

Report Structure

The remainder of the report is as follows:

- **Programme design** evaluating the rationale behind the programme, the design and set up of the programme, and any contextual changes that occurred during the programme and their impact.
- **Programme performance** evaluating the progress of the programme against expenditure, activity and output targets.
- **Delivery and management** evaluating the delivery and implementation of the programme.
- **Outcomes and impact** evaluating the outcomes and impact derived from the programme
- **Conclusions** evaluating the overall performance of the programme and lessons for the future.

Design

This section sets out learnings regarding the programme rationale and explores the policy and economic context within which Turning Point was delivered. The analysis is drawn from stakeholder interviews and desk-based research to explore:

- Whether the initial rationale for the intervention was justified;
- Whether the programme's design was suitable for the underpinning rationale; and
- How contextual changes affected delivery and whether changes in design were justified in response to circumstances.

Programme rationale

What was the programme seeking to do?

The programme aimed to support people into employment and onto the next stage of their learning or work journey. Support was delivered through training, enabling people to upskill or re-skill based on local employer skill needs, and through funded internships offering real work experience with local businesses. The programme also aimed to enable employers to access the skills and talent they need in their local area, and to support them to be ready to onboard new workers more effectively through wraparound support and learner mentor training, for mutual benefit.

The overarching objectives of the programme were aligned to the 'investment in skills' and 'investment for local business' investment priorities of the UK CRF. The aims and objectives were summarised as:

- Supporting 680 people onto the next stage of their learning or work journey, through training enabling them to: gain skills, re-skill or up-skill relevant to local employer's skills needs.
- Enabling employers to access the skills and talent they need in their local area, providing training to secure 20 jobs and create 64 new job opportunities.

A Theory of Change for the programme was set out in the initial application and has been consistently followed throughout (notwithstanding some changes to the delivery approach).

Economic and policy context

The programme was designed in early 2021 during the Covid-19 pandemic and was intended for delivery in Peterborough and Fenland, two areas in Cambridgeshire and Peterborough which experience above average rates of unemployment (6.0% and 4.5% respectively in 2021), high levels of young people who are NEET, and sustained high levels of economic inactivity.

At the time of design, large numbers of residents in Peterborough and Fenland were facing transition points, for instance the 17,000 people who were furloughed across the area in February 2021. Key sectors in the area, namely manufacturing and retail and hospitality were particularly affected by pandemic restrictions and prolonged shutdowns. As the local economy reopened, it seemed likely that significant numbers of people would require support returning to

Metro—Dynamics

work or reskilling to access new employment opportunities in the post-Covid workforce. The programme was designed to respond to these economic conditions.

The programme was aligned to relevant local strategic priorities, particularly those set out in the 2021 Cambridgeshire and Peterborough Local Economic Recovery Strategy, which showed a north-south divide in the impact of Covid-19, with a greater risk of unemployment becoming embedded in the north of the region. The LERS set out a priority to help people at risk of unemployment by accelerating retraining and upskilling. This solidified the programme's focus on the areas of Peterborough and Fenland.

Programme design and delivery

Organisations involved in delivery

Delivery occurred through the CPCA's Growth Works consortium, with activities delivered by GPC Skills Ltd, the lead on the Skills Brokerage Service in the Growth Works consortium. GPC Skills built a small local team in Peterborough and Fenland dedicated to delivering the activities. Delivery was overseen by the Combined Authority via Growth Works. This approach to delivery was effective, with direct contact with beneficiaries managed by the local GPC Skills team, and oversight and links to other activities provided by Growth Works. This also allowed the programme to dovetail with other support activities offered across the region.

How delivery was set up to occur

The flowchart on the following page sets out how delivery was set up to occur.

The 'Digital Talent Platform' that acted as a virtual shop window for the programme was a pre-existing technology solution deployed for the skill brokerage service in the CPCA area. Enhancements specifically for this programme enabled employers to list internship vacancies, and candidates to create a profile and apply for internships. The platform also hosted resources and links to content and support information. Stakeholders considered the platform to be effective and appreciated the use and modification of an existing solution.

Market engagement and lead generation activity were designed to bring people to the platform as a first step to accessing further support. Lead generation was carried out through existing networks via Growth Works Skills Brokerage Service, and also through links to ESF-funded programmes and relationships with other organisations, including DWP, the National Careers Service, Jobs Centre Plus, the Chamber of Commerce and Federation of Small Business and others. All activities were supported by social media activity to promote the opportunity of participating in the programme to both individuals and local businesses. The collective impact of this work was to secure a strong pipeline of prospective beneficiaries for the programme.

Short courses were searchable and available via the core Digital Talent Platform. Individuals were able to access short courses via local providers and those ineligible for funded learning could apply for a voucher to cover the cost of the training. The team worked with providers to ensure courses were sourced locally when appropriate, with online courses also used. A review of the initial application forms for training vouchers show that a broad spectrum of training was accessed through the programme, including in the fields of health and beauty services,

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business management, leadership, marketing, creative writing, construction~~ew~~ and data analytics, and project management.

The delivery team provided support to businesses and individuals through~~the~~ programme, helping to solve issues as they arose. An essential aspect of the programme was the support provided to businesses considering taking on interns, in the form of~~material~~son effective HR and personal development, regular reviews~~with~~ the delivery team, and help with specific issues such as setting rates of pay and communicating expectations to interns. The Chartered Institute of Professional Development (CIPD) framework was used to create a Charter that was used by every employer to guide their approach to delivering internships. Internships were designed, structured and delivered to be a quality experience for both individuals and businesses recognising that both actors are important to enabling successful transition points.

The personalised support provided by the delivery team was highly regarded, although some beneficiaries noted that a lack of resources for the programme meant that support was something which at times had to be sought but, rather than it being actively provided.

Activities

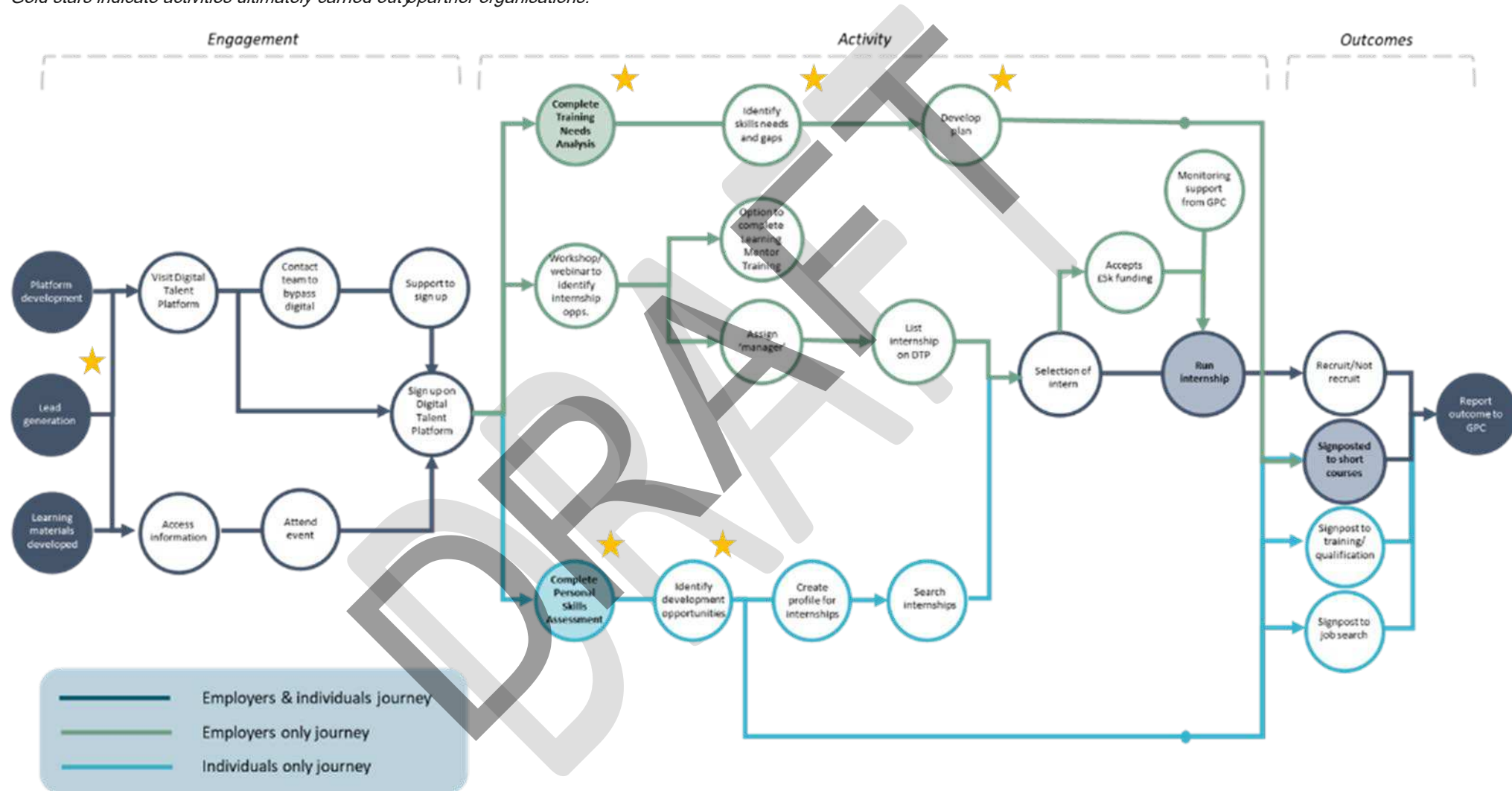
Activities specifically targeted transitional points within the labour market, aiming to catalyse and smooth these for individuals and employers. Stakeholders were generally satisfied that activities were appropriately designed to achieve the programme's objectives. The funded internships in particular were considered to be highly effective and resulted in positive employment experiences and outcomes for many individuals. The delivery team noted that training vouchers were harder to manage, both in terms of ensuring that the right beneficiaries were targeted and that the training undertaken was additive to their needs. The delivery team felt that some businesses wanted to use training vouchers for CPD purposes rather than to upskill staff, which was the intended purpose of the vouchers. Clarity was provided to businesses on the scope of training which could be supported through the programme, which addressed these concerns.

As is described in the 'Contextual changes and implications' section below, the 'Personal Skills Analysis' and 'Training Needs Analysis' activities within the programme were predominantly carried out by delivery partners who would then feed individuals into the programme once they were ready for the more substantive support delivered through the programme. As a result, delivery of this programme was focused particularly on the training vouchers and funded internships, as these strands of the programme delivered greater outcomes for beneficiaries and did not duplicate existing support.

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Figure 1. Flow chart for how activities were designed to be delivered

Gold stars indicate activities ultimately carried out by partner organisations.



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Intended beneficiaries

The intended beneficiaries for the programme are set out below.

- **680 people**, of which: 137 individuals who are employed, 450 who are unemployed, 93 who are economically inactive
- **500 businesses** of which: 420 micro and small businesses, 72 medium-sized, 8 large.

These targets equated to 0.54% of the population (1 in 183 people) and 3.7% of the business base (1 in 27 businesses) in Peterborough and Fenland. The initial application for the programme deemed these targets to be realistic based on the delivery team's existing networks and support from the wider Growth Works consortium and other partners in reaching beneficiaries.

The beneficiary groups were chosen for different reasons, in part to test the suitability of the programme to different beneficiary types. Unemployed individuals were those seeking new opportunities or practical experience of work, particularly those affected by structural unemployment caused by Covid-19. Economically inactive individuals were those requiring guidance or experience to transition into employment, education or training.

Businesses were those in local priority sectors (life sciences, digital and AI, advanced manufacturing and materials, agri-tech) with requirements to transition to new ways of working, and those in sectors which were particularly impacted by the pandemic and had increased requirements to transition employees back from furlough or to upskill/reskill employees to adapt to a changed work environment post-pandemic. Businesses of different sizes were targeted, with a preference towards micro and small businesses, which make up the great majority of the local business base and were also deemed as most in need of targeted support, as smaller businesses are less likely to have dedicated resources available to support hiring and onboarding.

Contextual changes and implications

Between approval of the application and the start of the project, there were a number of contextual changes that impacted the project. The most significant changes have been detailed below.

Change in delivery model due to changing timescales

The programme was initially designed to run for six months from September 2021. Delays to project approvals and receipts of funds pushed the timescales back to a January 2022 start and June 2022 finish, and a further delay meant delivery ultimately commenced in March 2022. Delivery was therefore scheduled to finish in September 2022 but a further extension to the delivery window meant delivery ultimately continued until December 2022. The delivery team noted that the initial delay, changes and subsequent extensions to the delivery window were often communicated at short notice, which significantly impeded planning and prevented delivery from occurring as originally envisaged.

The programme was initially designed with large numbers of workers returning from furlough in mind, anticipating that many of these workers would be returning to a changed job market and hence would need to transition in some way. However, the Coronavirus Job Retention Scheme

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(CJRS, 'furlough') officially came to an end in September 2021, before programme delivery commenced. This necessitated a change in approach to focus more on individuals who were already in employment and looking to change jobs, and those who were unemployed and economically inactive and looking to either enter training or employment via an internship.

The shifting timescales also resulted in a change in approach to delivery. During the initial delay to the programme starting in early 2022, the delivery team worked with partner organisations (including DWP, Serco, Reed, the National Careers Service, Capworth Trust, Headway Cambridgeshire and local Housing Associations) to develop a pipeline of beneficiaries for the programme, meaning that as soon as the delivery window opened individuals could be placed into funded internships and access short course training. This was done due to concerns that if the delivery window wasn't extended there wouldn't be sufficient time available to deliver the activities, given the internships were designed to run for 12 weeks.

In establishing this pipeline, partner organisations had already worked with businesses and individuals to ascertain business training needs and personal skills requirements, and as such, there was no need to duplicate this work through the Training Needs Analysis and Personal Skills Analysis aspects of the programme which were part of the initial design. Delivery of the programme was therefore focused on the funded internships and training vouchers. All consultees were clear that this did not amount to 'outsourcing' activities from the programme, but rather a sensible approach that reduced duplication and ensured that as many beneficiaries as possible received the right support available to them at the right time. This work to build the pipeline before the delivery window properly opened meant that most grant funding for internships had been allocated within two months of the programme commencing, a positive sign that this prestart work aided programme delivery.

It was felt that whilst the extension helped the programme to meet targets and support more people, the delivery team would have been able to use the additional time more effectively had it been communicated further in advance. More marketing and promotion could have been done, and some of the internships ended up being shorter than the intended 12 weeks (the shortest was 8 weeks), and these could have been longer with more time.

Change in personnel

Initially there were three team members working on the delivery of the programme. However, the salary funding was not extended in line with the programme delivery timescales, so as the programme tapered to a finish two of the three team members were moved off the programme and onto other activities (although still worked with their interns to an extent). This meant that there was just one person left managing the delivery of the remainder of the programme.

Performance

Section Three of this report reflects on the progress of the project to date, assessing whether it has met, or is on course to meet, what it set out to. It includes analysis of expenditure and outputs.

The data used to inform this section has been taken from the lead partners internal project reports and financial records, which were recorded and updated on a monthly basis.

Programme expenditure

The application sought a grant investment of £847,305 from UKCRF. Additionally, a 2% management fee of £16,946 was budgeted for, resulting a total CRF contracted value of £864,251. In addition, matched staff time equating to £47,500 over the duration of the project was also part of total programme expenditure.

The final expenditure as of the programme completion date (31st December 2022) is in the figure below.

Figure 2. Final expenditure

Item	Proposed Spend	Actual Spend	Variance	% Variance
CRF Contracted Value	£847,305	£783,259.12	£64,045.88 underspend	8% underspend
Contracted Management Fee	£16,946	£16,946	£0	0%
Total CRF Contracted Value	£864,251	£800,205.12	£64,045.88 underspend	7% underspend

Overall the programme has reported an underspend of £64,045.88, or 7% of the total CRF contracted value.

Feedback from the delivery team and partners goes some way to explaining the underspend, with some businesses and partners noting they were offered additional budget but were unable to spend it within the timeframe, and the extensions to the programme were communicated too late for this money to be spent, with the team noting it could have been spent on additional marketing activity or on additional (or longer) internships or training vouchers.

Outputs

Targets were set for the quantity of each activity to be delivered as part of the programme. The data is sourced from the final claim form submitted to DHLUC. Performance against these targets is set out in the table below.

Figure 3. Activities

Activity	Target output	Target delivered	Percentage of target
Funded internships	100 individuals	100	100%
Training vouchers	80 individuals	90	112%
Personal skills analysis	680 individuals	2,875	423%
Training needs analysis	500 businesses	103	21%

It is important to note that these figures reflect the changes in the delivery model. As described in the Design section, the delayed timescale in starting the project meant that much of the activity originally due to be part of the Personal Skills Analysis and Training Needs Analysis were undertaken by other organisations, such as DWP, Serco, Reed and the National Careers Service. These individuals were then referred into the programme once they had received that support. Because of the way data was captured for the programme, these figures include outcomes from people referred by partner organisations. They also include the activities delivered directly by the Turning Point team on the funded internships and training voucher schemes.

The figure below breaks down the output performance by specific targeted groups.

Figure 4. Reported outputs so far by target groups

Target group	Number achieved	% of target
People – Economically Inactive	1,292	1,389%
People – Unemployed	1,118	248%
People – Employed	465	339%
People Total	2,875	423%
Businesses – Small	90	21%
Business – Medium	10	37%
Businesses – Large	3	38%

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Businesses Total	103	21%
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The adjusted delivery approach enabled significantly higher numbers of individuals to be reached than anticipated. The delivery team noted in its final claim form to DHLUC that “working closely with DWP, REED and SERCO and orgs that support people back into work provided greater opportunity to engage with individuals seeking work and or training. In addition, the contract extension to a 12 month programme allowed continued engagement over a greater period of time.”

Targets for businesses were not fully met for businesses engaged in Training Needs Analysis again reflecting changes to the delivery approach and the way in which data was captured. The delivery team noted in its final claim form to DHLUC that the delay in project start date led to the creation of a pipeline of interested companies that were eligible for funding. Once the project went live this focused our staffing resource to managing engagement with businesses without the need for localised events and extended business engagement activities. Access to grant funding and meeting eligibility requirements tended to determine levels of business support and their continued engagement with the programme.

Outcomes

The data used to assess the project’s performance against intended outcomes has been taken from the final claim form submitted to DHLUC in January 2023. The table below summarises performance against outcomes.

Figure 5. Reported outcomes to date (January 2023)

Outcome name	Contracted outcome target	Outcomes delivered	Outcomes delivered %
Employment increase in supported businesses as a result of support	64	69	108%
Jobs safeguarded as a result of support	20	72	360%
People in education/training following support	365	1071	293%
People engaged in job-searching following support	436	970	222%
People gaining a qualification following support	19	101	532%

All outcome targets were exceeded by considerable levels. The figures include all those who engaged in job searching activities through third party engagement and activities. The

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'employment increase in supported businesses' outcomes are directly attributable to the funded internship aspect of the programme. The final claim form submitted to DHLUC noted that the adapted engagement model and increased project length led to greater exposure for the programme and provided extra opportunities to engage with individuals seeking work, which explains why some outcome targets were substantially exceeded.

Value for Money

This section sets out the value for money achieved through the project, based on the financial information submitted in the programme's final claim form to DHLUC. The change in delivery approach supported the programme to provide enhanced value for money. The programme over-delivered against output targets overall, meaning the cost per output and therefore value for money was stronger than expected.

Figure 6. Cost per output table

Output	Target	Achieved
People	680	2,875
Businesses	500	103
Total outputs	1,380	2,978
Cost	£864,251	£800,205.12
Cost per output	£626.27	£268.71

Service Take Up

This section reviews whether the programme engaged with and selected the right beneficiaries. Demographic data was captured for the funded internship aspect of the programme for beneficiaries which initiated an internship, and also for those wishing to access training vouchers during the expression of interest stage.

Internship programme

Demographic data was collated at the end of the scheme to demonstrate which groups had benefited most. Data was captured on interns' age, gender, disability status, employment status and ethnicity. 80 Interns completed the survey.

Over half of the interns were aged between 16 to 24, with almost 70% in total under the age of 30. As the scheme set out to target people who were either NEET, or had recently left education this is to be expected, and suggests the project succeeded in capturing the right beneficiaries. With over 30% of interns over the age of 30, the scheme did also capture people who were older and who were also at a turning point in their lives, be it emerging from unemployment, inactivity or looking for a career change.

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Economically inactive people were noted as the most difficult to attract to the programme, with none of the interns surveyed reporting as being economically inactive. 53% were unemployed, with 45% in employment (the remainder chose not to say). The initial targets were for 66% of beneficiaries to be unemployed, 20% to be employed and 14% economically inactive. This means that the internship scheme overperformed initial targets for employed individuals and under-performed amongst unemployed and economically inactive people. It was noted that economically inactive people were the hardest to capture, and that the programme may have been more successful at attracting economically inactive individuals if it had launched as furlough ended as originally planned.

Full data is included in the appendix to this report.

Training vouchers

Demographic data was collated at the expression of interest stage of the scheme. Data was captured on age, gender, disability status, employment status and ethnicity. Data was captured on 433 expressions of interest.

Expressions of interest in the training vouchers were received from individuals across broad age ranges, with no one age group dominating. The largest groups were those aged 16 - 24 (19%) and 35 - 39 (18%). 40% were 34 years old or below, and 19% were aged 50+. This broad interest demonstrates the wide applicability of the programme and the need to support upskilling and reskilling across life stages.

63% of those who expressed interest in training vouchers were employed with 37% being unemployed, demonstrating the programme's attraction to people for both upskilling in existing employment and as a means to securing employment through acquiring new skills.

63% of those who expressed interest in training vouchers were female. 9% of respondents indicated they had a disability. 62% of those who expressed interest were of an English / Welsh / Scottish / Northern Irish background.

62 people who expressed interest in training vouchers also listed themselves as undertaking an internship as part of the programme. This is a high crossover between the two activities and demonstrates how the various aspects of the programme worked together to support individuals to access employment and to upskill or reskill to be ready for that employment.

Full data is included in the appendix to this report.

Delivery and management

This section examines the effectiveness of the project's delivery and management processes. The findings are drawn from a review of project reporting documents used by delivery partners, forms completed by businesses and interns, consultations with four businesses involved with the programme and several members of the Growth Works delivery team and also from written feedback obtained from other businesses and individuals offered funded internships.

Delivery performance

Overall, the project was felt to have made a significant, positive impact. Feedback from individual and business beneficiaries was extremely positive, with all identifying a clear need for, and success of, the scheme.

Feedback was collated for both the training voucher and internship schemes. Users provided quantitative and qualitative feedback via surveys at the outset, midpoint and end of their engagement. The appendix to this application provides tables of quantitative feedback on the funded internship (for businesses and individuals) and the training vouchers (for individuals). The information below draws out the key themes.

Funded Internships

Feedback from individuals was highly positive across all aspects, including on the overall experience and on the value added of the programme for future employment outcomes. Interns consistently reported that they felt the process was well managed, that they felt supported and that they had benefited from the scheme. Feedback was more mixed on how well individual organisations had been able to manage the internship process, but still generally positive.

Outcomes from internships were generally very positive relative to the pre-internship statuses of beneficiaries, with 70% offered permanent positions, whilst 19% had their internships extended. 80% of interns accessed internal training during the programme, with just under half accessing external training, most of which was funded by Growth Works. 99% of interns would recommend taking part in an internship to other people.

It is clear that overall, the internship scheme was very well received by interns and was a positive learning experience, in many cases helping them to either secure jobs or gain the relevant experience to become much closer to being job-ready.

"I can't believe how quick that 12 weeks went and wow what an experience it has been! I have learnt so much in this time not only about the job I am now about to take on but also about myself, I am now more confident and my self-esteem is growing every day. I wasn't sure what I wanted to do with my life and being 35 I didn't know where to start or even if I had it in me to

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start a new career all over again however starting an internship with Little Miracles has help me understand and realise where I want to be in the future and how I'm going to get there. I would like to take this opportunity to say how grateful I am for Little Miracles and Growth Works for giving me this opportunity."

Intern

Businesses involved in the internship scheme were also invited to provide feedback at the beginning, midpoint and end of the internship. Feedback from businesses was also positive, again showing that the initial project set up and design worked well and that businesses benefited from the scheme overall. In particular, businesses highlighted that access to full funding for internships was a key factor in their decision about whether to hire an intern, and the success of this initial fully funded internship has increased the likelihood of businesses hiring more interns in future. Further, feedback from the start to end points of the programme indicates that the wraparound support provided to businesses (such as the Learner Mentor Training) helped more businesses improve their hiring and onboarding processes, easing transition points for future employees.

It was noted—both by the delivery team and businesses that small businesses were more receptive to the programme than larger businesses. An initial assumption behind the programme was that the opposite may be the case and that large businesses would be more involved, because they were more likely to already possess the business infrastructure required to take on interns (HR functions, onboarding practices etc). In reality, small businesses were both easier to engage with and more inclined to take on interns as part of the programme. The fully funded nature of the internships, which eased the decision for small businesses, was likely a factor in making the programme more attractive. It was suggested that because larger businesses are more likely to already have their own recruitment programmes, they didn't feel this programme was necessary or appropriate for them. Larger businesses also struggled because their internal hiring processes generally took longer. Smaller businesses were able to be more flexible in their decision making and could onboard interns faster because there were fewer corporate processes to negotiate.

Business feedback from the beginning and midpoints of the programme are included in the appendix to this evaluation. The table below summarises the feedback from the 68 businesses who completed the survey at the end of the internship scheme.

Figure 7. Feedback from businesses at the end of the Internship programme (n = 68)

Statement	Yes	No
Will you be offering the intern a permanent position?	59%	41%
Will you be extending the internship (funded by yourself)?	22%	78%
Will you be providing the intern with a reference?	90%	10%
Will you consider hiring an intern again?	99%	1%

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Do you feel that having an intern added value to your business?	97%	3%
Did having funding make a difference as to whether or not you hired an intern?	99%	1%
Is the organisation willing to fund future internships?	56%	44%
Does the organisation now have a trained mentor in place?	78%	22%
Does the organisation now have an established internship development plan?	76%	24%

Training Vouchers

Feedback was also provided on the training voucher scheme. Again, feedback from the beneficiaries of the scheme was highly positive overall, with all recipients completing their course apart from one, who didn't start due to obtaining employment. Beneficiaries noted the support helped them to achieve their personal objectives, and that the training met their development needs.

The feedback at the end of the scheme from beneficiaries is summarised below.

Figure 8. Feedback from beneficiaries at the end of the Training Voucher scheme (n = 85)

<i>Statement</i>	<i>Yes</i>	<i>No</i>
I will be undertaking further training after this course	78%	22%
This course is part of my internship training	19%	81%
Did you achieve your personal objectives?	99%	1%
Have you been offered employment/an internship/an apprenticeship as a result of your training?	29%	71%
Did the training meet your development needs?	98%	2%
Did you complete this training?	94%	6%
Has this training led to a positive outcome?	96%	4%

"I have started a role as a Tax Assistant. Absolutely loving it!!! The plan for the future is to finish ATT Studies and then possibly start studying towards ACA-CTA qualification to become an absolute

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professional within accounting and taxation. During the time of studies and working in Tax, open a company and start gathering clients. One day become my own boss and retire by the age of 55.

A bit of a stretch with planning taken in mind the things that are happening in the world... But all the negativity should not break us to achieve our goals!

Once again thanks for all the help and support!!!”

Training Voucher beneficiary

The delivery team did note that the training voucher aspect of the programme was harder to manage than the internship programme and the direct benefit it provided to recipients was harder to measure. This was due to the constraints of geographical limitations for the programme and businesses wanting it for their own CPD requirements which fell outside of programme scope. That said, this aspect of the programme exceeded its target to provide training vouchers to 80 recipients, ultimately providing 90. The delivery team felt that more could have been achieved with more manpower to deliver the activities and increased marketing activity to ensure the training vouchers reached the right recipients. A training provider also noted during beneficiary interviews that working more closely with accredited training providers could have helped to identify individuals most in need of support, matching them with the highest value training. However, the delivery team felt that most individuals knew what course they wanted so there wasn't a need to scope this out with training providers. Where individuals were unsure, introductions to training providers were made and advice provided.

“Taking part in a tailored Quickbooks bookkeeping course has enabled me to take the first steps to setting up my own business, as there is so much to learn and do to manage a start-up, this has really given me the upfront knowledge I needed to ensure I start on the right footing! Overall the course has been a really great push in the right direction and I feel confident and competent to get going, knowing I am managing the day to day books correctly and efficiently.”

Training Voucher beneficiary

Governance and management

Oversight and direction were provided by Growth Works, who were responsible for delivering the programme. Through GPC Skills Ltd, Growth Works had an existing team for delivery which would have been able to mobilise quickly upon receipt of funding. However, as outlined above the delays to the programme meant that resource was only available for one full time team member, as opposed to three as first intended, and this created a significant capacity constraint. Despite this constraint stakeholders consistently noted that delivery occurred to a high standard. Their feedback suggests that the success of the programme was largely down to the strength and commitment of the delivery team, and to repeat or to scale this programme additional resources would be required.

It was generally felt that more planning could have occurred pre delivery, with consultees involved in delivery describing the initial weeks of the programme as a steep learning curve. In some respects the initial delay to the programme was helpful, because it did allow that planning

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to occur. It also allowed the delivery team to reshape the programme to suit the economic context relevant at the point of delivery, shifting focus from furlough to other transition points.

A notable success for the programme's delivery was using the initial delay to build a pipeline of prospective beneficiaries. The delivery team made generally good use of existing networks and partner organisations to build the pipeline, illustrated by the rapid rate at which output targets were achieved.

There was some feedback from businesses around the set-up of the programme and how this made it difficult to retain interns. Some suggested that a six-month programme, possibly with a mix of full and half wages, might have worked better and provided more sustained support than the 12-week internships which were on offer. However most felt that both the business and the intern had benefited from the support, with a number of interns moving into permanent employment within the businesses.

Some beneficiaries did observe that they felt there were too many forms to fill out, and it was generally felt that the process took a long time to set up and then complete. However, this needs to be balanced against the need for the delivery team to ensure public funds were being used and managed appropriately. A minimum level of diligence was required for this, with the delivery team noting that administrative processes for beneficiaries were deliberately light touch compared to other support programmes.

Some delivery partners also noted that the weekly reviews were difficult, as information had to be copied and pasted out of the reviews into the format that Growth Works required. Yet delivery partners were clear that the Growth Works team were helpful and supportive and were always at the end of the phone line whenever any issues arose. The delivery team accepted other formats from partner organisations if they had their own forms, and would then handle any additional administration required to standardise information and formats.

"[The delivery lead] was absolutely amazing. There were some hurdles re file exchange for the forms being returned but [the lead] was brilliant and supportive at finding different ways for that to work."

Delivery Partner

Overall, the programme was felt to have been successful by the delivery team, beneficiaries and partners. There was clear appetite for a similar programme to run again, with some businesses suggesting that a subsequent programme should span a wider geographical area, as there are more places that could benefit from this type of support.

Outcomes and Impacts

Section 5 of the report considers what the project has achieved, in respect of the outcomes and impacts realised so far. The impacts have been informed by the project evaluation forms completed by beneficiaries as well as testimonies provided by both partners and beneficiaries via interviews.

Impacts

Short term

All project outcomes were secured via the revised delivery model and the programme was successful in achieving its overarching aims and objectives. Delivery partners were clear that the programme has increased employment and the work readiness of beneficiaries, whilst the beneficiary survey results show that 70% of interns were offered a permanent position, and that a further 19% had their internship extended.

Meanwhile, 94% of respondents to the training voucher survey completed their training, resulting in at least 80 professional training courses completed. 29% of respondents (at least 25 individuals) were offered either employment, an internship or an apprenticeship as a result of their training, whilst 78% (at least 66 individuals) will be undertaking further training as a result of the support.

In terms of the beneficiaries targeted, the programme was successful in supporting unemployed individuals and those already in support, but fewer 'economically inactive' individuals received support than were targeted. This was due to difficulties reaching this target group.

The above demonstrates that the programme has made a positive impact in creating jobs, delivering professional qualifications and increasing the employment prospects of beneficiaries, many of whom are subsequently building further on the support. In general, delivery of the programme was favourably perceived as contributing to wider strategic objectives for the 2021 Cambridgeshire and Peterborough Local Economic Recovery Strategy. Delivery partners and beneficiaries have been clear in their assessment that the programme was largely a success, with scope to be repeated in future.

Longer-term

Given the short period of time that has passed since the completion of the programme, it is too soon to be certain of long-term impacts. In cases such as falling rates of NEET, unemployment and economic activity the impacts will only show over time. However, interviews with delivery partners and feedback from beneficiaries shows that the programme has already made

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progress towards the desired longer-term impacts and has helped individuals to build the confidence needed to succeed and employment and navigate future transition points more effectively. Likewise, the programme has encouraged more businesses to improve their recruitment practices and the support they provide during onboarding processes, lessons which will be carried forward in future, resulting in benefits for future employees.

Additionality

Despite the changing scope of the programme, the outputs that were delivered would not have occurred without the programme due to it addressing a gap in market provision. Likewise, the wider additionality provided by the programme would not have occurred.

The programme has performed particularly strongly for the number of people supported, through a mixture of supporting people into or towards employment through internships and training. Feedback from beneficiaries was very positive across the workstreams, clearly illustrating that the programme has either supported people towards employment, or upskilled them and enabled them to move into the next stage of their career.

This movement into, and progression through, the labour market will be reflected in future data, when these longer term benefits of the programme continue to be realised, which will further strengthen the value for money of the programme.

Conclusions

This section summarises the key conclusions and highlights recommendations for similar future projects.

Key findings

Was the rationale for the project robust?

The programme had a clear rationale for delivery, underpinned by addressing a gap in market provision for support for individuals during transition points. This was reaffirmed by stakeholders interviewed as part of the evaluation. The rationale and objectives were responsive to local, regional, and national strategic, economic and market circumstances, including alignment to the C&P Local Economic Recovery Strategy. Feedback from beneficiaries and partners showed there was a clear demand for the programme: that its focus on transitions offered something different to other forms of support available. A clear Theory of Change underpinned the programme which was consistently followed, albeit changing circumstances necessitated a remodelled approach to delivery.

What factors influenced the project's delivery and management?

Shifting and uncertain delivery timescales had a significant impact. The timescales were initially felt to be realistic, although delivery became more difficult as timescales were delayed. This meant that the programme missed the window of furlough that it was initially conceived to address, so the delivery team had to reconsider who the key beneficiaries would be and what the turning points in individuals' lives were in the changing economic context. The delays were ultimately beyond the control of the delivery team and, whilst the initial window of furlough was missed, it was felt that the programme did address a gap in provision by providing support to beneficiaries undergoing different types of transitions but with similar needs. Further, the changes made to the delivery model to account for the changing timeframes and economic context were deemed to have been effective, allowing the delivery team to focus on the highest value aspects of the programme, namely the funded internships and the training vouchers, while partner organisations provided the 'feed in' activities of Personal Skills Assessments and Training Needs Analysis.

Earlier communication of delays and extensions to the programme would have enabled the delivery team and partners to utilise time and resources more effectively, including increasing marketing activity and ultimately enabling more individuals and businesses to benefit from the programme, using the underspend that the programme finished with.

Innovation in Service Delivery

The focus on transitions points as a time when individuals require support was an innovative approach to service delivery. Activities provided the scaffolding between traditional step off points in education and employment, offering support for individuals as they moved from

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unemployment to training or work, from training into work, or from one job to another. Typically there is little support for individuals during these processes, which increases the risk of failure.

The programme showed further innovation in service delivery through its approach of deploying multiple activities which together offered layers of support for individuals and businesses during transition points. Activities offered a safety net for individuals during transition points in the form of subsidised training, incentives for businesses to hire people they otherwise wouldn't via funded internships, and a softer landing into employment via funded internships (which de-risked business hiring) and learnmentor training which helped businesses improve how they onboarded new staff. In addition, all businesses signed up to a Charter based on a CIPD framework which supported businesses to deliver high quality internships.

Further, the programme adopted an open approach to eligibility that enabled any individual or business in Peterborough and Fenland to potentially access support. For example, mid-career professionals were able to access funded internships which are normally ringfenced for new talent – thereby providing a step change in supporting mid-career changes for those underemployed or at risk of redundancy due to an outdated skill set, which was considered to be particularly relevant to the post-Covid workforce. The short and intense interventions allowed individuals to transition without having to take a career break to change their career.

Critical success factors

There was a clear demand for this type of intervention and support, targeting groups that were previously underserved by existing support. The programme has supported people both into and towards employment, has been received very warmly and there is clear appetite for similar programmes in the future. A number of critical success factors were key to the programme's success:

- The approach of targeting 'transition points' in people's lives was successful and addressed a gap in existing provision, minimising duplication and extended support to people who needed it but who would otherwise find no support available.
- The approach to offering fully-funded internships with wraparound support incentivised more businesses to take on interns and enabled them to do so more effectively, delivering a higher quality experience for both businesses and interns.
- The support successfully reached the right people, with demographic analysis showing the project supported younger, harder to reach groups. The approach of not 'ringfencing' support opened the programme to different groups.
- There were multiple access points to the programme, including a digital portal and one-on-one sessions with the delivery team. The delivery team engaged proactively to generate leads for the programme and also made good use of existing networks to identify and target beneficiaries, which resulted in a strong pipeline.
- Whilst the delay to delivery times made set up more difficult, it also encouraged more creative thinking around who the project should seek to target and benefit, which ultimately meant that the support offered targeted an audience that had been underserved for a long time previously. It also enabled partners to work together to adapt their approach to delivery and build a strong pipeline of prospective beneficiaries, meaning that once delivery did commence its benefits could be quickly realised.

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- The delivery lead was praised by both delivery partners and beneficiaries for being fully immersed in the project, supportive and as communicative as possible, given resource constraints.

The delivery of the programme could have been enhanced in ways including:

- Clearer deadlines and timescales, with a commitment to a set window of delivery, and earlier communication around any changes (this was outside of the control of the delivery team).
- More resource allocated to programme delivery, which would have allowed the delivery team to be less stretched and communicate with beneficiaries and partner organisations more consistently and proactively.
- Fewer forms to fill in (recognising that a robust level of diligence is required when allocating public funding, and that the delivery team had designed administrative aspects of the programme to be as simple as possible), and more data collected upfront rather than retroactively.
- More opportunities for delivery partners to collaborate and share learnings, recognising the short and uncertain timeframes for delivery made this difficult, as the team's focus was first and foremost on delivery.

Learning for future programmes

The programme overall has made good progress towards meeting or exceeding the outputs and outcomes set out prior to delivery. There are a number of lessons learned from delivery that may be considered in developing future programmes of this nature. These are set out below.

Programme design

There is a clear demand for this kind of programme that addresses a gap in existing provision. The fact that internships were fully funded (as opposed to requiring some contribution from businesses) was considered a particularly important factor in engaging businesses and incentivising them to hire interns. The number of interns offered full-time employment (or reaching other beneficial outcomes) has justified this approach, although there may be scope in future programmes to explore an in-kind contribution from businesses to reduce the public cost of the programme. An initial assumption behind the programme was that large businesses may be more inclined to take up the internship programme than smaller businesses. This turned out not to be the case, with strong interest and take up among small businesses. Future programmes may wish to focus explicitly on small businesses, tailoring engagement and delivery to their needs.

The delivery team did note that the training voucher aspect of the programme was harder to manage than the internship programme and the direct benefit it provided to recipients was harder to measure. The delivery team felt that more could have been achieved with more manpower to deliver the activities and increased marketing activity to ensure the training vouchers reached the right recipients. A training provider also noted during beneficiary interviews that working more closely with accredited training providers could have helped to identify individuals most in need of support, matching them with the highest-value training.

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The short delivery window was a constraint for the programme, with people ending up needing to be turned away, and a feeling from the delivery team that there was not the time and space to reflect on successes appropriately due to the pace of delivery and the need to achieve outputs and outcomes in short timespans. One example of how this impacted delivery was that the funded internships could only last for 12 weeks. Some businesses and individuals felt there would have been further benefits from longer internships, up to six months, as this longer duration may have encouraged more businesses to offer interns full-time positions.

The way in which delivery was remodelled in response to the delayed timeframes supported successful outcomes and may be a blueprint for how future delivery should occur, where the programme focuses on delivering the specific funded internships and training vouchers which generate the outputs and outcomes, while working with partner organisations to build the pipeline of prospective beneficiaries and help match individuals to businesses and training opportunities. The delivery team and partner organisations have demonstrated the ability to collaborate well to deliver support, and opportunities for more collaboration should be explored in future.

It was also suggested by some delivery partners that working with businesses to tailor the internships to the needs of the business would be beneficial and make future programmes more attractive to businesses. It was acknowledged, however, that this is not specifically down to Growth Works and again time scales were a constraint.

Administration and management

Some delivery partners and beneficiaries noted that keeping up with the paperwork could become overwhelming, and simplifying this would be useful for future programmes.

It was also noted by the delivery team that the forms for the training vouchers could have been changed to become more text box focused, enabling more qualitative information to be inserted, including information on whether the participants got a job at the end of the scheme.

Resource constraints in delivering the programme meant the delivery team lacked the ability to 'go out and see' interns on the job. More of this kind of direct beneficiary engagement may benefit future programmes and enable delivery to be tailored more effectively.

Future programmes

The programme has demonstrated that focusing on 'transition points', where there is typically little other support on offer, is a successful approach that leads to positive outcomes for individuals and businesses.

There is strong support for the programme to be repeated and extended in future. It was noted that expanding the geographical focus of the programme could be worthwhile, as there are other areas outside of Peterborough and Fenland which could also benefit from this type of scheme. There are specific industries and sub-sectors that could benefit from support, so a wider target area and target audience could be explored for future delivery.

A learning for future programmes is to explore partnership working as part of initial design as a means of streamlining services and reducing duplication. For example, future programmes could intentionally be designed to collaborate with partner organisations to identify the training needs of businesses and the personal skills analysis for individuals, who could then be directed to the programme for funded internships and training vouchers. This approach would closely

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follow how delivery of the Turning Point programme ultimately occurred. Delivering in this way would require a longer timeframe for the programme, allowing partners to collaborate and market the programme before applications.

Future programmes would require additional resource to be delivered effectively. Consultation for the evaluation showed that the programme's success was largely dependent on the quality of the delivery team and their existing relationships, but that may not be the case for future programmes. Given the strong value for money attained through the programme, there is a good case for additional investment in future programmes to support delivery.

It was also suggested that a scheme such as Turning Point could be used to kick start and accelerate other economic priorities which require businesses to think and behave differently such as increasing the level of green skills and green jobs within companies. There could be an opportunity for a future scheme such as Turning Point to focus on green skills and achieving sustainability commitments.

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Appendix: Survey feedback

Internship feedback and demographics

All interns were asked to provide feedback via a survey at the beginning, mid-point and end of their internship. A series of questions were posed and interns were asked to provide a response from 1 – 10, with 10 being the highest score. The results and findings are presented below.

Feedback from the 110 applicants to complete the form is summarised in the figure below:

Figure 9. Internship initial application form

<i>Statement</i>	<i>Average</i>	<i>Median</i>	<i>% 1-5</i>	<i>% 6-10</i>
My experience of the application process was positive	7.5	8	3%	97%
I am confident with how my role fits within the organisation	7.5	8	4%	96%
I am clear about the job role and purpose	7.5	8	3%	97%
I am confident that I can complete the tasks assigned to me	7.3	8	3%	97%
I understand the process for monitoring my progress	7.1	8	9%	91%
I feel confident that the support provided will help me succeed	7.6	8	3%	97%

Interns were then asked again to provide feedback midway through their internship, with all 100 interns completing the form, with a mix of quantitative and yes / no questions. Feedback is summarised in the figure below:

Figure 10. Internship mid-point form

<i>Statement</i>	<i>Average</i>	<i>Median</i>	<i>% 1-5</i>	<i>% 6-10</i>
My experience of the internship is positive	7.7	8	1%	99%

Metro—Dynamics

I remain confident that my role fits within the organisation	7.7	8	3%	97%
The job role and purpose remain clear	7.7	8	5%	95%
I remain confident that I can complete the tasks assigned to me	7.5	8	3%	97%
The process for monitoring my progress is effective	7.5	8	2%	98%
I feel confident that the support provided is helping me succeed	7.7	8	2%	98%
<i>Statement</i>	<i>Yes</i>	<i>No</i>		
My job description reflects the job I am doing	100%	0%		
I can speak to my learning mentor when needed	100%	0%		
I have reviewed my development plan with my employer	94%	6%		
I am being paid as and when expected	100%	0%		
Support is being provided when required	99%	1%		

Interns were then asked for their final reflections upon completion of their internship. The completion rate for the post-internship forms was lower, at 79%, due to the survey being undertaken after the scheme had ended. Feedback is summarised in the figure below:

Figure 11. Internship final form

<i>Statement</i>	<i>Average</i>	<i>Median</i>	<i>% 1-5</i>	<i>% 6-10</i>
The organisation's recruitment process was smooth	7.9	8	1%	99%
The organisation understands the business benefits of hosting an internship	7.7	8	3%	97%
The organisation is able to provide training for a mentor	7.6	8	5%	95%
The organisation has provided a mentor for you	7.5	8	5%	95%
The organisation has a clear process for monitoring your progress	7.7	8	3%	97%

Metro—Dynamics

How confident are you that the organisation has the skills to manage and support you as an intern?	7.8	8	3%	97%
How confident are you that your organisation has the knowledge to manage and support you as an intern?	7.8	8	1%	99%
Is the organisation able to provide training for you as an intern?	7.6	8	6%	94%
To what extent do you agree that the organisation has an appropriate internship development plan in place?	7.5	8	5%	95%
To what extent do you agree that the organisation is able to manage the internship process?	7.7	8	1%	99%
How confident are you that the organisation has the time to manage an internship process?	7.5	8	5%	95%
<i>Statement</i>	<i>Yes</i>		<i>No</i>	
Were you offered a permanent position?	70%		30%	
Will the internship be extended by the company beyond the 12-week time frame?	19%		81%	
Were you provided with a reference?	54%		46%	
Would you consider being an intern again?	85%		15%	
Did having funding make a difference as to whether or not you were hired as an intern?	80%		20%	
Is the organisation willing to fund future internships?	80%		20%	
Does the organisation now have a trained mentor in place?	75%		25%	
Does the organisation now have an established internship development plan in place?	81%		19%	
Does the organisation now have sufficient	97%		3%	

Metro—Dynamics

knowledge to manage the internship process?		
Are you likely to recommend an internship to other businesses?	99%	1%
Are you likely to recommend taking part in an internship with this organisation?	95%	5%
Are you likely to recommend taking part in an internship to other people?	99%	1%
Did you access internal training during the programme?	80%	20%
Did you access external training during the programme?	47%	53%
Did you have sufficient support from Turning Point?	94%	6%
Was the 12-week duration of the internship appropriate?	91%	9%
Do you feel that being an intern added value to the business?	96%	4%
Do you feel that you were treated as a valued member of the organisation?	97%	3%
Do you feel that you were given appropriate tasks to do?	99%	1%

As well as the interns, businesses involved with the internship scheme were also invited to provide feedback at the beginning, midpoint and end of the internship scheme. Throughout the process, feedback from the businesses was also positive, again showing that the initial project set up and design worked well and that businesses benefited from the scheme overall. Business feedback is set out below.

Figure 12. End of internship feedback from businesses

<i>Statement</i>	<i>Average</i>	<i>Median</i>	<i>% 1-5</i>	<i>% 6-10</i>
My organisation is confident in sourcing intern candidates	7.3	8	9%	91%
My organisation is confident in recruiting intern candidates	7.3	8	7%	93%

Metro—Dynamics

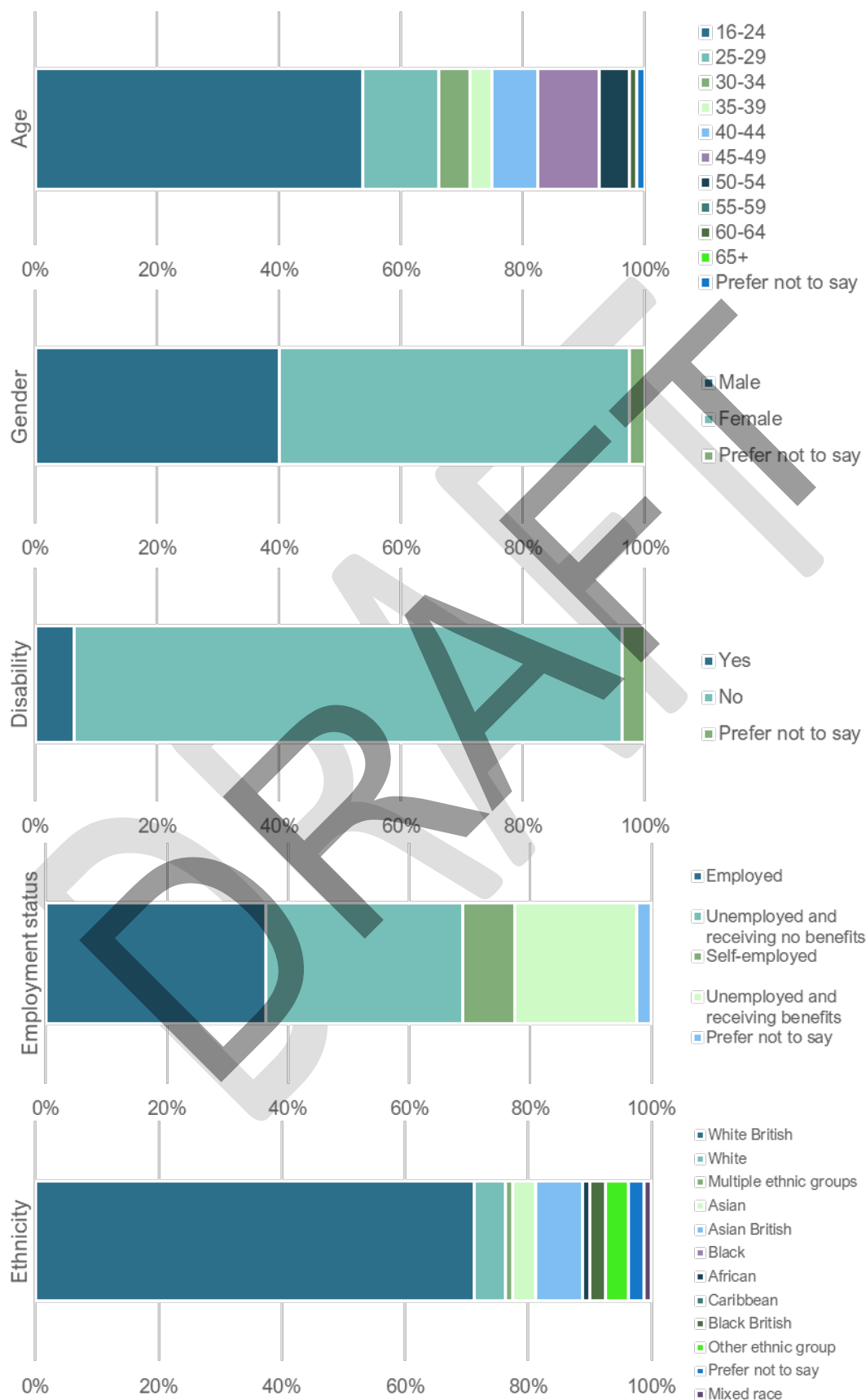
To what extent do you think that your organisation understands the financial cost of running an internship?	7.6	8	3%	97%
To what extent does your organisation understand the business benefits of hosting an internship?	7.5	8	7%	93%
How confident are you that your organisation is able to provide training for a mentor?	7.3	8	7%	93%
How confident are you that your organisation can monitor an intern?	7.3	8	6%	94%
How confident are you that your organisation can support an intern?	7.4	8	6%	94%
To what extent is your organisation able to provide training for an intern?	7.3	8	4%	96%
How confident are you that your organisation can evaluate the effectiveness of an internship for the intern?	7.2	8	9%	91%
To what extent can your organisation evaluate the effectiveness of an internship for the business?	7.3	8	6%	94%
To what extent do you agree that your organisation has an appropriate internship development plan in place?	6.9	7.5	13%	87%
To what extent does your organisation feel able to manage the internship process?	7.3	8	6%	94%
<i>Statement</i>	<i>Yes</i>		<i>No</i>	
Will you be offering the intern a permanent position?	59%		41%	
Will you be extending the internship (funded by yourself)?	22%		78%	
Will you be providing the intern with a reference?	90%		10%	
Will you consider hiring an intern again?	99%		1%	
Do you feel that having an intern added value to your business?	97%		3%	

Metro—Dynamics

Did having funding make a difference as to whether or not you hired an intern?	99%	1%
Is the organisation willing to fund future internships?	56%	44%
Does the organisation now have a trained mentor in place?	78%	22%
Does the organisation now have an established internship development plan?	76%	24%
Does the organisation now have sufficient knowledge to manage the internship process?	99%	1%
Are you likely to recommend an internship to other businesses?	100%	0%
Did your intern access internal training during the programme?	99%	1%
Did your intern access external training during the programme?	60%	40%
Did you have sufficient support from Turning Point?	96%	4%
Was the 12-week duration of the internship appropriate?	81%	19%

Metro—Dynamics

Demographic details of individuals who completed internships (n = 80)



Training Voucher feedback and demographics

Beneficiaries of the training voucher scheme also provided feedback on the scheme. Beneficiaries completed an initial review, and then a further survey at the end of the scheme.

A series of questions were posed and beneficiaries were asked to provide a response from 1–10, with 10 being the highest score. There were also statements which beneficiaries were asked to respond to with ‘yes’ or ‘no’. The results and findings are presented below.

Feedback from the 92 beneficiaries to complete the form is summarised in the figure below:

Figure 13. Training Voucher initial review feedback

<i>Statement</i>	<i>Average</i>	<i>Median</i>	<i>% 1-5</i>	<i>% 6-10</i>
This training will help me secure employment	6.5	8	26%	74%
This training is part of my personal development	7.5	8	5%	95%
I am accessing this training to develop skills needed in my current role	6.2	8	33%	67%
This training will help me gain promotion	5.4	5.5	50%	50%
I am using this course to help me change career	5.3	6	46%	54%
I am hoping to begin an internship after this course	3.0	1	78%	22%
I am hoping to begin an apprenticeship after this course	2.9	1	79%	21%
<i>Statement</i>	<i>Yes</i>		<i>No</i>	
I will be undertaking further training after this course	76%		24%	
This course is part of my internship training	25%		75%	

Beneficiaries were then asked for their final reflections upon completion of their internship. The completion rate for the post-internship forms was lower, with 85 forms completed, due to the survey being undertaken after the scheme had ended. Feedback is summarised in the figure below:

Figure 14. Training Voucher final review feedback

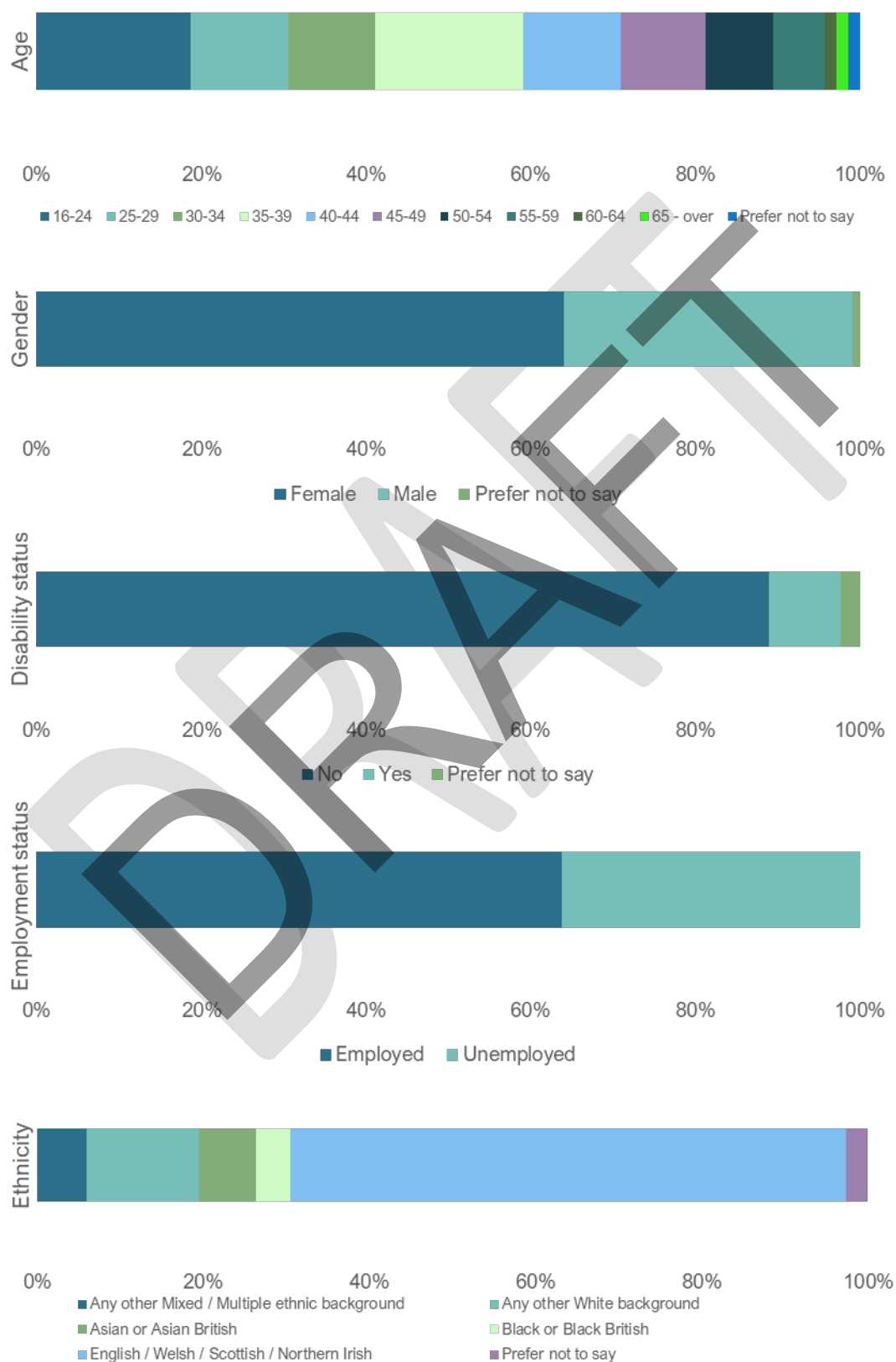
<i>Statement</i>	<i>Average</i>	<i>Median</i>	<i>% 1-5</i>	<i>% 6-10</i>
This training will help me secure employment	6.6	8	25%	75%

Metro—Dynamics

This training is part of my personal development	7.5	8	6%	94%
I am accessing this training to develop skills needed in my current role	6.5	8	26%	74%
This training will help me gain promotion	5.3	6	46%	54%
I am using this course to help me change career	5.3	6	48%	52%
I am hoping to begin an internship after this course	2.6	1	82%	18%
I am hoping to begin an apprenticeship after this course	2.5	1	84%	16%
<i>Statement</i>	<i>Yes</i>	<i>No</i>		
I will be undertaking further training after this course	78%	22%		
This course is part of my internship training	19%	81%		
Did you achieve your personal objectives?	99%	1%		
Have you been offered employment/an internship/an apprenticeship as a result of your training?	29%	71%		
Did the training meet your development needs?	98%	2%		
Did you complete this training?	94%	6%		
Has this training led to a positive outcome?	96%	4%		

Metro—Dynamics

Demographic details of those who completed the expression of interest form for training vouchers
(n = 433)



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Growth Hub Core Funding 2023-24

To: Business Board

Meeting Date: 13 March 2023

Public report: This report contains an appendix which is exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)). The public interest in maintaining the exemption outweighs the public interest in publishing the appendix.

Lead Member: Chair of the Business Board, Alex Plant

From: Interim Associate Director of Business, Steve Clarke

Key decision: Key Decision for the Combined Authority Board on 21st September 2022

Forward Plan ref: 2023/008

Recommendations: The Business Board is invited to:

Recommend that the Combined Authority Board approves contingency funding to sustain delivery of the Combined Authority Growth Hub for the period April 2023-March 2024.

1. Purpose

- 1.1 To approve the allocation of Business Board 'reserve' funds to cover the annual operational costs to sustain delivery, thus securing the services of the Cambridgeshire and Peterborough Growth Hub for the 2023-24 financial year, in lieu of Department for Business, Energy and Industrial Strategy (BEIS) Growth Hub Funding not continuing.

2. Background

- 2.1 Growth Hubs stem from national government policy aimed at delivering a more consistent and quality-driven service for businesses to raise productivity and deliver economic growth across the English regions. In simple terms, they:
- Offer a triage, diagnostic and signposting service;
 - Provide co-ordination and simplification of the business support 'ecosystem' in partnership with a range of stakeholders, across the public, private and third sectors;
 - Shape provision according to local business needs and maintain wider communication channels with businesses;
 - Support delivery of national and regional strategies, policies, and programmes; and
 - Gather 'on the ground' business and economic intelligence to support local and national service provision, and ongoing policy development.
- 2.2 The Cambridgeshire and Peterborough Growth Hub is an integral part of the region's Growth Works Service, which provides an integrated single-front-door offering for high-growth start-ups, scale-ups and start-ups. The service is part of the 3-year managed contract between the Combined Authority's Growth Company and Gateley Enterprise Group (GEG) the Growth Works Contractor, but with the BEIS funding agreement for Growth Hub provision managed by the Combined Authority's Business and Skills directorate.
- 2.3 Since April 2022, the Combined Authority's Growth Hub has received 12,900 unique visitors to its website and directly supported over 2,030 businesses and individuals, directing a further 1,157 on to other relevant support programmes, and helping to contribute in creating 2,864 new jobs through the Growth Works service lines.
- 2.5 Furthermore, the Growth Hub has continued to develop key partnerships with local, regional and national stakeholders through the Business Advisory Panel, and has been particularly valuable in providing intelligence on 'real time' issues and opportunities impacting the local economy.
- ## 3. Sustaining Growth Hub Delivery
- 3.1 The Growth Hub continues to play an important role in engagement with companies and the wider business community, including delivering new schemes and services, working to provide business intelligence and working in partnership with the government on business

pressures, such as cost of doing business and energy costs, Covid-19 recovery and ongoing issues resulting from the UK's withdrawal from the EU. Additionally, the Growth Hub is well placed to support local authority partners to deliver pre-start and start up provision as part of the Shared Prosperity Fund programmes from April 2023.

- 3.2 Despite this broadly positive picture, the Growth Hub faces ongoing challenges in maintaining and building on the high-quality service which has been developed. At the time of publishing this paper, BEIS has yet to confirm any core funding for the 2023/24 delivery year and the Combined Authority has not received any indication that funding will be forthcoming. This means certain aspects of the Growth Hub offer may need to be reduced or stopped completely, unless additional funds can be secured to sustain delivery of Growth Hub beyond March 2023.
- 3.3 Combined Authority officers have been looking at alternative funding sources to bridge this gap, as the absence of a longer-term funding settlement from BEIS would inhibit the ability of support services to focus more concerted on the strategic issues that matter the most to businesses and individuals. This would be further impacted by soaring inflation, which has been driven by increasing energy costs and is already placing huge pressures on the region's business community at a time where the impact of the pandemic has left many vulnerable.
- 3.4 The current Growth Hub staff are also at risk of redundancy if no additional funding is allocated either from BEIS or the Combined Authority, and no other roles can be found for the staff within the wider Growth Works programme. Redundancy costs may impact the CPCA given that Growth Hub staff were tured across to the service.
- 3.5 Contingency funding is therefore being requested and the Business Board is being asked to recommend the Combined Authority Board approves the allocation of £295,000 from either the Business Board's recycled revenue funds and/or the forecast enterprise zone receipts, to sustain delivery of the Growth Hub for the period April 2023 - March 2024.
- 3.6 Should confirmation of funding for Growth Hub provision in 2023-24 be received from BEIS during the period up to 31 March, then that award of funding will be utilised to continue the service and some or all of the £295,00 contingency from the Business Board will not be used. The details of Growth Hub expenditure items and services, and forecast spend for 2023/24 have been submitted to BEIS (attached at exempt Appendix 1), together with a breakdown of proposed Growth Hub activity for the year (attached at Appendix 2).

Significant Implications

4. Financial Implications

- 4.1 It's proposed that the required funds (up to £295k) be allocated from the Enterprise Zone receipts. This figure is based on the current financial year Growth Hub funding of £268,000 plus a 10% increase for inflation. This could also be funded from the recycled revenue funds, however these are more limited and would not be able to cover future years were the Business Board minded to continue this support in the medium term.

- 4.2 As the table below shows (values in the table are in thousands), there is more than the required £295k available in 2023-24's enterprise zone receipt balance and the forecast annual surplus could support this in the medium-term if required.

Forecast EZ income and expenditure	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k
Total Income	-£972	-£1,009	-£1,009	-£1,009	-£1,009	-£1,009
Total Expenditure	£691	£833	£415	£415	£415	£415
Annual (surplus) deficit	-£280	-£177	-£594	-£594	-£594	-£594
Cumulative Balance	-£635	-£813	-£1,406	-£2,000	-£2,595	-£3,189

5. Legal Implications

- 5.1 None - the Growth Hub provision is already part of the existing contract with Growth Works, but with a withdrawal clause if funding is not available to the Combined Authority to fund the service.

6. Other Significant Implications

- 6.1 The contingency funding would not only sustain delivery of Growth Hub but would secure the on-going services of the Growth Hub team, which employs four members of staff (one Manager, two Business Advisors and one Admin / Start-up Advisor).

7. Appendices

- 7.1 Appendix 1 (Exempt) – Growth Hub Expenditure and Spend Forecasts for 2023-24
- 7.2 Appendix 2 – Growth Hub Proposed Activity for 2023-24

8. Background Papers

- 8.1 None.



Department for
Business, Energy
& Industrial Strategy

Local Enterprise Partnership:	Cambridgeshire Peterborough Combined Authority
Growth Hub name:	CPCA Growth Hub
Date of Completion:	28/02/23
Name of person completing S3 form:	Chris George
Job Title:	Growth Hub Manager
Contact email address:	Chris.george@growthworks.uk
Deadline for return to BEIS:	13 June 2023

GROWTH HUB FUNDING TO LOCAL ENTERPRISE PARTNERSHIPS (LEPs)

SCHEDULE 3 – CONDITIONS OF CORE FUNDING (2023-2024)

NON-CLUSTER LEADS

STRATEGIC CONTEXT

The Government recognises that local economies are reliant on strong businesses to provide sustainable private sector-led growth and job creation. Growth Hubs (led and governed by LEPs) will be funded by Government in the 2022-2023 Financial Year to continue to support this goal.

We are enhancing LEPs ability to work with greater flexibility in how they provide Growth Hub services, whilst maintaining a consistent offer within the core conditions. We continue to enable areas to tailor the breadth and depth of the services provided according to a) the amount of core funding provided by BEIS, and b) ability to secure additional and alternative funding sources.

We are continuing to invest in the Growth Hub Cluster model. Hence one of the conditions of funding includes the requirement for cluster leads, cluster members and the national coordinator to work together to drive coordination and consistency and leverage economies of scale. This is alongside encouraging collaborative working across LEP boundaries and further afield.

There are twelve core overarching conditions of funding that set out the requirements for a basic minimum level of activity.

Core Conditions of funding:

1. The LEP and Accountable Body will maintain the necessary management and governance of the Growth Hub in line with the required Assurance Frameworks, and financial reporting requirements. Continuing coordination with key local partners.
2. Seek additional and alternative sources of funding to support both this core offer and any locally agreed Growth Hub provision or activity.
3. As part of the Growth Hub network, to provide all businesses across England - no matter their size or sector - with access to advice and support via a free, impartial, 'single point of contact.'
4. Offer a triage, diagnostic and signposting service to make sure that all businesses approaching the Growth Hub can know what is available and can access the right support at the right time.
5. Ensure the Growth Hub's continuing ability to deliver separately funded non-core programmes e.g. residual ERDF programmes and Made Smarter (where applicable).
6. Link to and promote national and local advice and support provision, from the public, private and third sector.
7. Support and promote Government policy and programmes (including Help to Grow) with a basic minimum of communications amplification and where relevant incorporate in advice/guidance provided by the Growth Hub. Any value-added activity would be at the discretion of the individual LEP.
8. Encourage simplification and coordination of the local business support ecosystem, to provide clarity for local businesses and partners.
9. Actively participate in the relevant Growth Hub Cluster (as member, lead or national coordinator where relevant), working together either within the cluster or further afield where practicable and beneficial to do so, and to support coordination and drive economies of scale across the network.
10. Bring together organisations involved in the provision of business support from across the public, private and third sectors, working to shape provision according to local business needs, and maintaining wider communication channels with local businesses.
11. Compliance with the revised Growth Hub 'Monitoring and Evaluation Framework.' Using robust monitoring and evaluation systems to seek continuous service improvement, ensure quality of delivery and enable analysis of impacts and outcomes.

12. Provide CLGU Area Teams with ad hoc intelligence on new and emerging economic opportunities and shocks, and on general business and economic conditions.

Grant agreements for previous years detailed a range of other expected services and activities beyond the above core functions, for example specialist programmes (e.g. high-growth/innovative businesses etc). For this financial year, LEPs are encouraged to provide what further services they can beyond core provision, but it would be for individual LEPs to consider the extent to which this is possible, based on local business and economic needs and on the LEP/Growth Hub's capability and capacity.

Answers provided in the Schedule of Provision below should therefore specify activities the LEP will seek to deliver via its Growth Hub in this financial year, funded by the BEIS core grant and where relevant any additional/alternative sources of funding. This can include activities formerly undertaken as part of core provision in previous years.

LEPs should set out how they intend to utilise the flexibility of funding to deliver a consistent core Growth Hub provision within the conditions of this grant offer, to maintain the best possible service, and to achieve economies of scale. This should include working with other LEPs/Hubs - either within the cluster or further afield - to undertake joint working, develop joint ventures, share services/costs/procurement, implement multi-region centres of excellence etc.

We would expect LEPs and Growth Hubs to continue to work closely with the National Business Support Helpline and to agree effective ways of working, including potential Data Sharing Agreements.

REQUIRED ACTION

For LEPs to consider the 'core conditions of funding' as set out and provide responses to the key questions below. To note that this Schedule 3 when completed and the contents therein will form part of the grant offer letter to be issued by the Department for Business, Energy and Industrial Strategy (BEIS).

To note that as in previous years, grant awards will provide LEPs with revenue funding, which can only be spent on core Growth Hub delivery and development activities and cannot be used to make direct grants to business.

Responses should ideally not exceed three hundred words per question, but please feel free to attach any supporting documents that would be of interest to BEIS e.g. organisational charts, presentations, evaluation reports etc.

Completed templates should be returned to Growth.Hubs@beis.gov.uk and Karen.Hopwood@beis.gov.uk by no later than **Noon on 13 June 2023.**

Management, Governance and Coordination

Conditions of Funding 1 and 2

- 1. The LEP and Accountable Body will maintain the necessary management and governance of the Growth Hub in line with the required Assurance Frameworks, and financial reporting requirements. Continuing coordination with key local partners.**
- 2. Seek additional and alternative sources of funding to support both this core offer and any locally agreed Growth Hub provision or activity.**

The Growth Hub (including any sub-hubs) remains under the direct leadership and governance of the LEP and under oversight of the LEP Accountable Body (AB). All appropriate LEP governance, transparency and accountability arrangements are in place and aligned and compliant with the national LEP Local Growth Assurance Framework and will adapt to any changes to that Framework that may occur during the Financial Year. All Growth Hub branding should meet the minimum requirements set down in the Growth Hub Network Branding/Communications Guidelines and Media Toolkit.

- | |
|--|
| 1. What approach will the LEP and Accountable Body take to governance in 2022-2023 to ensure that the Growth Hub remains under the direct leadership and governance of the LEP and under oversight of the Accountable Body? To include confirmation that all appropriate LEP governance, transparency and accountability arrangements are in place and compliant with the national LEP Assurance Framework (and any changes made to this during the year). |
|--|

<p>The accountable body is the Cambridgeshire & Peterborough Combined Authority with a constitution that complies with the relevant legal requirements to conduct business. Within that constitution is The Business Board, part of the broader governance arrangement, that oversees and advises the main CA board on business support. The name of the local enterprise partnership is The Business Board. Its geography is defined as the borders of the former GCGP. It exists in legal form since 1 April 2018 as an unincorporated association.</p>

<p>The Cambridgeshire and Peterborough is a combined authority created by a statutory instrument (legislation) in March 2017: 'The Cambridgeshire and Peterborough Combined Authority Order 2017'. The combined authority operates under a set of powers which were granted by that statutory instrument. The geography of the Combined Authority is the boundary of Cambridgeshire County Council and Peterborough City Council.</p>

<p>The Business Board is the local enterprise partnership for a wider geography (which includes those councils who were part of the former GCGP LEP). The Business Board is a legal entity and is able to enter contracts, hold budget, employ staff such as The Growth Hub etc, but it has no statutory powers. All LEPs derive their existence from Government guidance. The National Audit Office describes two types of legal status for LEP's: limited company or voluntary partnership. The Business Board is a voluntary partnership, which in legal terms is known as an</p>
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‘unincorporated association.’ The former GCGP LEP was a company. The difference in legal structure makes no material difference to its ability to deliver its objectives.

The Combined Authority and the Business Board exist as separate legal entities, but there are areas of interdependency.

The Combined Authority has a responsibility to sign off the public funds available to the Business Board. Government provides funding to the Business Board; the Board meets to decide how it should spend that funding and makes a recommendation to the Combined Authority to approve that decision. This makes the Combined Authority the ‘Accountable Body’ for the Business Board. This is an important role, because it makes public funds subject to overview by a publicly accountable body. All accounting decisions are subject to an Oversight and Scrutiny Committee to ensure compliance.

The Combined Authority employs staff which provide services to both the Combined Authority and the Business Board. This is no different to the many Councils who are working from a single team of staff under shared services arrangements. Sharing services does not affect the separate legal status of the two. It does however create efficiencies (single CEX, MO and CFO for example).

The outcome of the LEP review specified the Business Board could remain a voluntary partnership, also indicating an alignment of Combined Authority and LEP boundaries to avoid overlaps and duplication in following years. We are also advised that there are flexible arrangements for local enterprise partnerships who are aligned to combined authorities as the public accountability can be guaranteed through the Combined Authority practices and procedures. There are no boundary changes taking place in 2022-2023.

2. Which local stakeholders, partners and businesses will be involved in the governance of the Growth Hub in 2023-2024 and how will any potential conflicts of interest will be managed? Please attach a diagram illustrating the structure where available.

YTKO Ltd will be managing the growth hub in 2023/24, retaining the CPCA growth hub manager Chris George who has managed the GH for 3 years now. The Growth Hub will be overseen by CPCA with daily / weekly meetings to ensure compliance at all times, along with weekly reports that will be submitted with all activities from the previous week declared to CPCA. Including details of meetings with clients, feedback, and intel.

3. What approach will the LEP and Accountable Body take to ensure the necessary compliance with funding requirements (e.g. levels of scrutiny of spend; quarterly claims submitted to BEIS in a timely fashion alongside associated evidence of defrayal; timely notification to BEIS of potential underspend and provision of end of year audit report?)

The S73 Officer of the Combined Authority and S151 Officer for The Business Board have substantial roles and are key members of the leadership team. They lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded and used appropriately, economically, efficiently and effectively.

The CPCA's Finance team has been strengthened and can provide regular and ad hoc reporting on financial accounting and management reporting in a timely manner that will identify at an early stage of any under or overspends against set budgets. This facilitates timely submission of claims, and supporting evidence, in line with the grant conditions.

Scrutiny of spend is embedded in the CPCA's procurement and payment processes which require procurements and invoices to be authorised by the relevant Director prior to being approved by the S73 officer.

In addition to the returns required by the grant conditions, the CPCA's accounts are subjected to annual external audit by Ernst & Young, the internal auditing of projects is undertaken by Peterborough City Council. Processes and timetables are in place and operational to ensure full accountability is maintained.

4. What approach will the LEP take to ensure management and key delivery roles are appropriately resourced to ensure that the Growth Hub has the capacity and capability to deliver its contracted objectives, business outputs and intended impacts?

The Growth Hub has now been outsourced as part of the growth Works programme and is now run and managed by YTKO Ltd, the Growth Hub now has 4 staff members consisting of GH Manager, 2 Business Advisors, 1 admin, CPCA have weekly meetings with the Growth Hub to ensure they are satisfied with delivery standards, the growth Hub also reacts quickly and effectively to any needs within the region for example large scale redundancy and partnering with Serco, DWP etc
CPCA are satisfied the Growth Hub is more than capable in delivering the set KPI's targets and intended impacts.

5. Growth Hubs are currently embedded within the LEP's Delivery Plans. Please confirm how the Growth Hub will continue to form part of the LEP's suite of activities in this financial year, including how the LEP will address any changes to governance, structure or provision necessitated by LEP Integration with Local Authorities. Also, how the LEP intends to ensure that the Growth Hub works effectively with the relevant Local Authorities/Combined Authorities.

Following the publication of the Cambridgeshire and Peterborough Independent Economic Review and the subsequent launch of our Local Industrialised Strategy, CPCA have now created a new Global Growth Service, bringing together a range of interventions to provide support to help businesses set-up and grow.

The growth hub will be the entry point for all businesses to access all business services across the region, a one stop shop as it were.

6. Please specify what plans will be put in place to enable the LEP and/or any external Growth Hub providers and partners to work proactively together to leverage additional sources of public and private sector funding and other resources to add value and further enhance the Growth Hub offer and resilience of the Growth Hub's provision.

a) Other sources of funding:

The Growth Hub is consulted on all applications to provide SME support in the LEP area and actively seeks to encourage initiatives that meet gaps in provision identified by constant monitoring of local, regional and national schemes.

We are working closely with delivery partners, local government and ESIF committees to ensure a consistent and varied approach across the region to suit local need. Seeking where possible to find enhanced funding.

SPF will play a huge part in our 2023/24 business year, the district councils are looking to the GH to deliver pre start / start up business support as they have no facilities or budget to do either

b) Resources:

c) Other:

7. Please confirm that the Growth Hub will meet the minimum requirements as laid out in the current Growth Hub Network Branding/Communications Guidelines and Media Toolkit, and will take into account any revisions of the framework?

The Growth Hub complies with the guidance on the use of logos, social media, communication notifications to BEIS, DIT etc and uses ministerial quotes where available, overseen by Combined Authority Marketing Team, making good use of the media toolkit provided to it.

This is now reviewed at monthly meeting with the CPCA and YTKO, all press releases etc must be approved before the delivery partner publishes anything

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| |
| 8. Please confirm how the Growth Hub's delivery model will have the flexibility to evolve and to adjust to any new and emerging priorities or additional funded projects during FY 2023-24. |
| The CPCA and subsequent sub providers are fully in agreement of any new national business support brand, we are in total support of any national support branding and will embrace change fully if needed, due to 50% funding reduction in GH budgets this would need extra funding to deliver additional projects. |

The Customer Journey

Conditions of Funding 3, 4 and 5

- 3. *As part of the Growth Hub Network to provide all businesses across England - no matter their size or sector - with access to advice and support via a free, impartial, 'single point of contact'.***
- 4. *Offer a triage, diagnostic and signposting service to make sure that all businesses approaching the Growth Hub can know what is available and can access the right support at the right time.***
- 5. *Ensure the Growth Hub's continuing ability to deliver separately funded non-core programmes e.g. residual ERDF programmes and Made Smarter (where applicable).***

Seek to engage and support all businesses (particularly SMEs) to take up external advice including that provided by the private sector. Providing access to a free (at point of access) and impartial joined up local 'single point of contact', taking into consideration the Public Sector Equality Duty.

For non-core programmes funded separately by Government, we would expect the Growth Hub's core management, governance and resources to continue to support these programmes where required.

If any changes to provision detailed in questions 9-15 are as a direct impact of the reduced level of core funding for 2023-24 please provide details. Please also specify what is being provided within core provision, **and what activity is funded from other sources.**

- | |
|---|
| 9. What steps will the LEP take to ensure that the Growth Hub continues to provide access for all businesses, irrespective of size or sector, via a free and impartial local 'single point of contact'? |
| |

<p>The CPCA Growth Hub has a policy that no-one leaves with nothing, we have a triage diagnostic system that every client goes through, this then decides the service lines the client is directed to, we never charge for any service, and we only offer non-bias free advice.</p>
<p>10. What type of Growth Hub delivery model will be used by the LEP in 2023-2024 to deliver a local triage and diagnostic service to all businesses in the LEP area? Are any changes planned to the current Growth Hub delivery model?</p>
<p>The CPCA Growth Hub delivery model is an outsourced system, this is monitored closely by CPCA, we have an internal triage and diagnostic system that every client goes through to ensure they are offered the correct service lines, no changes a due in the 23/24 Growth Hub year.</p>
<p>11. What steps will the LEP take to ensure that the Growth Hub focuses on those delivery models demonstrated to be most effective for SMEs, prioritising according to local business demographics and business needs e.g. face-to-face support, local business networks (including mentoring), specialist support?</p>
<p>The CPCA has prioritised high growth businesses through the Growth Works programme which works alongside the Growth Hub offering mentoring, grants and Face to Face delivery model supporting all local businesses across the region.</p>
<p>12. How will the LEP ensure that the Growth Hub makes best use of free national assets (e.g. GOV.UK and Export Support Service) and the national Business Support Helpline, and shared assets across the Growth Hub Network?</p>
<p>The CPCA have decided that all calls are taken in house currently due to the decline in calls since covid, we feel these calls are better taken in house so that staff with local knowledge answer calls to local businesses, we did try using the national call centre but felt this was dealt with in house, we of course refer to Gov.UK on calls when needed, and we have a fantastic relationship and referral scheme to the Export Support Services.</p>
<p>13. How will the LEP ensure the Growth Hub supports and promotes Government policy and programmes with basic minimum of communications amplification, and where relevant incorporation into advice/guidance provided by the Growth Hub. Any value-added activity would be at the discretion of the individual LEP.</p> <p>Please also specify how the LEP will ensure that the Growth Hub will effectively promote advice and support provided by other partners in the public and private sector? For example, relevant programmes would seek to:</p> <ul style="list-style-type: none"> a) support businesses seeking new market opportunities and to trade internationally; b) stimulate investment in science, research & development and innovation, and encourage the adoption of innovative technologies and management best practice; c) enable businesses to source the right people, access apprenticeships and develop workforce skills;

<ul style="list-style-type: none"> d) ensure business awareness of public procurement opportunities and major infrastructure projects; including as a minimum a link on the Growth Hub website to the Government's free portal, Contracts Finder; and e) make businesses aware of the opportunities created by national strategies and support programmes e.g. Net Zero, Help to Grow and Made Smarter. 	<ul style="list-style-type: none"> a) The CPCA growth Hub supports businesses seeking new markets by way of diagnostic and then referral to the DIT team which we work very closely with b) The Growth Hub has a very good network in the science, research and development and innovation sector, with our office based in the centre of the Cambridge Science Park, our growthworks programme offers grants for these high growth innovative sectors. c) The Growth Hub works very closely with the skills dept at CPCA with a hand holding handover to a member of the skills team when needed d) The Growth Hub website has a link to the government free portal contracts finder, we also run various articles in our weekly bulletin telling local businesses about procurement projects that are available in the region e) The growth Hub has a Net Zero page on the website which is updated weekly advising businesses of the opportunities created across the region
<p>14. Where relevant, what steps will the LEP take to ensure that the Growth Hub's core management, governance and resources are in place to continue to support delivery of separately funded non-core programmes e.g. residual ERDF projects, Made Smarter (where relevant)?</p>	<p>Not relevant</p>
<p>15. If relevant, what steps will the Growth Hub take to work in partnership with the British Business Bank, the Financial Sector, accountants and others to raise awareness of sources of business finance or provide signposting to appropriate sources of advice and guidance?</p>	<p>The Growth Hub has amazing relationships with the BBB, we have weekly catch up meetings with Paul Sullivan area manager and Paul also attends our 6 monthly team meetings to update the whole team on programmes etc available through BBB, we also have regular networking events with local business leaders and financial sectors including accountants in the area, and most local accountants offer GH clients a free hours advice FOC</p>

Strategic partnerships and business support simplification

Conditions of Funding 6, 7, 8, 9 & 10

6. *Link to and promote national and local provision, from the public, private and third sector.*

7. *Support and promote Government policy and programmes (including Help to Grow) with a basic minimum of communications amplification and where*

relevant incorporate in advice/guidance provided by the Growth Hub. Any value-added activity would be at the discretion of the individual LEP.

- 8. Encourage simplification and coordination of the local business support ecosystem, to provide clarity for local businesses and partners.***
- 9. Actively participate in the relevant Growth Hub Cluster (as member, lead or national coordinator), working together either within the cluster or further afield where practicable and beneficial to do so, and to support coordination and drive economies of scale across the network.***
- 10. Bring together organisations involved in the provision of business support from across the public, private and third sectors, working to shape provision according to local business needs, and maintaining wider communication channels with local businesses.***

Building and strengthening relationships with the key local players across the Public, Private and Third Sectors, Academia, and National providers such as Innovate UK (IUK), Department for International Trade (DIT), the British Business Bank, investors, Universities, and others to exploit opportunities for collaboration and to further join up and simplify the local business support ecosystem.

If any changes to provision detailed in questions 16-18 are as a direct impact of the reduced level of core funding for 2022-23, **please provide details**. Please also specify what is being provided within core provision, **and what activity is funded from other sources**.

16. What approach will the LEP take, via the Growth Hub, to continue to develop strong, inclusive partnerships with all of the local and national players (public, private and third sector etc) involved in the ongoing development and delivery of the Growth Hub? Including, improving visibility and coherence to businesses, by aligning services (including wider government regional offers) under a common model and working to shape provision according to local business needs.
The Growth Hub has made a concerted effort to develop strong relationships with all local and national players involved with the development of the GH, we are now more visible than ever pivoting and flexing to offer aligned services.
<p>16 b). Please provide a brief summary where appropriate/relevant of how you work with and have relationships with key partners both locally and nationally from the examples listed below:</p> <ul style="list-style-type: none"> • Innovate UK (IUK) and UK Edge (formerly Enterprise Europe Network): • Knowledge Transfer Network (KTN): • Department for International Trade (DIT) • British Business Bank (BBB): • Intellectual Property Office (IPO): • Be the Business (Productivity Leadership Group): • Banks: • ICAEW / Accountants:

- PBS sector (including local specialist advisors and support via a pool of Legal and Professional sector partners):
- Angel Networks:
- Universities/Business Schools:
- Business Intermediaries (e.g. Chambers, FSB etc):
- Enterprise Zones:
- Local/Combined Authorities:
- Catapults/Incubators and Accelerators:
- Better Business for All (BBfA)/Regulators:
- Libraries/Business & IP Centres:
- Enterprise Agencies:
- Government Departments e.g. DCMS, DWP, HMRC and Cabinet Office (SME procurement):
- National Cyber Security Centre:
- Others (public, private, third sector etc):

Innovate UK (IUK): Joint events planning and implementation, promotion locally on Innovation Grants and Loans, joint working with Innovate2Succeed local business support delivery programme. Liaising, signposting and referring to EXEMPLAS and Enterprise Europe Network and St Johns Innovation Centre (local Innovate UK provider organisations). Data sharing MOU's and GDPR in place. Joint marketing undertaken.

Knowledge Transfer Network (KTN): National and local with ARU and Bedford University – see universities below – joint events in 3D printing, 4Manufacturing including Navigator training on diagnostic tools used to assist the delivery of KTN in this region. Joint marketing undertaken.

Department for International Trade (DIT) / Enterprise Europe Network (EEN): Local offices and inward investment team, referrals and signposting with joint event planning and implementation. Joint marketing undertaken. A new ERDF funded programme will commence shortly.

British Business Bank (BBB): Via Finance East (FSE)- steering group membership on the East of England Regional Growth Loan Scheme – recently extended and enhanced by BBB, providing loans to scale up businesses. Working with BBB to enhance loans, equity and patient capital in this region.

Intellectual Property Office (IPO): Direct lines to IPO and EEN locally, with support from practitioners, joint event planning. Navigators are trained by IPO to provide first

line IP support to businesses. The British Libraries IP Centres were launched in 2019

Be the Business (Productivity Leadership Group): Working with BTB, on patch advisor now works out of the combined authority offices three days a week and is in constant communication with the GH and leads are flowing both ways

Banks: Barclays (digital Eagle Labs); Nat West (Growth Advisors); Lloyds (mentors and AM&M); Santander (Export); METRO (small business); HSBC (larger SME's); Challenger (investment) – all banks provide a qualified source of referrals to the Growth Hub and can provide support when required, often sponsoring events on our behalf. Regular meetings by navigators with commercial bank managers.

ICAEW / Accountants: Regional/national and practitioners – will promote Growth Hub events and navigators present at functions. Reliable source of referrals received. Growth Hub Manager is on Local ICEAW Strategy Group.

Angel Networks: Local and London – The Syndicate Room, Cambridge Angels, New Anglia Capital – all provide dedicated resources in the area and provide a good outlet for signposting.

Universities/Business Schools: Cambridge, Judge, ARU, Essex, Suffolk, Cranfield, Aston, Bedford- are all supported. We offer lectures to enterprise programmes in Chemistry, Business, innovation etc, making good use of referrals to ARU/KTN KEEP+, REACTOR programmes and scale up programmes offered locally by these organisations. Aston are launching their ERDF funding to provide AgriTech supply chain support, Cambridge Business School are applying for ERDF funded scale up and sustainability business support programmes.

Business Intermediaries (e.g. Chambers, FSB etc): Cambridgeshire, Herts, Suffolk, Essex and Lincolnshire Chambers and FSB local regions – sharing joint events, guest speakers and referrals, providing bespoke seminars to members on topics requested, such as exporting, Intellectual property, Innovation, Construction, Skills etc.

Enterprise Zones: we have 5- which house incubators and accelerators as well as high growth and sector specific enterprises. We are based in the largest Enterprise Zone in Europe.

Local/Combined Authorities: 14 local authorities, incl two cities, six county councils and CA – working closely with Economic Development Officers with client sharing, seamless support provision linked with BBFA.

Catapults/Incubators and Accelerators: 42 recognised incubators or similar, no catapults within boundaries however we encourage incubators and accelerators, offering capital grants to grow and providing referrals and signposting.

Better Business for All (BBfA)/Regulators: Working with CPCA Better Business for All, making more use of regulatory staff at Local Authorities and Opportunity Peterborough incl Fire Service, combining with Economic Development Officers from those LA's which have these, to assist with triage and brokerage of the smaller SME's not recognised as high growth and to assist with identifying high growth businesses located in local areas. Working on pilots including Primary Authority. Also networking BBFA across the region.

Libraries/Business & IP Centres: Working to combine 44 libraries incl Cambs & Peterborough into IP centres- Working closely with the National Libraries Service to enhance IP support locally and assist pre-start and start-up businesses in market towns, cities and rural areas and access ESF funding with enhanced enterprise agency led mentoring services and linking to Cambridge Judge Business School.

Enterprise Agencies: 2 active in area – MENTA; Opportunity Peterborough – all active and act as referral partners to the Growth Hub.

Others (public and private): FD Centre, Marketing Centre, St Johns Innovation, Judge Business School, Cambridge Wireless, One Nucleus; Cambridge Network – all promote growth hub activities.

We currently work with all of the above with the exception of Be the Business (Productivity Leadership Group) who we shall look to work with in the future following recent conversations we have had with them. Our involvement in addition to two-way referrals, is in the provision of events, workshops and seminars which we share with the above partners. We have access to the 4Manufacturing diagnostic tool provided to us by KTN. Our Next level event run with GOOGLE, Barclays Eagle

<p>Labs and private sponsors was a success. We are working with BBB agents to formulate new loan funds specifically for our region, using models from other LEP areas. We have carried out extensive work with the National Libraries Service to bring business support delivery to local areas.</p>
<p>17. What approach is the LEP/Growth Hub taking to explore opportunities for sharing office space, hot desking and other resources not only with local partners such as DIT, Innovate UK, the BBB and IPO, but cluster members or other LEPs where it makes sense to do so and will deliver a greater level of value for money and/or deliver greater outputs and impact for the Growth Hub? Please confirm where this is already happening.</p>
<p>The Growth Hub now uses the Innovate UK offices in Cambridge for joint staff meetings, sharing best practise and also client referrals, we also use the BIPC suites across the region for delivery of workshops, we meet with BBB once a month to share updates to ensure our offerings align across the region, this joined up thinking and working as one really does bring us all closer along with the referral processes which are excellent on patch.</p>
<p>18. Given a Condition of Funding is to ensure that Growth Hubs work together to seek economies of scale, leveraging value for money, etc, what steps will be taken to ensure the LEP through the Growth Hub collaborates flexibly with other Cluster members, Cluster Leads, and LEPs/Growth Hubs further afield, and the with National Coordinator?</p>
<p>The Growth Hub works very closely with the Arc Cluster that it belongs to, this brings extra knowledge and talent into the area without the need for extra funding, our staff now share best practise, and look after cross border clients, the arc cluster meetings for the GH manager are a sounding board which really helps with strategy etc The growth Hub also works with other GH's such as Lincs which we have a bi monthly catch up with again sharing best practise and programme ideas etc</p>

Data, Monitoring, Reporting, Evaluation and Value For Money

Condition of Funding 11

11. Compliance with the revised Growth Hub 'Monitoring and Evaluation Framework.' Using robust monitoring and evaluation systems to seek continuous service improvement, ensure quality of delivery, and enable analysis of impacts and outcomes.

The LEP must commit its Growth Hub (including any external providers) to use common metrics and evaluation approaches as set out in the revised Framework. This will include provision by the LEP to BEIS of **aggregated** Growth Hub performance data on a bi-annual, end of year and ad-hoc basis for all interventions regardless of level of intensity.

The LEP will also be expected to maintain records of **non-aggregated** (firm level) data for all medium and high intensity diagnostics and interventions (including provision of primary unique business identifiers e.g. Companies House Registration Number or VAT/PAYE and postcode) to be made available to BEIS or its agents to undertake evaluation of the performance, outputs and impact of all Growth Hubs. LEPs should also maintain CRM records of businesses engaged via separately funded non-core Government programmes e.g. Made Smarter and ERDF, and be prepared to provide this to BEIS or its designated agents on request, to the extent that it is permissible in compliance with UK GDPR.

In addition, the LEP will be expected to produce a bi-annual and separate end of year report on the performance and delivery of the Growth Hub, which may also include any independent evaluation carried out. This information may in addition be published in the LEP's own annual report. Scheduling of these reports is detailed in the Grant Offer Letter.

The Growth Hubs Programme is required to take into consideration the requirements of the Public Sector Equality Duty, ensuring that services do not exclude individuals with legally protected characteristics. The revised M&EF for 2022-2023 includes the specific requirements for collecting data relating to protected characteristics of those using Growth Hub services, and qualitative information on any specific programmes or activities targeting these groups.

19. What systems will be put in place to ensure that the Growth Hub (including any externally contracted delivery agents/brokers) fully complies with the data collection and reporting requirements set down in the 2022-2023 'Monitoring & Evaluation Framework' including indicators that relate to levels of business awareness, engagement, transformation, value for money, outputs and impact, and ensuring full compliance with GDPR legislation.	The Growth Hub uses Hubspot as a one source of data collection, which is monitored by the CPCA daily to ensure that GDPR compliance is upheld, this system also allows for full reporting on any activities taken place within the Growth Hub
20. What approach will the LEP take to ensure the collection of metrics and data that relates to engagement and the use of services by those with protected characteristics as set out in the M&E Framework, and the limitations of that data and its collection.	The growth Hub uses Hub Spot which is a secure CRM system which collects all metrics needed for engagement and also allows us to monitor the clients from protected characteristics.
21. What systems are or will be put in place to ensure robust and quality driven data capture and reporting to BEIS of Aggregated data at required intervals.	The Growth Hub uses Hub Spot as a CRM which allows collection of all data needed for the BEIS reporting process and aggregated data needed

22. What systems are or will be put in place to collect and maintain records of non-aggregated (firm level) data for all businesses receiving medium-intensity and high-intensity diagnostics, support and advice e.g. this must include accurate capture of Companies Registration Number or VAT/PAYE and postcode as the primary unique business identifiers.
Again this will be collected through our CRM system in place Hub Spot.
23. Please confirm any Key Performance Indicators and Quality Performance Standards set by the LEP to ensure that the Growth Hub (whether delivered “in-house” by the LEP/MCA/LA or by an externally contracted provider) delivers a service that is aligned with the ‘Conditions of Funding’ attached to this Grant.
<p>The KPI’s and QPS set by the LEP actually far surpass the BEIS targets, ensuring the Growth Hub is aligned with the conditions of funding also monitored very closely to ensure consistent and assured business assistance is offered to all businesses irrespective of size.</p> <p>Business diagnostics with 490 clients 3 hours support with 300 clients’ 12 hours support with 200 clients A policy that no-one leaves the growth Hub empty handed ever.</p>
24. Please specify how the LEP ensures that the Growth Hub makes use of freely available national data sets (e.g. HMRC export data), and of third party business data (e.g. Companies House, Dun & Bradstreet) to supplement local intelligence, shape delivery of core Growth Hub services, and identify, engage and support the business target audience?
The Growth Hub uses all freely available data sets, all companies are vetted through Companies House, Dun and Bradstreet.
25. What approach will the LEP take to ensure that the performance and impact of the Growth Hub is robustly measured and evaluated? Including areas such as value for money, short, medium and longitudinal impact on business growth, delivery metrics, business needs, reach and impact of support provided to businesses.
The CPCA monitors the performance of the Growth Hub by contacting clients asking clients to score the services delivered, The CPCA also monitors the value delivered, also monitoring the reach and impact.

Business and Economic Intelligence

Condition of Funding 12

12. Provide CLGU Area Teams with ad hoc intelligence on new and emerging economic opportunities and shocks, and on general business and economic conditions.

We expect LEPs and their Growth Hubs to engage closely with the Cities & Local Growth Unit's Area Teams and to share information. The core condition requires LEPs/Growth Hubs to report on any significant new and emerging economic opportunities and shocks, and also to respond to queries from CLGU/Area Teams on specific local business and economic issues.

It is for individual LEPs to determine how they manage this - including whether they choose to provide broader information on a regular basis, and whether continue to work individually to pool intelligence at Cluster level.

26. What approach will the LEP via its Growth Hub take to provide CLGU area teams with ad hoc intelligence and information on new and emerging economic opportunities and shocks and local business conditions?

The CPCA ensures the GH team pool local intelligence weekly and add to the monthly BEIS report, keeping abreast of local shocks, opportunities and local business conditions, all growth hub team members are debriefed every Friday morning and they deliver intelligence on patch to the GH manager and analyst who then communicate this to BEIS through the report.

Cambridgeshire and Peterborough Economic Growth Strategy Implementation Plan

To: Business Board

Meeting Date: 13 March 2023

Public report: Yes

Lead Member: Chair of the Business Board, Alex Plant

From: Interim Associate Director of Business, Steve Clarke

Key decision: No

Recommendations: The Business Board is invited to:

- a) Endorse the Implementation Plan for the Economic Growth Strategy and recommend approval of the Implementation Plan to the Combined Authority Board; and
- b) Consider and agree how individual members of the Business Board can act as champions to support delivery of key elements of the Implementation Plan.

1. Purpose

- 1.1 In May 2022, the Cambridgeshire and Peterborough Combined Authority published the Cambridgeshire and Peterborough Economic Growth Strategy (EGS), the region's plan to support inclusive economic growth. An implementation plan has been developed that sets out the things that partners have agreed to do to work towards achieving the vision and objectives of the EGS. The purpose of this report is to seek the Business Board's endorsement of the implementation plan and recommendation for approval by the Combined Authority Board.
- 1.2 Partners across Cambridgeshire and Peterborough have worked together to develop this implementation plan. It sets out the major economic development growth interventions that will be delivered from within the existing funding envelope. The plan shows what is to be delivered, how, when and by whom. It does not only include Combined Authority actions, as many organisations are responsible for core economic growth and business support actions.
- 1.3 The Economic Growth Strategy is being delivered during a time of significant political, funding and economic uncertainty and against the backdrop of the Combined Authority's own independent improvement process and significant change. The implementation plan is therefore clear where significant further policy work is required across the partnership locally.
- 1.4 It is a live document, designed to provide a practical road map for realistic and achievable delivery. It does the following:
 - Outlines the governance approach for the strategy, including responsibilities, relationships, and reporting mechanisms.
 - Sets out delivery vehicles and funding routes where they are already known.
 - Maps interventions already in motion and identifies additional activities to take, including some with a longer-term timescale; and
 - Provides an overview the monitoring approach and measures of success.

2. Background

- 2.1 The Strategy was developed in collaboration between the six local authorities, Combined Authority, business groups and a range other local stakeholders. It reflects the different opportunities and challenges that occur across Cambridgeshire and Peterborough.
- 2.2 The EGS is designed to set out priorities for funding and actions that emerged from the immediate post-Covid-19 period. The strategy comes at a time of deep uncertainty in both the economy and national political and funding environment. The strategy therefore includes the requirement for significant further policy and evidence work, to help partners review how the economy is changing.
- 2.3 The primary goal that the Combined Authority Board set for the EGS in May 2022 was to use our world-class strengths and assets to reduce inequality between and within Greater

Cambridge, the Fens and Greater Peterborough, whilst increasing productivity and delivering on the Devolution Deal goal of doubling GVA by 2040, delivering the output to create the jobs and higher wages needed to do so.

- 2.4 The scope of the EGS was to focus on those actions that Cambridgeshire and Peterborough partners could deliver largely using existing funding. The EGS is not, primarily, about making the case for additional funding. The Implementation Plan therefore contains a range of activities which are already underway or planned for delivery and are part of existing plans to support economic growth. For example, the Implementation Plan includes projects funded through the UK Shared Prosperity Fund, as they are core to Cambridgeshire and Peterborough's economic development work. Projects that have secured Levelling Up funding are also included. Oversight of delivery of these projects and the extent to which they are contributing to the goals set by Cambridgeshire and Peterborough's partners will also be an important element of joint working between partners, ensuring scale of delivery, integrated outcomes, and strategic commissioning where appropriate.

Significant Implications

3. Financial Implications

- 3.1 The EGS implementation plan primarily covers actions that are already agreed and funded from within existing resources. It does not therefore commit significant new resources itself.

4. Legal Implications

- 4.1 There are no legal implications.

5. Public Health implications

- 5.1 There are no public health implications. The EGS is designed to support the Combined Authority's wider strategy to improve health inequalities, through inclusive growth, that will increase wages and opportunities for residents.

6. Environmental and Climate Change Implications

- 6.1 There are no environmental and climate change implications. The EGS is designed to support the Combined Authority's wider strategy to support the environment and protect natural capital.

7. Other Significant Implications

- 7.1 None.

8. Appendices

- 8.1 Appendix 1 – Economic Growth Strategy Implementation Plan

9. Background Papers

9.1 [Combined Authority Board 8 June 2022 item 4.1 Economic Growth Strategy](#)

C&P Economic Growth Strategy Implementation Plan

Cambridgeshire and Peterborough Combined Authority

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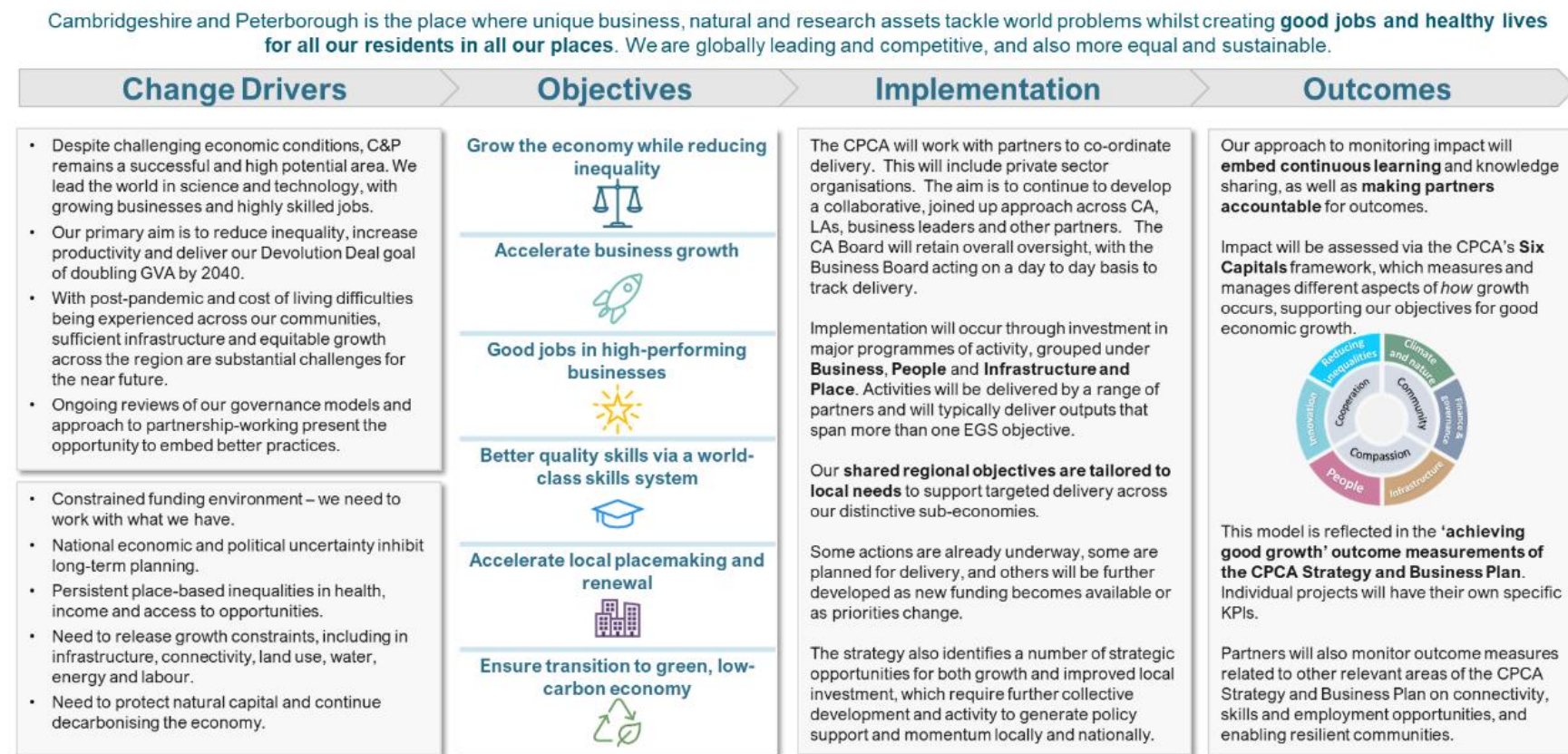
Draft for CPCA Business Board

March 2023

Cambridgeshire and Peterborough Economic Growth Strategy Implementation Plan

This Implementation Plan sets out the main actions that CPCA and other partners have currently planned to contribute towards the longer term vision and objectives set out in the C&P Economic Growth Strategy. It is not an exhaustive list of everything that needs to be done to deliver the region's economic goals. The approach that partners have agreed builds on that taken to Covid recovery – being clear what the evidence says about the local economic challenges and opportunities, identifying delivery that needs to be planned or started now, being clear where longer term policy work will be needed to refresh priorities and then maintaining the flex needed to reflect national and global economic and political uncertainty. Actions and priorities will therefore change over time. This approach is summarised below:

Figure 1. Drivers of change to outcomes



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Introduction

Vision and objectives of the Economic Growth Strategy

In May 2022 the Cambridgeshire and Peterborough Combined Authority (CPCA) published the agreed Cambridgeshire and Peterborough Economic Growth Strategy (EGS), the region's plan to support inclusive economic growth. The Strategy was developed in collaboration between the six Local Authorities, Combined Authority, business groups and a range other local stakeholders. It reflects the different opportunities and challenges that occur across Cambridgeshire and Peterborough. The EGS is designed to set out priorities for funding and actions that emerged from the immediate post Covid period. The strategy comes at a time of deep uncertainty in both the economy and national political and funding environment. The strategy therefore includes the requirement for significant further policy and evidence work, to ensure that partners continue to strengthen their work together to review priorities and ensure actions and investment remains relevant and high impact as conditions change.

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In May 2022 the CPCA Board agreed that the goal for the EGS would be to use our world-class strengths and assets to reduce inequality between and within Greater Cambridge, The Fens and Greater Peterborough, whilst increasing productivity and delivering on the Devolution Deal goal of doubling GVA by 2040, delivering the output to create the jobs and higher wages needed to do so. This is shown in the figure below:

Figure 2. Vision and objectives of the Economic Growth Strategy



Purpose of the Implementation Plan

This Implementation Plan sets out the things that the CPCA and its partners plan to do to in order to work towards achieving the vision and objectives of the EGS. Partners across Cambridgeshire and Peterborough have contributed to its development to create a shared understanding of what is to be delivered, how, when and by whom. Alongside the political, funding and economic uncertainty described above, the Implementation Plan is also being developed against the backdrop of the CPCAs own independent improvement process and significant change. The implementation plan is therefore designed to both be clear about those interventions which are funded and agreed now and also to signpost to where significant further policy work is required by partners to make progress on longer-term strategic opportunities. It is a live document, designed to provide a practical road map for realistic and achievable delivery in the short term, recognising that priorities will change. It does the following:

- Outlines the governance approach for the strategy, including responsibilities, relationships, and reporting mechanisms;^{RAFT}
- Sets out delivery vehicles and funding routes where they have been agreed;
- Maps interventions already in motion and identifies where additional policy work is needed;
- Provides an overview of the monitoring approach and measures of success, and
- Identifies the need for improved collaborative/systems working and further policy work

Defined Projects and Strategic Priorities

It is clear that the investment amounts and actions set out in the EGS and this plan will not, in themselves, be enough to deliver the objectives around growth and inequality that are shared by the CA and its partners. The purpose of the Implementation Plan is to map out the major current and planned actions occurring across Cambridgeshire and Peterborough which contribute to economic growth, and to set up the work needed to ensure our region is well-positioned to capitalise on major transformational opportunities over the longer term. The CA and its partners are committed to a review of the local economy during 2023, which will be an important opportunity to review the ongoing impact of Brexit, Covid and wider global economic changes on the objectives and priorities set after the CPIER in 2018, including those in the EGS.

Funding

The EGS focuses on those actions that Cambridgeshire and Peterborough partners can deliver largely using existing funding. It is not designed to make the case for Government for existing funding. That is a separate and necessary part of any further devolution and funding discussion with Government. The Implementation Plan therefore contains a range of activities which are already underway or planned for delivery and are part of existing plans to support economic growth. For example, the Implementation Plan includes projects funded through the UK Shared Prosperity Fund as they are core to Cambridgeshire and Peterborough's economic development work. Projects that have secured Levelling Up funding are also included. Oversight of delivery of these projects and the extent to which they are contributing to the goals set by Cambridgeshire and Peterborough's partners will

also be an important element of joint working between partners, to ensure scale of delivery, integrated outcomes and using strategic commissioning where appropriate.

Contents of this document

The remainder of this document is split into five sections:

- **Strategic delivery context**, including the relationship of the EGS Implementation Plan to other ongoing activities across the region;
- **How the EGS will be delivered**, which defines the roles and responsibilities of different partners and the arrangements to ensure effective governance of implementation;
- **Interventions**, which lists the activities (current and planned) partners are taken to implement the EGS, including identifying a number of potential longer-term opportunities for further exploration;
- **Monitoring Progress**, which defines our approach to monitoring and evaluation, the progress measures we will use, and our reporting arrangements;
- **Next steps**, which sets out the immediate steps for partners to take to begin implementation.

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Strategic context for delivery

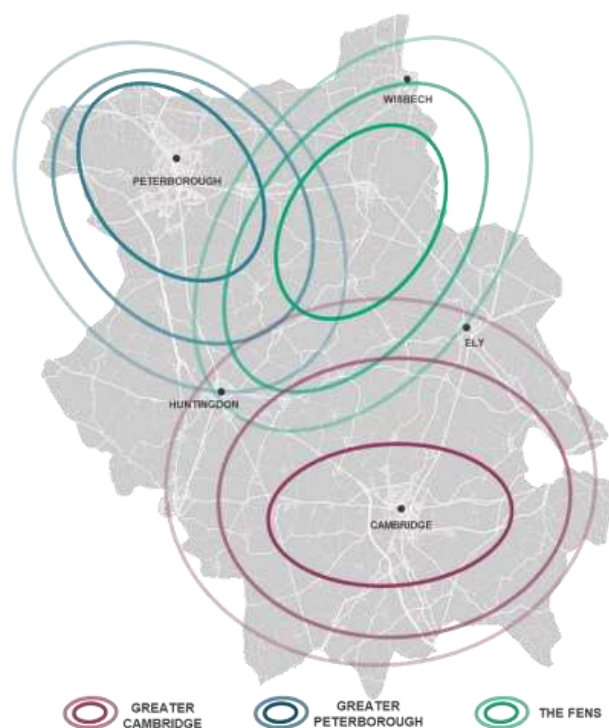
Economic context

Cambridgeshire and Peterborough is one of the UK's most successful regions. Greater Cambridge is a jewel in the crown of the UK economy with a host of globally significant research and development assets, while Peterborough is one of the UK's fastest growing cities, thanks in part to its strategic position for logistics and its young population. The Fens contains much of the UK's highest-quality agricultural land and is vital to national food security, and also has clusters of fast growing and innovative manufacturing firms.

Although Cambridgeshire and Peterborough weathered the Covid-19 pandemic well and had returned to a growth trajectory, the EGS was intentionally prepared to take account of further subsequent deteriorations in economic conditions and an uncertain national and global outlook for 2023. The strategy reflects the views of political and business leaders that the region should prioritise inclusive growth, health and wellbeing and protecting the environment as core outcomes from a strategy for economic growth.

The actions in the EGS are a core part of our effort to leverage our region's world-class assets, skilled workforce, major companies and specialised, knowledge-intensive sectors to achieve our objectives. The EGS is based on the principle that economic growth is fundamentally important, because without growth Cambridgeshire and Peterborough will lack the necessary resources to tackle inequality and protect natural capital.

Figure 3. The three interconnected sub-economies of C&P



Greater Peterborough, Greater Cambridge and The Fens are three distinct but overlapping and interconnected economies. Each has very different strengths, opportunities and challenges and the activities required to support inclusive economic growth in each area are

often different. Stronger links between our sub-economies are developing, for instance growth in advanced manufacturing clusters in Huntingdonshire and East Cambridgeshire linked to knowledge intensive clusters around the city of Cambridge. The EGS Implementation Plan contains a range of activities – some region-wide and some place-specific – which take into account the varying needs of our places and are tailored to local priorities as well as the increasing economic relationships between the three sub-economies.

Changes since the EGS was published

The EGS was published in May 2022. This Implementation Plan is published in March 2023. This gap reflects the significant development work that has been needed on projects since May 2022 to reflect the rapid onset of a cost of living crisis over the summer of 2022, further political change nationally and subsequent delay to Government funding announcements, including on SPF. The national and regional economy is in a very different place now than it was even one year ago, and the medium-term future remains highly uncertain. Important developments at the local level are set out below.

CPCA is currently implementing recommendations from a recent **governance review** and an improvement plan and independent improvement panel is in place. This Implementation Plan will continue to evolve to take account of that work and the recently agreed **CPCA Strategy and Business Plan** for 2023 – 2025, which sets out a more focused strategic ambition and defined priority areas for the CPCA, building on the original 2017 devolution deal. Its vision is for *“A prosperous and sustainable Cambridgeshire and Peterborough. Driven by our values and using our collective voice and strengths we seek inclusive good growth for an equitable, resilient, healthier and connected region.”*

It is built around four **strategic priorities to 2025**, under which specific strategies, plans and programmes sit:

- Achieving good growth
- Increasing connectivity
- Ambitious skills and employment opportunities
- Enabling resilient communities

The actions in the EGS make a contribution to all these themes, with a particular focus on ‘Achieving good growth’. The progress measures and approach to monitoring and evaluation in the EGS aligns with the CPCA Strategy and Business Plan.

Other C&P strategies and activities

The EGS is complemented by a range of other strategies and plans with related objectives for Cambridgeshire and Peterborough and places within it. Many actions which support inclusive economic growth are set out in detail in other strategies, such as the **C&P Employment and Skills Strategy**, the **C&P Local Transport and Connectivity Plan**, the **C&P Climate Action Plan**, **priority sector strategies**, and **local actions** on inequalities (such as the Cambridge Anti-Poverty Strategy), active travel, the environment and enterprise. In this sense the EGS is the ‘golden thread’ which ties other strategies together, positioning thriving businesses at the heart of good growth for Cambridgeshire and Peterborough. The EGS Implementation Plan focuses specifically on projects linked to

economic growth, and does not try to incorporate all activities occurring across the region contained in other plans.

Later in 2023 there are plans for a comprehensive **review of the state of the Cambridgeshire and Peterborough economy**, similar to the Cambridgeshire and Peterborough Independent Economic Review (CPIER) which was published in 2018. The EGS will feed into this forthcoming review, both as a source of evidence and as a statement of the vision and objectives partners have for the region's economy as a region which embraces innovation, seeks opportunities and is positioned for future desired devolution. In the context of this forthcoming review the EGS Implementation Plan is intentionally flexible, containing a range of short-term measures which we know require implementation and can typically be delivered within existing budgets, and a number of longer-term transformational opportunities which should be explored as part of the State of the Region review.

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How the EGS will be delivered

Governance and Accountability

Implementing the EGS must be a shared endeavour. Overall oversight of delivery will be maintained by the CPCA Board on behalf of all partners, advised by Business Board who will take an overview of implementation on a day to day basis on behalf of the CA Board. The CA will enable coordination and build the capacity for improved systems working across the region, including working with the private sector. The CA will also coordinate regular reporting of delivery progress and progress against the Plan's intended outcomes on behalf of all partners. Implementation of individual projects will fall to lead organisations, including the CPCA, Local Authorities, other anchor institutions and business groups. Some activities will be delivered region-wide while others are place-specific. While partners may lead individual actions, all must work together to deliver the overall programme and manage competing priorities.

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Business Board

PLACEHOLDER - WILL NEED TO BE CHANGED TO UPDATE POSITION AFTER MARCH CA BOARD. As of early February 2023 governance arrangements relevant to the EGS Implementation Plan are being further developed separately, including through the ongoing CA Improvement Plan process.

Subject to agreement and discussion by the CA Board, overall responsibility for Cambridgeshire and Peterborough's economic priorities and strategy will sit, as now, with the CA Board. On a day to day basis, the Business Board will take responsibility on behalf of the CA Board for driving delivery, monitoring progress and supporting wider engagement with businesses.

To facilitate this, we envisage individual Business Board members taking on responsibility for contributing to delivery of particular parts of the plan, reflecting their expertise and experience. This work is likely to focus on two elements of delivery. First, taking a "champion" role in helping to convene work in priority sectors to push forward the sector strategies which have been agreed. This role could involve bringing together industry partners, connecting up various committees and working groups, and advocating for the system and policy changes necessary to enable the sector strategies to be delivered. Second, individual Business Board members could be nominated to attend other formal CA committees (e.g. the CA Skills Committee) in order to provide advice from a business perspective and to act as a link with the Business Board on those issues relating to the EGS that are of interest to both groups. This is important as delivery of specific EGS elements (e.g. skills and employment) will be led by the relevant committee.

Partnership working

Close partnership working will be fundamental to delivering economic development activities across Cambridgeshire and Peterborough. Organisations involved in delivery – primarily the CPCA and Local Authorities – need stronger mechanisms to meet regularly to review

programme-level progress, remove barriers, collaborate at a strategic policy level and to share information with each other. The following are being considered:

- **Economic Development Leads meeting:** A new regular meeting of economic development leads / officers from the CA and constituent Local Authorities to shape the overall programme of economic development work occurring, including to monitor implementation of the programme, unblock issues in a collaborative way, work together on cross area opportunities and ambitions and to support closer partnership working.
- **Regular economic strategy discussion at the relevant Directors Group meeting:** A new, regular meeting of place directors across the Cambridgeshire and Peterborough region with a remit to focus on housing, transport, infrastructure and strategic planning. The Economic Development Leads group should work alongside this group, in recognition that economic development is a very broad area in its own right.
- **Priority sector reference groups:** Reference groups for our priority sectors (Life Sciences, Advanced Manufacturing, Digital and AI, Agri-Tech) currently exist but need to be reviewed and further empowered in order to support implementation of the priority sector strategies. More action is needed within existing sectors – Life Sciences shows what can work well. The proposed Business Board champions should either Chair or be important links for these groups depending on what was most appropriate for each sector.

The Implementation Plan is particularly focused on the steps that local government partners across Cambridgeshire and Peterborough will take, however in reality many other partners will be involved in delivery in various ways, particularly private sector organisations, universities and other institutions. This Implementation Plan does not seek to map out who all these associated partners are or their roles, but it is important to note that close partnership working is of fundamental importance to the successful implementation of the EGS and to inclusive economic development across the region in general. The CPCA and Local Authorities have an important role to play in convening other partners, supporting them to work together on shared ambitions, and facilitating their involvement in the delivery of the EGS. This is why strengthening the mechanisms that support collaboration is so important to delivery.

Roles

The table below provides an overview of the role and functions of key partners involved, setting out those who are *responsible* (R), *accountable* (A), *consulted* (C) and *informed* (I) as part of delivery (definitions at end of table).

Table 1. Roles of key delivery partners for the EGS Implementation Plan

Partner	Roles	R	A	C	I
CPCA Board	Accountable for the strategic direction of inclusive economic growth for C&P, including for successful delivery of the EGS Implementation Plan.	✓	✓		
CPCA Business Board	Key strategic business voice / advisory body to the CPCA Board with a specific remit to advise on decisions taken by the CPCA Board relevant to the	✓		✓	✓

	EGS. A significant role in championing the priority sector strategies.				
Local Authority Chief Executives / Place Leaders	Accountable for delivery of some projects at local levels. Regularly consulted and informed on programme delivery.		✓	✓	✓
CPCA economic development officers	Responsible for managing delivery of the EGS Implementation Plan, including by convening partners and through programme management. This includes facilitating CPCA Board approval processes.	✓			
Local Authority economic development officers	Responsible for delivery of some projects at local levels. Convene regularly to review programme-level progress and delivery via the Economic Development Leaders meeting (alongside CPCA officers).	✓		✓	✓
Place Directors Group	Regular meeting of Place Directors with a remit to focus on housing, transport and infrastructure and strategic planning, feeding into economic development activities.	✓		✓	✓
CPCA Committees (e.g. Skills; Transport and Infrastructure)	Other CA Committees are accountable for delivery of related activities carried out in other strategies (e.g. the C&P Employment and Skills Strategy). Regularly informed of EGS implementation progress.				✓
Business Advisory Panel	Advisory panel from across C&P. Regularly consulted and informed on the progress of EGS implementation.			✓	✓
Growth Works	Business support delivery organisation for C&P, responsible for delivery of some enterprise support projects. Contract to be reviewed in 2023.	✓			✓
Greater Cambridge Partnership	Responsible for delivery of a range of projects, including for transport.	✓		✓	✓
Priority Sector Reference Groups (e.g. Digital, Life Sciences)	Responsible (alongside the Business Board) for implementing specific activities in the Priority Sector strategies. Consulted and informed on progress of priority sector strategy implementation and the wider factors (e.g. skills, infrastructure) which feed into achieving this but are the responsibility of other partners.	✓		✓	✓
C&P businesses	Local businesses are consulted and informed on the progress of EGS implementation.			✓	✓

R - Responsible: persons/group charged with delivering an activity

A - Accountable: persons/group accountable for the delivery of strategic activity

C - Consulted: persons/group which provides feedback and contributes to a decision or activity




I - Informed: persons/group which should be kept informed of activity milestones and key decisions

Interventions

We will deliver the objectives and priorities of the EGS through investment in major programmes of activity. Broadly, this strategy groups these programmes under three headings depending on the main target: **Business, People, and Infrastructure & Place**. Some actions are already underway, and others will be further developed as new funding becomes available or as priorities change. Interventions are set out in tables on the following pages. The CPCA will maintain an additional live register of all projects which includes additional detail, including on funding, intended outputs and outcomes, related strategies, dependencies and timescales for delivery.

We have provided an indicative ‘deliverability’ assessment of the activities included in the Implementation Plan. The key for this assessment is set out below. The assessment is current to the time of the Implementation Plan’s publication. CPCA and partners will retain a live assessment of project delivery.

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Figure 4. Key for the ‘Deliverability’ status of projects in Interventions tables

			
Scope <i>Shared understanding of what is to be delivered, why, how, and by whom</i>	<i>Scope (including delivery plan) defined and supported for delivery, e.g. through a published, endorsed Business Case</i>	<i>Scope defined but additional work is required; e.g. preparing a Business Case with a delivery plan</i>	<i>Scope still being defined, e.g. through an early stage Business Case / stakeholder workshops</i>
Funding <i>Sources of sufficient capital and revenue funding</i>	<i>Sufficient funding available and secured to support delivery</i>	<i>Funding route(s) identified; funding yet to be secured</i>	<i>No current clear funding route</i>
Capacity <i>The ability of partners to deliver the project using existing available resources and systems</i>	<i>Project can be delivered using existing capacity</i>	<i>Additional capacity likely required to deliver the project</i>	<i>Significant capacity constraints impede delivery</i>
Dependencies <i>Contingent factors which may affect or impede project delivery (excluding access to funding)</i>	<i>No known dependencies which would impede delivery</i>	<i>Dependencies exist, but they can be managed / resolved</i>	<i>Significant dependencies / constraints to resolve prior to delivery</i>

We have also provided a key indicating the strategic alignment of the interventions to the objectives of the EGS, as set out below. Projects align with multiple objectives.

Figure 5. Key for the ‘Strategic Alignment’ of projects to the EGS objectives




Grow the economy while reducing inequalities	Accelerate business growth	Good quality jobs in high-performing businesses	Better quality skills via a world-class skills system	Accelerate local placemaking and renewal	Ensure transition to green, low-carbon economy
					











Business interventions




























Interventions focused on business will support a range of intended outcomes, including additional commercial space, support for enterprises to grow and innovate, sector-specific activities and place-based interventions to promote the visitor economy and vibrant retail offerings. Activity will occur across C&P and will be delivered by a range of partners, including local authorities. Some activities are already underway and are included in existing plans Local Authorities have to support economic development, while others are targeted to commence delivery within one, two or three years. Some activities are longer-term priorities on account of the significant additional planning required prior to delivery.



























Deliverability ratings are indicative, as are delivery timescales and next steps. Partners will prepare specific delivery plans for activities. Inclusion in the Implementation Plan does not on its own confirm that a project will be delivered.

































Figure 6. Business Interventions




#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
	<i>Supporting Enterprises to Grow</i>						
1	UK Shared Prosperity Fund Implementation Deliver the UK Shared Prosperity Fund programme of activities across C&P relating to supporting business.	C&P-wide	CPCA, Local Authorities	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year (to commence delivery of three year programme)	Pending outcomes of 2022 UK Shared Prosperity Fund	
2	UK Rural England Prosperity Fund Implementation Deliver the capital grants from DHLUC which are an extension to the UK SPF for rural districts	East Cambs, Fenland, Huntingdonshire, South Cambs	CPCA, Local Authorities	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year (to commence delivery of three year programme)	Pending outcomes of 2022 UK Rural England Prosperity Fund	
3	CPCA Local Growth Fund Programme (recycled funds) Deliver the package of capital projects funded through the LGF which help overcome strategic barriers to growth across C&P.	C&P-wide	CPCA	Delivery underway	Underway		

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
4	Business Equity Investment Fund Establish a £10m fund to provide flexible business finance to support sustainable and inclusive growth in firms, particularly focused on SMEs. The fund includes a £2.3m component for investment in social enterprises and the third sector.	C&P-wide	CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year		 
5	Business Growth Services Enterprise support services currently provided by Growth Works, including growth coaching, an inward investment service, a skills brokerage service, a capital growth investment fund for SMEs and the Growth Hub. Programme to be reviewed in 2023.	C&P-wide	CPCA, Growth Works	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year	CPCA and LA's to scope out business support provision requirements post-Growth Works contract	 
6	Securing an Investment Zone for C&P Working with central government to secure at least one Investment Zone in C&P, a dedicated geographic area with specific tax and regulatory rules intended to drive economic growth.	TBC (multiple potential locations)	CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year	Await and review revised investment criteria for national Investment Zones policy	 
7	Cambridge BID Activity Support the ongoing activities of Cambridge Business Improvement District – a business led organisation 'Creating a world-class experience for all who visit, live and work in Cambridge, a global city.'	Cambridge	Cambridge BID	Delivery underway	Underway		 
8	Business Incentives for Alconbury Enterprise Zone	Huntingdonshire	HDC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year		 

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
	Package of financial, skills, training and marketing incentives to attract businesses to Alconbury Enterprise Zone						
9	Peterborough BID Activity Support the ongoing activities of Peterborough Business Improvement District – a business led organisation delivering services to local businesses.	Peterborough	PCC DRAFT	Delivery underway	Programme runs until 2027		  
10	Opportunity Peterborough Bondholder Network Long-running network for Peterborough-based businesses to support collaboration and growth	Peterborough	PCC	Delivery underway	Underway		  
11	Prop Tech Fund A digital platform to engage with business and promote Northstowe Enterprise Zone as a commercially welcoming place in which to launch and scale businesses.	Northstowe, SC	SCDC	Scope  Funding  Capacity  Dependencies 	Within one year		 
12	Business Incentives for Cambridge Enterprise Zones Package of financial, skills, training and marketing incentives to attract businesses to South Cambridgeshire's 3 CPCA Cambridge Compass Enterprise Sites: Cambridge Research Park, Cambourne Business Park and the Phase 1 Employment area at Northstowe.	South Cambridgeshire	SCDC	Scope  Funding  Capacity  Dependencies 	Within one year		   
<i>Support for C&P Priority Sectors</i>							
13	Digital Sector Strategy Implementation A programme of activities contained within the C&P Digital Sector Strategy to support the sector's growth.	C&P-wide		Scope  Funding  Capacity  Dependencies 	Within one year	Review delivery arrangements to support implementation.	  

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
14	Advanced Manufacturing and Materials Strategy Implementation A programme of activities contained within the C&P Advanced Manufacturing and Materials Strategy to support the sector's growth.	C&P-wide	DRAFT	Scope  Funding  Capacity  Dependencies 	Within one year	Review delivery arrangements to support implementation. Clarity required on future of Smart Manufacturing Alliance and its role as a potential delivery vehicle.	  
15	Life Sciences Strategy Implementation A programme of activities contained within the C&P Life Sciences Strategy to support the sector's growth.	C&P-wide		Scope  Funding  Capacity  Dependencies 	Within one year	Review delivery arrangements to support implementation.	 
16	Agri-Tech Strategy Action Plan Implementation A programme of activities contained within the C&P Agri-Tech Strategy Action Plan to support the sector's growth.	C&P-wide		Scope  Funding  Capacity  Dependencies 	Within one year	Review delivery arrangements to support implementation.	  
17	Smart Manufacturing Alliance JV between Opportunity Peterborough and CPCA designed to support the manufacturing sector across Cambridgeshire and Peterborough with a focus on productivity, innovation, and sustainability.	C&P-wide	Opportunity Peterborough, CPCA	Delivery underway	Underway		  
18	ACMI 4.0 ERDF-backed project to support manufacturing companies to understand and leverage Industry 4.0 technologies	C&P-wide	PCC	Delivery underway	Underway		  

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
	<i>New / Additional Commercial Space (subject to further additions)</i>						
19	Allia Future Business and Guildhall Partner with Allia to return ground floor of the Guildhall via meanwhile use lease to business and community uses and support city centre recovery and growth of the social impact sector	Cambridge	Cambridge CC, Allia DRAFT	Delivery underway	Underway		  
20	E-Space North and Cycle Links Business incubator space on flexible terms for small local businesses, combined with active travel links to connect communities to the site.	Littleport, EC	ECDC	Scope  Funding  Capacity  Dependencies 	Within 2 years	New funding routes required as submission to 2022 Levelling Up Fund did not succeed.	 
21	Spencer Mill Convert part of site into business space. Future phases would see collaboration with an FE college to develop this into an adult education site.	Soham, EC	ECDC	Scope  Funding  Capacity  Dependencies 	Within 2 years		 
22	Future Business Parks Expansion of existing med-tech site in Fordham to provide additional flexible business space.	Fordham, EC	ECDC	Scope  Funding  Capacity  Dependencies 	Within 3 years		 
23	Ely Commercial Site Develop a large, multi-modal industrial site with good access (including train), suitable for businesses with major logistics.	Ely, EC	ECDC	Scope  Funding  Capacity  Dependencies 	Within 3 years		
24	Huntingdonshire co-working / incubation facility Provision of dedicated entrepreneurial space for start-ups and business incubation on flexible terms	Huntingdonshire	HDC	Scope  Funding  Capacity  Dependencies 	Within 3 years		 









#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic alignment
25	Medical device and technology rapid prototyping facility Creation of new facility to support SMEs producing devices and diagnostics to ISO13485 standards within UK, reducing costs and on-shoring activity	Alconbury Enterprise Zone, Huntingdonshire	HDC, CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within 2 years		
26	Wintringham Park Provision of mixed use commercial space to support business growth in St Neots.	St Neots, Huntingdonshire	HDC, U&C <small>DRAFT</small>	Scope ■ Funding ■ Capacity ■ Dependencies ■	Phased over next 7 years		
27	South Cambridgeshire Hall Conversion Convert ground floor of South Cambridgeshire Hall into a multifunctional workspace for small local businesses	South Cambridgeshire	SCDC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year		

People interventions























Interventions focused on people will support a range of intended outcomes, including reducing inequalities, improving health and wellbeing, and supporting skills and employment. Activity will occur across C&P and will be delivered by a range of partners, including local authorities. Some activities are already underway and are included in existing plans. Local Authorities have to support economic development, while others are targeted to commence delivery within one, two or three years. Some activities are longer-term priorities on account of the significant additional planning required prior to delivery.












Deliverability ratings are indicative, as are delivery timescales and next steps. Partners will prepare specific delivery plans for activities. Inclusion in the Implementation Plan does not on its own confirm that delivery will occur.

Figure 7. People Interventions

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
	<i>Employment and Skills</i>						
1	C&P Employment and Skills Strategy Implementation Implement the activities and recommendations of the C&P Employment and Skills Strategy Implementation Plan, which includes delivery of the devolved Adult Education Budget (AEB). Interventions deliver better outcomes for pre-work learning and formal education, employer access to talent, life-wide and life-long learning, and support into and between work.	C&P-wide	CPCA DRAFT	Delivery underway	Underway		 
2	Multiply A new flexible adult numeracy programme funded through the UK Shared Prosperity Fund and DfE, providing additionality to AEB funded courses.	C&P-wide	CPCA	Delivery underway	Underway		
3	Skills Bootcamp Wave 3 / Wave 4 Skills Bootcamps aim to secure benefits for adults by giving them access to in-demand skills training and a guaranteed interview for a higher-skilled job.	C&P-wide	CPCA	Delivery underway	Underway	Delivery of Wave 3 forecast for completion in 2023.	 
4	Health and Care Sector Work Academy A pilot model to deliver skills training and pathways to address the local labour and skills shortage in health and care.	C&P-wide	CPCA	Delivery underway	Underway	Pilot scheduled to complete in September 2023.	
5	Region of Learning XP Digital Platform Digital platform and support for career development and digital badging of skills and qualifications linked directly to employer needs.	C&P-wide	Cambridge CC	Delivery underway	Underway		 

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
6	North-East Cambridge Core Site Meanwhile Uses Programme to promote sustainable job creation as part of meanwhile uses at Core Site including Sustainable Food hub and MMC training facility linked to social inclusion.	Cambridge	Cambridge CC	Scope Funding Capacity Dependencies	Within 2 years		
7	FE Cold Spots – St Neots Review of current provision taking into account housing growth at Wintringham and current attainment levels	St Neots, Huntingdonshire	CPCA <small>DRAFT</small>	Scope Funding Capacity Dependencies	Within 3 years		
8	Community based Employment & Skills Project Address economic inactivity by engaging residents via key community nodes, such as community groups, emergency food hubs, local jobs clubs, and via housing associations, providing tailored and targeted support.	Huntingdonshire	HDC	Scope Funding Capacity Dependencies	Within 3 years		
9	ARU Peterborough Programme Support the growth of ARU Peterborough, a new university for Peterborough, through future phases of expansion.	Peterborough	PCC, CPCA, ARU-P	Delivery underway	Underway	Prepare for Phase 3 delivery.	
10	Centre for Green Technology Develop new courses for students in green technology motor vehicle/construction industries, with close links to ARU Peterborough.	Peterborough	PCC, Inspire Education Group	Scope Funding Capacity Dependencies	Within 2 years		
<i>Reducing Inequalities</i>							

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
11	UK Shared Prosperity Fund Implementation Deliver the UK Shared Prosperity Fund programme of activities across C&P relating to supporting people.	C&P-wide	CPCA	Scope  Funding  Capacity  Dependencies 	Within one year (to commence delivery of three year programme)	Pending outcomes of 2022 UK Shared Prosperity Fund	  
12	Community Grants Programme A grant investment fund to support projects in the city which address social and economic inequalities	Cambridge	Cambridge CC	Delivery underway	Underway		
13	Good Employment Promotion of Equality and Diversity Charters and the Real Living wage to local businesses to improve employment conditions	Cambridge	Cambridge CC	Delivery underway	Underway		
14	Place-based Social Impact Investment Fund Establish a place-based social impact investment fund to address local inequalities.	Cambridge	Cambridge CC	Scope  Funding  Capacity  Dependencies 	Within one year		
15	Support to Help Ukrainians into Work Cambridge and South Cambridgeshire have welcomed a high number of Ukrainian refugees. The Business Team are providing support by working closely with the DWP to help signpost people in getting support.	Cambridge, South Cambridgeshire	Cambridge CC, SCDC	Delivery underway	Underway		 
16	Community Grant Schemes Renewed funding for a Grant Scheme to support community led projects (Community Chest, Mobile Warden, Zero Carbon Communities) that support social, economic inequalities and the green transition.	South Cambridgeshire	SCDC	Scope  Funding  Capacity  Dependencies 	Within one year		 
<i>Health and Wellbeing</i>							

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
17	C&P Work and Health Strategy Finalise and implement the Cambridgeshire and Peterborough Work and Health Strategy.	C&P-wide	CPCA	Scope  Funding  Capacity  Dependencies 	Within 3 years		 
18	Active Lifestyles and Sports Strategy Develop a new strategy to engage more with Integrated Care Systems, public health and key partner organisations focusing on raising activity levels.	Peterborough	PCC, Living Sport, Vivacity	Scope  Funding  Capacity  Dependencies 	Within 2 years		



































Infrastructure and Place Interventions












Interventions focused on infrastructure and place will support a range of intended outcomes, including local placemaking and renewal, supporting a green economic transition, transport infrastructure, public transport and active travel connections. Activity will occur across C&P and will be delivered by a range of partners, including local authorities. Some activities are already underway and are included in existing plans. Local Authorities have to support economic development, while others are targeted to commence delivery within one, two or three years. Some activities are longer-term priorities on account of the significant additional planning required prior to delivery.


















Deliverability ratings are indicative, as are delivery timescales and next steps. Partners will prepare specific delivery plans for activities. Inclusion in the Implementation Plan does not on its own confirm that delivery will occur.







Figure 8. Infrastructure and Place Interventions




#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
	<i>Local Placemaking and Renewal</i>						

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
1	UK Shared Prosperity Fund / Rural England Fund Implementation Deliver the UK Shared Prosperity Fund programme of activities across C&P relating to supporting places.	C&P-wide	CPCA, Local Authorities	Scope  Funding  Capacity  Dependencies 	Within one year (to commence delivery of three year programme)	Pending outcomes of 2022 UK Shared Prosperity Fund	   
2	CPCA Market Towns Masterplans Programme (Phase 2) Deliver a Masterplan for eleven market towns across C&P, each with the aim of bringing jobs, infrastructure and growth. Phase 2 of this programme includes a targeted focus on supporting social enterprises.	C&P-wide	CPCA DRAFT	Delivery underway	Underway	A business case to support Phase 2 is being prepared and will be submitted to CA Board cycles in early 2023.	  
3	Affordable Housing Programme A programme to deliver 1,457 affordable homes across C&P.	C&P-wide	CPCA	Delivery underway	Scheduled for completion in 2025		  
4	UK Rural England Prosperity Fund Implementation Deliver the capital grants from DHLUC which are an extension to the UK SPF for rural districts.	East Cambs, Fenland, Huntingdonshire, South Cambs	CPCA, Local Authorities	Scope  Funding  Capacity  Dependencies 	Within one year (to commence delivery of three year programme)	Pending outcomes of 2022 UK Rural England Prosperity Fund	   
5	Community infrastructure in East Barnwell Capital investment in additional community infrastructure in East Barnwell	Cambridge	CPCA	Scope  Funding  Capacity  Dependencies 	TBC		 
6	Peterborough Station Gateway A new entrance and footbridge for Peterborough train station, creating a new gateway to unlock the vibrant city centre for local people, commuters and visitors, and also incorporating additional commercial space.	Peterborough	CPCA, PCC, Network Rail, LNER	Scope  Funding  Capacity  Dependencies 	Within one year	Prepare for delivery following successful Levelling Up Fund bid.	 

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
7	Peterborough bus depot relocation Funding to facilitate relocation of the existing Peterborough bus depot.	Peterborough	CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	TBC		 
8	Implement Peterborough Towns Fund programme Deliver the infrastructure projects funded through the Peterborough Towns Fund Deal	Peterborough	PCC <small>DRAFT</small>	Delivery underway	Underway		 
9	The Vine A new library, culture and community hub for Peterborough, supporting city centre vitality	Peterborough	PCC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within 3 years		
10	Peterborough Activity Centre Develop a family fitness and sports facility with specialist Olympic standard climbing wall	Ferry Meadows, Peterborough	PCC, Nene Park Trust	Delivery underway	Underway		
<i>Visitor Economy and Vibrant High Streets</i>							
11	Visit Cambridge Organisation development to support the visitor economy and Cambridge city centre recovery.	Cambridge	Cambridge CC	Delivery underway	Underway		
12	Cambridge Cultural Development Enhancement of the Guildhall and Exchange.	Cambridge	CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within 3 years		 
13	Visit Peterborough Develop a Destination Management Organisation approach to the promotion of Peterborough as a leisure, retail, and business tourism destination, as well as supporting business growth and job creation in the visitor economy.	Peterborough	PCC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year		 

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
14	Peterborough city centre events programme Promoting space available to use for events and supporting pop-up markets.	Peterborough	PCC	Scope  Funding  Capacity  Dependencies 	Within one year		
15	Peterborough City Centre Markets Promote and expand the city centre market in Bridge Street through use of pop ups and wooden kiosks.	Bridge Street, Peterborough	PCC DRAFT	Scope  Funding  Capacity  Dependencies 	Within one year		
16	Supporting local markets Work with CambsAcre to identify Village Halls and Community Buildings that can establish small local community markets. A Markets Toolkit and Traders Directory have been created to help support the project.	South Cambridgeshire	SCDC	Delivery underway	Underway		
17	Visit South Cambs Develop a digital platform to promote the visitor economy within South Cambridgeshire.	South Cambridgeshire	SCDC	Scope  Funding  Capacity  Dependencies 	Within one year		
<i>Digital Connectivity</i>							
18	Digital Connectivity Infrastructure Programme Implementation of the C&P Digital Connectivity Infrastructure Strategy, delivering improved connectivity outcomes for businesses and residents.	C&P-wide	CPCA	Delivery underway	Scheduled for completion in 2025		
<i>Supporting Green Transition</i>							
19	C&P Climate Action Plan 2022-25 Implementation Implement the package of activities contained within the C&P Climate Action Plan.	C&P-wide	CPCA, Multiple other partners	Delivery underway	Plan covers activities until 2025		

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
20	Greater South East Net Zero Programme A programme in partnership with BEIS, comprising: local energy capacity support, a rural community energy fund, public sector decarbonisation, social housing decarbonisation and an in-person consumer advice competition pilot.	C&P-wide	CPCA	Delivery underway	Underway		
21	Nature and Environment Investment Fund Attract additional investment into nature-based projects, building local capacity in green investment, and deliver projects on the ground across the CPCA area.	C&P-wide	Natural Cambridgeshire	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within one year		
22	Care Home Retrofit Programme Retrofitting up to 40 care homes across C&P to ensure heating and cooling systems are sustainable and cost efficient.	C&P-wide	CPCA	Delivery underway	Delivery underway		
23	Cambridge City Centre District Heating Feasibility Study A study to explore the feasibility of developing a Cambridge City Centre Heat Network.	Cambridge	Cambridge City Council, University of Cambridge	Delivery underway	Underway	Study aims to complete by Summer 2023.	
24	Ely Smart City Vision Build on our successful 5G test bed to connect Ely as a 'Smart City', integrating digital technology into the city and using big data to support services.	Ely, East Cambridgeshire	ECDC	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within 2 years		
25	Huntingdonshire Biodiversity for All Accelerate delivery of biodiversity net gain and the aspiration of Doubling Nature by targeted capital investment in Huntingdonshire's natural assets.	Huntingdonshire	HDC	Delivery underway	Within one year		
25	Peterborough Integrated Renewable Infrastructure (PIRI)	Peterborough	PCC	Scope ■ Funding ■	Within one year		

#	Project	Location	Lead	Deliverability	Delivery timescale	Next steps	Strategic Alignment
	A scheme to focus on the enabling infrastructure required to support low-carbon energy schemes (e.g. heating, power, mobility) for commercial, industrial and Council buildings, bringing schemes forward simultaneously to achieve complimentary benefits and economies of scale.			Capacity ■ Dependencies ■			
26	Peterborough Decarbonisation Supporting Peterborough to become a net zero carbon city via a Local Area Energy Plan.	Peterborough	PCC ^{FT}	Scope ■ Funding ■ Capacity ■ Dependencies ■	Longer term priority		
27	EV Charging Roll out EV charging facilities across Peterborough to support electric vehicle take up.	Peterborough	PCC, CPCA	Scope ■ Funding ■ Capacity ■ Dependencies ■	Within 2 years		
<i>Strategic Transport Projects</i>							
28	C&P Local Transport and Connectivity Plan implementation Implement the C&P LTCP, the region's plan for delivering strategic transport, public transport and active travel projects. The Plan includes longer-term strategic initiatives to support improved rail connectivity.	C&P-wide	CPCA, GCP, Local Authorities	Scope ■ Funding ■ Capacity ■ Dependencies ■	TBC	Plan to be published in 2023.	

Longer-term strategic opportunities

Alongside the actions set out above, where delivery is needed and planned now, there are also major economic and investment opportunities on which significant strategic policy work is required across partners. These have the potential to fundamentally strengthen our economy and improve prospects for our people, places and businesses over the long term. Capitalising on these strategic opportunities will require partners to coordinate their actions and work to generate policy support at a local and national level, acknowledging that progress towards achieving strategic aims may be slow and must be pragmatic. New funding sources, including the private sector, will also be required.

Some examples of these opportunities are identified below. We expect that as part of the State of the Region Review to be carried out in 2023 these and others will be explored in more detail.

Figure 9. Strategic opportunities

Example Opportunities	Initiatives to explore	Partners / Next steps
We have a real opportunity to further enhance the competitiveness of our innovation and R&D ecosystems, both in and around Cambridge and into Huntingdonshire and including the recently established ARU Peterborough campus in Peterborough, by working with local sectors.	Further development of the Cambridge and area ecosystem. Peterborough R&D ecosystem built around ARU Peterborough	CPCA, GPC, PCC, ARU
Future further devolution will provide the local levers and influence to support our economic growth ambitions and to target resources to ensure good growth for residents. This may include skills, employment support, business support, innovation and inward investment.	Further devolution to support enhanced local powers and decision making	CPCA Implement the recommendations of the CPCA Improvement Plan and seek ongoing conversations with government about medium-term devolution opportunities.
Greater Cambridge's international reputation for excellence in research and innovation is a significant drawcard which attracts large flows of inward investment. More can be done to strengthen and capitalise on this advantage, and also to radiate the benefits of inward investment outwards from Cambridge to the rest of C&P, generating higher-skilled employment opportunities across our sub-economies.	Attracting increased Foreign Direct Investment to spur business growth	CPCA, GCP and others
Our forthcoming Local Transport and Connectivity Plan will set out the transport infrastructure constraints which inhibit economic growth and restrict accessibility for our communities. Addressing these constraints	Campaign to improve transport connectivity for bus networks and rail infrastructure, including	CPCA, GCP Publish the Local Transport and Connectivity Plan;

will require significant additional funding alongside national political support, and partners must work together with a long-term vision for meeting our connectivity requirements.	the East West Rail project.	convene partners in preparation for campaign
There are major sector growth opportunities ahead in, Life Sciences, Agri Tech, Advanced Manufacturing and Materials, and AI. Whilst sector strategies have been developed, further work is needed on prioritisation, resourcing and leadership to ensure that these opportunities are delivered, and also to ensure the strategy reflect global changes across sectors. In addition, there are opportunities for crossovers between sectors (e.g. Life Sciences and AI) with potentially enormous benefits that should be further explored via an approach which breaks down sector silos.	Capitalising on the transformative potential of our priority sectors and crossovers between them	CPCA, Business Board, multiple private sector partners Confirm approach to implementing the priority sector strategies and review additional requirements to capitalise on opportunities
As the region continues to develop its approach to land use and resource management in the context of climate change and low carbon transition, major new opportunities (as well as challenges) for jobs, skills and growth will materialise.	Opportunities within the low carbon transition	CPCA, CPCA Independent Commission on Climate, multiple private sector partners Develop an approach to identifying opportunities and responding to them strategically

Monitoring Progress

Approach to monitoring and evaluation

Rigorous monitoring and evaluation is vital if we are to both drive delivery and retain the flex needed to ensure we have impact in a rapidly evolving economic and political situation. The pace of change is such that no plan can be set in stone and forecast outputs and outcomes must be closely linked to actual delivery. We need to both hold ourselves as partners to account and learn as we go. Long term evaluation is important, but so too is real time understanding of the actual outcome performance of our actions. Nationally too many projects don't report or understand their impact until well after the delivery and monitoring phase is complete. We also know that to deliver against our six capital approach it is vital that early stage project development identifies the wider benefits that a project or action can deliver.

Data Gathering

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Each intervention delivered as part of EGS implementation will therefore have its own output targets specific to it, as well as longer-term measures of success to which the activity will contribute which will be aligned with the performance measures of the CPCA Strategy and Business Plan. The approach to monitoring and evaluation will then operate at two levels.

The first will be at the intervention level, whereby both delivery progress and outputs specific to a project or activity will be reported on at pre-agreed milestones by the responsible delivery partner by updating the project register owned and monitored on behalf of all partners by CPCA and shared with partners via regular and consistent reporting arrangements.

Delivery partners can utilise this information to monitor progress and refine project design or delivery models as required. Intervention level reporting will result in a rich evidence base for partners that gives insight into what works, where and for who, that can be utilised to inform the design of future interventions. The monitoring and evaluation approach for the EGS must therefore include a mechanism for sharing key lessons with partners, for instance through reports shared with partners and discussed collectively via the Economic Development Leads meetings. Over time, this will help build a central data repository of what outputs have been delivered through various activities, as well as case studies and further information which can inform future delivery.

The second level of reporting will be at a portfolio level to assess the impact of strategic delivery. These programme-level reports should contain a level of detail relevant to the CPCA Board (which includes all LAs), the Business Board and supporting officers group who will receive these reports as part of ongoing management of EGS delivery. In order to align how EGS implementation is monitored with wider strategic monitoring, the progress measures built into the Implementation Plan will be a selection of those drawn from the CPCA Strategy and Business Plan, as set out in the Progress Measures section below. The intention of this approach is to streamline how outcomes are measured across

Cambridgeshire and Peterborough, enabling partners to minimise the amount of time spent on data collection and analysis and instead focus on how impact can be enhanced.

An early step as part of implementation will be for partners to co-develop this evaluation approach, looking at how data should be collected and analysed, but also looking at embedding a culture of sharing learnings and best practice to continually inform delivery across the region.

Reporting on progress

With partners, the CPCA will co-develop an approach to reporting which enables both project delivery milestones and outputs from activities to be tabulated and reported in a consistent and simple manner. This information will be widely shared with partners, including via the Economic Development Leads meeting.

The CPCA Business Board will monitor the programme via two forms of reporting. The first will be via reporting on the outcomes delivered by the programme of activities, aligned to the outcome measures of the CPCA Strategy and Business Plan. The second will be via reporting on programme delivery which tracks the status of projects, providing a simple overview of progress across the programme of activities. The Business Board does not intend to closely monitor the delivery progress of all projects in the programme, but rather those where the Board may be able to help resolve issues or provide relevant strategic advice. Reporting will be linked into the CPCA's wider assurance and governance systems, with CPCA officers managing the reporting process.

Consideration should also be given to producing publicly available impact reports using the progress measures, demonstrating progress and sharing success stories from across the region. As well as helping to trace the longer-term impact of strategic activity, CPCA and delivery partners will be able to use reporting outputs to leverage further investment in the region to support the longer-term major transformation projects.

Progress Measures and Outcome Metrics

CPCA are identifying the major metrics from the wider set included in the CPCA Strategy and Business Plan which will be used to track outcomes and impact from delivery and link back to the six capitals approach. These metrics should be monitored at a CA-level but also for local authority districts to track how outcomes differ across our sub-economies. National and regional comparators should be used to track relative performance.

Metrics are likely to be drawn from the 'Achieving Good Growth' priority theme of the Strategy and Business Plan. These metrics will be used to measure the wider impact of the EGS Implementation Plan, recognising that individual projects will have specific outputs attributable to them, as set out above. The relevant outcome measures are set out below.

Figure 1. 'Achieving Good Growth' outcome measures of the CPCA Strategy and Business Plan

Outcome	Basis	Measurement
Increase in Gross Value Added	GVA (ONS)	Measured at C&P level and within districts / sub-economies.

A headline outcome measure of economic growth and prosperity, enshrined in the CPCA Devolution Deal as a target		Data published annually.
Improvements in productivity above UK average A measure of economic output per job, key to long-run growth and prosperity.	GVA per job in total, and in sectors	Measured at C&P level and within districts / sub-economies. Data published annually.
Improvements for all districts on the Prosperity Index A measure of institutional, economic and social wellbeing across UK local authorities.	Relative position of districts on the Prosperity Index	Measured at a local authority level. Data published annually.
Neighbourhoods lifted out of the 10% most deprived nationally A measure of the reduction in deprivation in the region's most deprived areas.	Relative position of small areas on the Index of Multiple Deprivation	Measured at a neighbourhood (LSOA) level. Data published every 5 years (approximately). Last in 2019.
Consistent high levels of growth in Knowledge Intensive industries (above UK rates) A measure of the proportion of employment growth in 'Knowledge Intensive' industries, which provide good-quality high-wage jobs.	Knowledge Intensive industries ONS dataset / Centre for Business Research (CBR) at the University of Cambridge	Measured at C&P level and within districts / sub-economies where possible. Also measured for specific sectors within Knowledge Intensive industries. Data published annually.
Retain global position and reputation A measure of the international standing of Cambridgeshire and Peterborough and its ability to attract Foreign Direct Investment	<i>TBC</i>	Measured at C&P level and within districts / sub-economies. Data published annually.
Maintain net contribution to UK treasury A measure of the net contribution to UK PLC from Cambridgeshire and Peterborough	<i>TBC</i>	Measured at C&P level. Data published annually.

In addition to these outcome measures which are directly related to the 'achieving good growth' strategic priority, there are other outcome measures related to the other priority areas of the CPCA Strategy and Business Plan, which are listed below and may be drawn into the evaluation framework for the EGS.

Figure 2. Other outcome measures of the CPCA Strategy and Business Plan

Theme	Headline measure
	<i>Measured at CA, county and district levels, and at more granular levels when applicable</i>
Improving connectivity	Increasing public transport and sustainable travel connectivity
	Reduction in numbers of people killed or seriously injured on region's roads
	Reduced congestion on major roads
	Measurable improvements in connectivity for 'left behind' areas
Ambitious skills and employment opportunities	Closing the skills gap with the national average for Peterborough, Fenland and pockets within Cambridgeshire
	An increase in the percentage of the population qualified to Levels 2, 3, 4 and high qualifications

Enabling resilient communities	Reduced difference in household income between most deprived and least deprived areas
	Increase in percentage of population in well-paid employment
	Improved health and wellbeing as measured by NS Health Index
	Reduction in CO2 emissions for Cambridgeshire and Peterborough
	Increase in biodiversity improvements in both common and red-list species
	Increases in Healthy Life Expectancy at Birth
	Reduction in the gap between the healthiest and least healthy places

In order for partners to hold themselves accountable for implementation, consideration should be given to setting new specific time-bound targets for achieving a certain level of outcome, for example, a 5% reduction in the number of C&P neighbourhoods in the 10% most deprived nationally by 2025. Setting targets in this way, rather than just monitoring outcomes, will help build momentum behind implementation and demonstrate the impact that partners are having. Defining and setting these targets will be something to explore as part of the broader economic review that will be carried out later in 2023.

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Next steps

As noted in the introduction, the purpose this plan is to guide the first stage of strategy delivery and to cement a shared understanding of what is to be delivered, how, when and by who to realise longer term strategic ambitions. Any plan is a live document, against which progress should be monitored, and revisions issued as objectives are delivered. This means that progress of the EGS Implementation Plan needs to be regularly monitored and reported on to the CPCA Board, Business Board, and other governance arrangements established to support implementation.

To assist with the early stage of implementation the table below sets out some proposed immediate next steps for partners to take.

Figure 3. Immediate next steps

Step	Owner and action required
Establish and embed new governance arrangements, including to confirm future role of the CPCA Business Board and Board Champions	CA Board to confirm in March 2023 Board meeting
Establish new arrangements for partnership working, including the Economic Development Leads meeting	CPCA officers to liaise with Local Authority colleagues to establish Terms of Reference for meeting
Develop reporting templates for monitoring outcomes and delivery progress	CPCA officers to develop templates and share with CA Business Board and Local Authority partners for consideration

Develop approach to driving implementation of the Priority Sector Strategies

Business Board members to confirm approach to ‘champions’ for priority sector strategies

Publicise the EGS Implementation Plan and work with broader partners (including private sector) to help embed delivery

CPCA officers to publish the Implementation Plan on the CA’s website (post-Board endorsement). Delivery partners to share the Implementation Plan with their networks to build momentum around delivery

Once these immediate steps have been taken, implementation will shift focus to embedding delivery (including supporting continuous improvement), exploring longer-term opportunities and preparing for a more fundamental review of the region’s economy, expected to occur later in 2023.

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Growth Works - Management Update for Q8 (October to December 2022) and Annual Reporting for January to December 2022

To:	Business Board
Meeting Date:	13 March 2023
Public report:	This report contains an appendix which is exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)). The public interest in maintaining the exemption outweighs the public interest in publishing the appendix.
Lead Member:	Chair of the Business Board, Alex Plant
From:	Interim Associate Director of Business, Steve Clarke
Key decision:	No
Recommendations:	The Business Board is asked to: Note the Growth Works Programme Year Two Review and Performance Data to Q8 (16 December 2022).

1. Purpose

- 1.1 To update the Business Board on Growth Works Year 2 Annual Programme Review and Programme performance data to Quarter 8 (Yr2) covering the period to December 2023.

2. Growth Works - Programme Performance to Date

- 2.1 The Growth Works Programme Year 2 Annual Review is attached as Appendix 1 to this report which gives more detailed analysis across all indicators. The table below sets out the basic summary for the year 2 performance against the contracted key performance outcomes at the programme level, plus the remaining year 3 balance target to achieve programme end contracted performance:

Service Line	Year 2 Target	Year 2 Actual (Jan to Dec 2022)	Programme Actual (Feb 2021 to date/Q8 yr2)	Total Programme Targets	Year 3 Targets (to Dec 2023)
Skills - Apprenticeships	449	251	317	1,400	1,083
Skills – Learning Outcomes	748	610	867	1,705	838
Growth Coaching – New Jobs	1,454	1,388.5	1,527.5	3,223	1,695.5
Inward Investment – New Jobs	263	349	672	823	151
Grants – New Jobs	474	255	694	1,220	526
Equity – New Jobs	10	14	14	220	206

- 2.2 The table breakdowns below are the contracted programme outcomes that have been delivered to end of year 2, further split by Local Authority geography and any in the wider old Local Enterprise Partnership (LEP) outside of Cambridgeshire and Peterborough.

Growth Works Service delivery	CCC	ECDC	FDC	HDC	PCC	SCDC	LEP Area	TOTAL
Growth Coaching:	66.5	55	190	155.5	276.5	544.5	100.5	1,388.5
Investment	285		18		20	26		349
Capital Grants	33	71	21	38	52	40		255
Equity Investment					14			14
<i>Skills has no target to achieve for jobs but occasionally creates jobs</i>								63
Year-2 New Jobs accumulative total	384.5	126	229	193.5	362.5	610.5	100.5	2,069.5
Year-1 New Jobs accumulative total	154	267	81	79.5	188.5	77	58	905
TOTALS	538.5	393	310	273	551	687.5	158.5	2,974.5

Skills Outcome	CCC	ECDC	FDC	HDC	PCC	SCDC	LEP Area	TOTAL
Year-2 Learning Outcomes	33	0	79	19	479	0	0	610
Year-1 Learning Outcomes	17	1	44	1	194	0	0	257
TOTALS	50	1	123	20	673	0	0	857

Year-2 accumulative Apprenticeships	85	5	25	10	116	10	0	251
Year-1 accumulative Apprenticeships	10	3	7	9	30	7	0	66
TOTALS	95	8	32	19	146	17	0	317

- 2.3 Growth Works with Skills are working to an improvement plan to address the shortfall in targets during 2023, with a particular emphasis on ESF KPIs. So far this year the team are seeing an upturn in learning outcomes – although the spread of these across the patch needs balancing. The Combined Authority Skills team are working very closely with this workstream to enable the increase in outputs during the final year.
- 2.4 Growth Coaching finished the year solidly, with new capabilities in the team onboarded and engaging the market with notable success, especially with regards to coaching journey completions. The Project Change Request (PCR) with Department for Levelling Up, Housing and Communities (DLUHC) has been approved, and the contractor has acknowledged the volume of the grants remaining to be delivered by June 2023 and is already advertising the revised grant offer to the market.
- 2.5 The Inward Investment team has exceeded the original contract targets for jobs and the number of new to pipeline companies supported, accounting for a great deal of the total programme outperformance in jobs in Year 2. The Inward Investment team closed the year with new stretch targets linked to the additional £400,000 awarded by the Business Board from the recycled Local Growth Funding (LGF).
- 2.6 Capital Grants helped a further 29 businesses meet their growth ambitions with match-funded support for their capital investment programmes. This workstream challenge will be in delivering the full jobs target required with the remaining capital grant funds to be awarded.
- 2.7 The Equity investment workstream had its first deal agreed through the Investment Secretariat and is building strong momentum with a healthy pipeline of companies ready to review for investment during year 3.

3. Growth Works – Future Performance Management

- 3.1 The economic performance of the UK will continue to impact business decision-making, and these factors are reflected in Year-3 forecasts. It is important to note that Growth Works was initially built on the hypothesis that there would be a marked economic recovery following the Covid pandemic. However, due to unrest in Eastern Europe and the effect of the associated increase on energy and food prices and the resulting global cost of living crisis this has not eventuated. As reported at the last Skills Committee and Business Board this has undoubtedly had a knock-on effect with businesses focusing on capital expenditure and core operational expenditure and less on what are viewed as ancillary services. As a result, the volume services of the Programme, Growth Coaching and Skills, both with

performance not meeting required increases in output in the second year of the Programme and a forecasted run rate below required outputs to ensure overall Programme Success in year 3.

- 3.2 Acknowledging this and having explored several options, the final measures for the Contractor to address any potential future shortfalls in performance were to make recommendations for 5 changes to the Programme. These were presented to Growth Co in October 2022 and then to the Business Board and Skills Committee in November 2022, and included:

Overall Programme

Recommendation 1. An overall reduction of 10% in the jobs created target due to the impacts of external macro-economic factors and their impacts on the UK economy.

Outcome: despite acknowledging the change in economic conditions and are weary of the effect on the Programme, this request was declined in favour of keeping existing targets.

Growth Coaching

Recommendation 2. Increasing the jobs to be created from the £3,000,000 European Regional Development Fund (ERDF) funded grant programme from 400 to 1,240.

Outcome: Project Change Request (PCR) agreed to make revenue grants more flexible and not wholly related to growth coaching to make it easier to support businesses and distribute the funds. This was approved by BEIS in January 2023.

Recommendation 3. The Growth Coaching Service would be reduced to ensure it can still service existing clients delivering an additional 707 jobs on top of the 710 (ex-ERDF) created to date.

Recommendation 4. Reallocating £500,000 of Local Growth Funding and 454 jobs from Growth Coaching to Inward Investment. *Outcome:* The re-allocation of job targets and associated budget switch between service lines is being negotiated between GEG and service sub-contractor.

Skills

Recommendation 5. The Skills Service to pivot from focusing on longer term culture change to medium term deliverables to deliver the required learning outcomes, apprenticeship starts and ESF KPIs; this will require both strategic and operational changes at pace.

Outcome: acknowledging that a focus shift was needed to increase results immediately and the sub-contractor has agreed to restructure the Skills Service including the hiring of additional staff focused on engagement with colleges.

- 3.3 From the Prime Consortia Contractor perspective, their Project Management Office (PMO) function will continue to support delivery of services, however, these recommendations were put before the Business Board and Skills Committee to reflect the ability of each sub-contractor to deliver, within existing resources and using current budgets to ensure the strongest possible performance in the third and final year of the programme. They also look to build on our proven strengths and the evident needs of businesses while mitigating current performance risks and challenges.
- 3.4 Furthermore, a Growth Co Programme Management Committee was established in January 2023 to supplement monthly/quarterly Contractual review meetings and to support

the Growth Co Programme Board scrutinize performance delivery of Growth Works. The Committee meets monthly and is made up of representatives from Growth Co, CPCA, Business Board and Skills Committee.

- 3.5 The Growth Works Net Promoter Score (NPS) for Quarter 8 was 62% which is classed as 'excellent' and is comparable with Q7's NPS of 62%. With Growth Works contractors inviting more companies than in previous quarters to participate in the survey, there were 34 responses out of 279 companies which gives a response rate of 12% which is down from the 23% Quarter 7 survey response rate. A copy of the NPS Survey is attached as Appendix 2 to this report.

Significant Implications

4. Financial Implications

- 4.1 There are no direct financial implications.

5. Legal Implications

- 5.1 No legal implications.

6. Public Health implications

- 6.1 No public health implications.

7. Environmental and Climate Change Implications

- 7.1 No environmental or climate change implications.

8. Other Significant Implications

- 8.1 None.

9. Appendices

- 9.1 Appendix 1 – Growth Works Programme Year 2 Annual Performance Review
- 9.2 Appendix 2 (Exempt) - Growth Works Net Promoter Score Quarter 8 (Oct-Dec 2022)

10. Background Papers

- 10.1 [Quarter 7 Performance Update Report](#) (Business Board - Item 3.1).

CPCA Growth Works Year Two Annual Review

Appendix 2

Reporting Period 1st January to
16th December 2022



Year Two Review – Contract Schedule 8.1 Governance

Year-2: 1st January to 16th December 2022

Contract Schedule 8.1. Governance, describes the approach to be adopted by the GrowthCo and Growth Works in relation to the governance of the Business Growth Services agreement. Specifically, sub-clauses 2.1.1. to 2.1.3. states that the approach to governance includes

2.1.1. how the Parties will manage and maintain an effective relationship between them

2.1.2. the principles under which the Parties shall operate

2.1.3. the Governance Structure under which the Parties shall operate

The Governance Structure mentioned in sub-clause 2.1.3. is codified further in Appendix-1 (Governance Groups) to Schedule 8.1., Part-5 of which codifies the Annual Review Committee – purpose, remit, attendees, and timeframe. The five core parts to the Annual Review Committee are documented as:

- a. Review a breakdown of performance against Performance Indicators;
- b. Consider likely outcome, and details of, Incentive Profit to be paid;
- c. Focus on Service Line pipeline for the upcoming year;
- d. Collaboration and sharing of best practice between local authorities and consortium; and
- e. Future innovations and strategy – annual plan.

In accordance with the requirements of Part-5 of Appendix-1, Schedule 8.1. Governance, Growth Works hereby submit our Year-1 Annual Review Report to GrowthCo for review and to inform the discussion we look forward to having with you in the Annual Review Committee Meeting.

We shall take this opportunity to frame with you that this is a lighter touch report than the standard month end and quarter end reports due to the specific and more limited focus desired by the GrowthCo as articulated in bullet points ‘a’ to ‘e’ above. This report covers these five points in the sections that follow in varying degrees of detail, as the purpose of the report is to inform and augment the meeting.

GLOSSARY

NOTE: this report may contain acronyms and abbreviations. The glossary below is intended to help readers understand them where they appear. Additionally, we use coloured arrows (red, amber, green) to indicate relative performance against the contracted indicators.

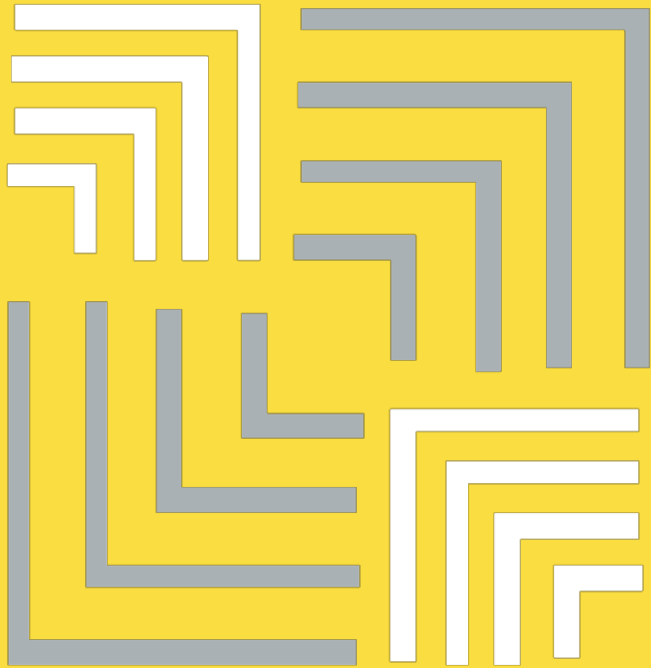
Acronym / Term	Definition
AML/KYC	Anti-Money Laundering / Know Your Customer – company checks made to build assurance
BEIS	Department for Business, Energy and Industrial Strategy – a UK Central Government entity
CEC	Careers and Enterprise Company – a contract serviced by GW for CPCA
CapEx	Capital Expenditure (items of capital value, or assets, on a company balance sheet)
CPCA	Cambridgeshire and Peterborough Combined Authority
CO23/R9	Metrics for the Skills Service under ESF (see below)
CPIER	Cambridgeshire and Peterborough Independent Economic Review
CRF	Community Renewal Fund
CRM	Customer Relationship Management - in this case the tool we all use is HubSpot
DIT	Department for International Trade – a UK Central Government entity
DIT-IST	DIT’s Investment Services Team – outsourced function helping investors into the UK
DWP	Department for Work and Pensions – a UK Central Government entity
EOI	Expression of interest – an early stage in a process for identifying a potential beneficiary
Enrolments	A company being served by the Growth Coaching Service that is enrolled in a service delivery
ERDF	European Reconstruction and Development Fund
ESF	European Social Fund
ESIF	European Structural Investment Funds
FTE	Full Time Equivalent - standard unit of measure for staff deployed to deliver agreed activity
GC	Growth Coaching – one of the four service lines GW is delivering for CPCA
G&E	Grants & Equity – one of the four service lines GW is delivering for CPCA
GEG	Gateley Economic Growth Services – the legal entity delivering under the Growth Works brand

Acronym / Term	Definition
GHQ	Global Head Quarters
GVA	Gross Value Added – an economic impact calculation
GW	Growth Works – the market facing brand of Gateley Economic Growth Services
I.D.	A unique identifier reference to a particular case
IIS	Inward Investment Service – one of the four service lines GW is delivering for CPCA
LGF	Local Growth Funding
LIS	Local Industrial Strategy
MHCLG	Ministry of Housing, Communities and Local Government
P2P	Peer to Peer
PIV	Project Inception Visit - a process step in securing central government approval to disburse ESIF monies to beneficiaries
PMO	Programme Management Office
Q#	Quarter (a reporting period of three calendar months)
RAG	Red-Amber-Green - an evaluation method where green is positive, amber is neutral, and red is a cause for concern. We use metrics to assess RAG on the Performance Indicators as per the contract schedules on performance and reporting, and payments (Green >95%, Amber 75%-95% , Red <75%)
RAID Log	A management information tool for capturing, evaluating and managing Risks, Assumptions, Issues and Dependencies to delivery of contracted outcomes
SME	Small- and Medium-sized Enterprise
SPV	Special Purpose Vehicle
SS	Skills Service – one of the four service lines GW is delivering for CPCA
TDMI	Talent Development Maturity Index
TUPE	Transfer Undertakings for the Protection of Employees



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2.	Year One Performance (Against Performance Indicators)	p.9
3.	Pipeline Forecast for 2023 (Against Performance Indicators)	p.19
4.	Collaboration and Innovation	p.35
5.	Area Performance Packs	p.45



1. Programme Director's Summary

Year Two Review – Performance Summary

Year-2: 1st January to 16th December 2022

Combined Authority Colleagues,

I am delighted to be sharing the Year Two Annual Review with you for the period 1st January to 16th December 2022, now that we have closed the book for Year-2 delivery of the Business Growth Services contract. What a year!

While the outturn on jobs remains ahead of where we had hoped it would be at this stage of the programme, heading into the final year we are conscious that challenges remain that need addressing, particularly (but not solely) in the volume heavy services.

The fact we are ahead of our jobs target at the end of Year 2 is an outstanding achievement as the challenges we face are heavily influenced by external factors – most notably the economic downturn and cost of living crisis. Just as we had all hoped for the economy, and supply chains especially, to start to reset as we emerged from the pandemic, the war in Ukraine has heavily impacted energy and almost all input prices leading to historically high inflation. The Bank of England is taking steps to cool inflation (both price and wage inflation) but these measures take time to flow through into the economy.

Businesses across the patch are no different to the rest of the UK – they are not immune to these headwinds and are heavily influenced by the general economic situation. They have been telling us all year that they will pause and reflect before making decisions about how, when and where to invest their time and money – working capital is critical to their thinking. Ultimately, it is their capital decisions that lead to the creation of jobs and apprenticeships. Delivering the outcome CPCA seeks may require a recalibration of some services early in 2023, as we shared in our review paper to the Business Board at the tail end of 2022.

Growth Coaching finished the year solidly, with new capability in the team onboarded and engaging the market with notable success, especially with regards to coaching journey completions. At time of writing the PCR with DLUHC has been approved, and the team acknowledge the volume of the requirement remaining to be delivered in the year ahead.

The Inward Investment team has exceeded the original targets for jobs and new to pipeline companies supported, accounting for a great deal of the programme outperformance in jobs in Year 2. The Inward Investment team closed the year with new stretch targets linked to new money from recycled LGF funding. Delays in CPCA providing the LGF funding will continue to impact the team's ability to deliver the increased jobs numbers, without the funds accessible the desired outcome cannot be achieved.

The Skills Service will address the shortfall in targets during 2023, especially ESF, but we are seeing an upturn in learning outcomes – although the spread of these across the patch needs balancing.

SME CapEx Grants helped a further 29 businesses meet their growth ambitions with match funded support for their capital investment programmes. Their challenge will be in delivering the jobs required.

Finally, at the end of the year a new Equity service was launched. At the time of writing (but after the 16th December cut off date) Equity had it's first deal agreed through the Investment Secretariat and is building momentum with a healthy pipeline of companies ready to review.

As stated in our review paper to the Business Board, the economic performance of the UK will continue to impact business decision-making, and these factors are reflected in our Year-3 forecasts. The programme team remain committed to rising to meet the challenges ahead and as we head into the final year of the programme.

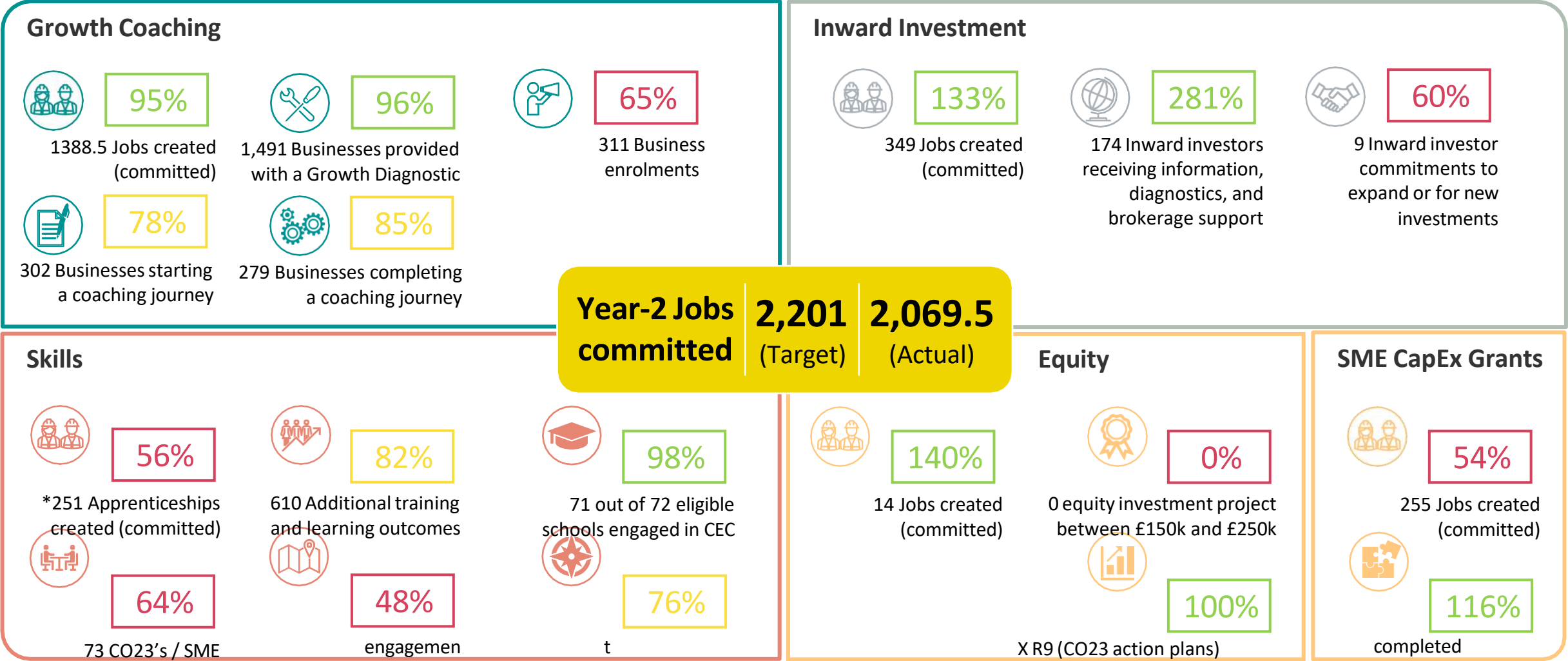
I look forward to discussing the past year and journey ahead with you in the Year Two Annual Review and to continued collaboration onwards to create the outcome we all want to achieve – jobs and apprenticeships!

Richard Cuda,

Programme Director

Year Two Review – Performance Indicator Scorecard Summary

Year-2: 1st January to 16th December 2022



* At the time of reporting (our fast close was 17.00 hours on 16.12.2022), the Skills SRO and Skills Service MD are in discussion about the appropriate way to measure apprenticeships. This metric shows performance against an 'above the baseline' target but with data that shows apprenticeships the Service Line have been involved in.

Year Two Review – Performance Indicator Scorecard Summary

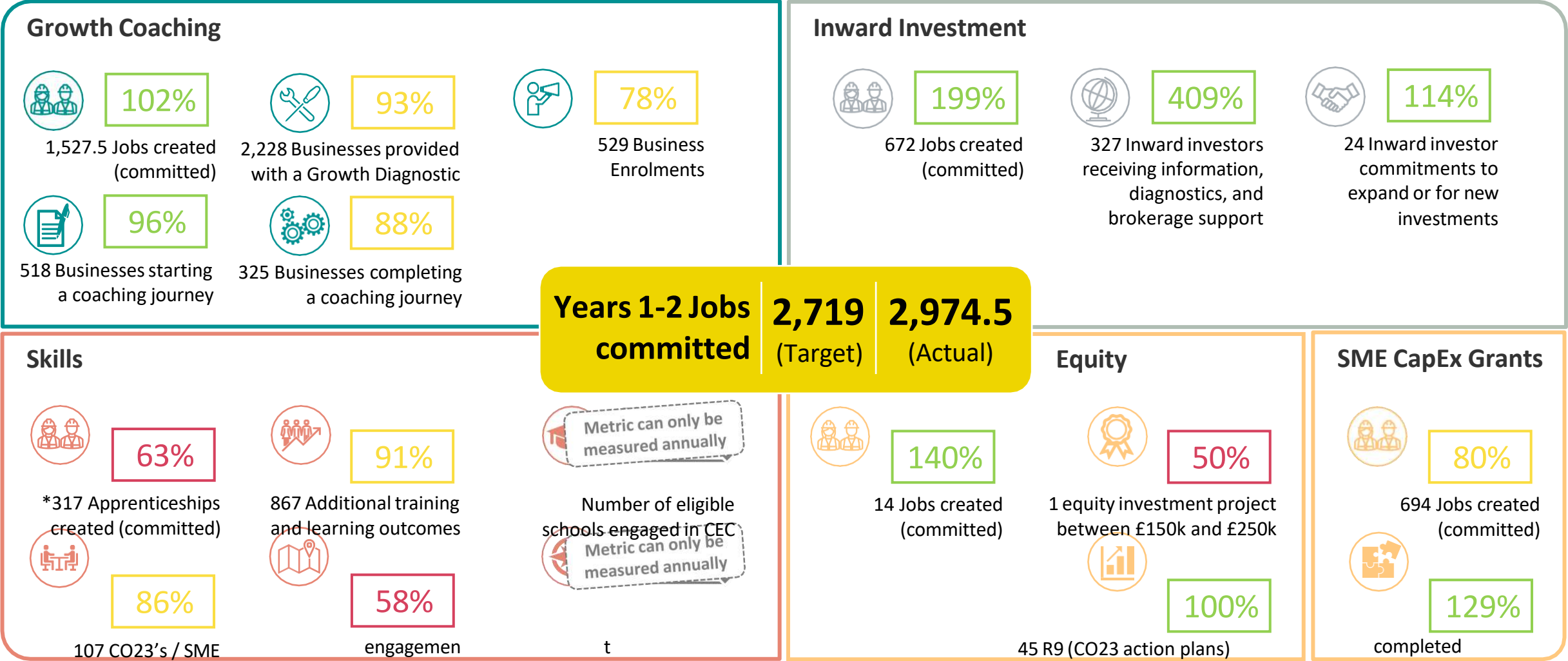
54 out of 71 schools
Year 2: 1st January to 16th December 2022
engaged have completed a Compass

£250k Small Business
Capital Growth Investment equity

29 Companies receiving a grant offer



Programme to Date Review – Performance Indicator Scorecard Summary
Years 1-2: 15th February 2021 to 16th December 2022



* At the time of reporting (our fast close was 17.00 hours on 16.12.2022), the Skills SRO and Skills Service MD are in discussion about the appropriate way to measure apprenticeships. This metric shows performance against an 'above the baseline' target but with data that shows apprenticeships the Service Line have been involved in.

Programme to Date Review – Performance Indicator Scorecard Summary

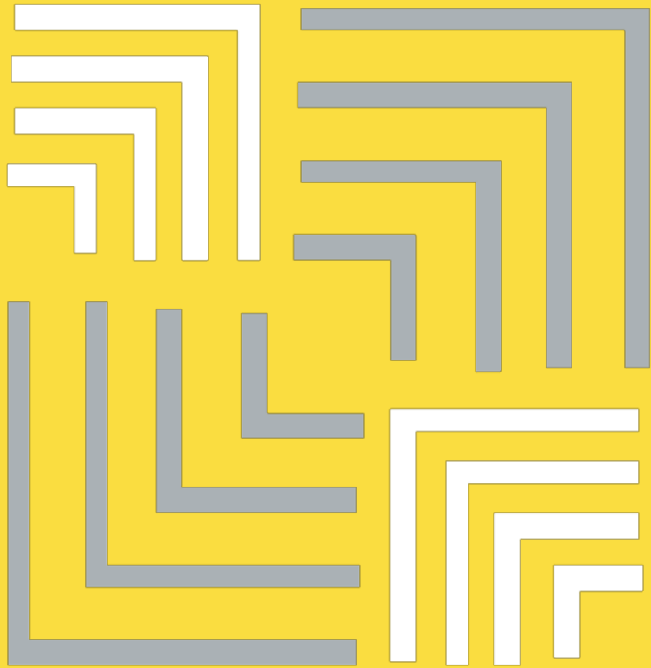
Years 1-2: 15th February 2021 to 16th December 2022

Schools engaged
have completed a
Compass

£250k Small
Business
Capital
Growth
Investment
equity

72
Companies
receiving a grant
offer





2. Year Two Performance against Performance Indicators



SECTION – 2a: Performance Indicators
Outcome – Jobs, Apprenticeships and Learning Outcomes

Programme Director's Summary: Growth Works Outcomes – Year-2, 2022



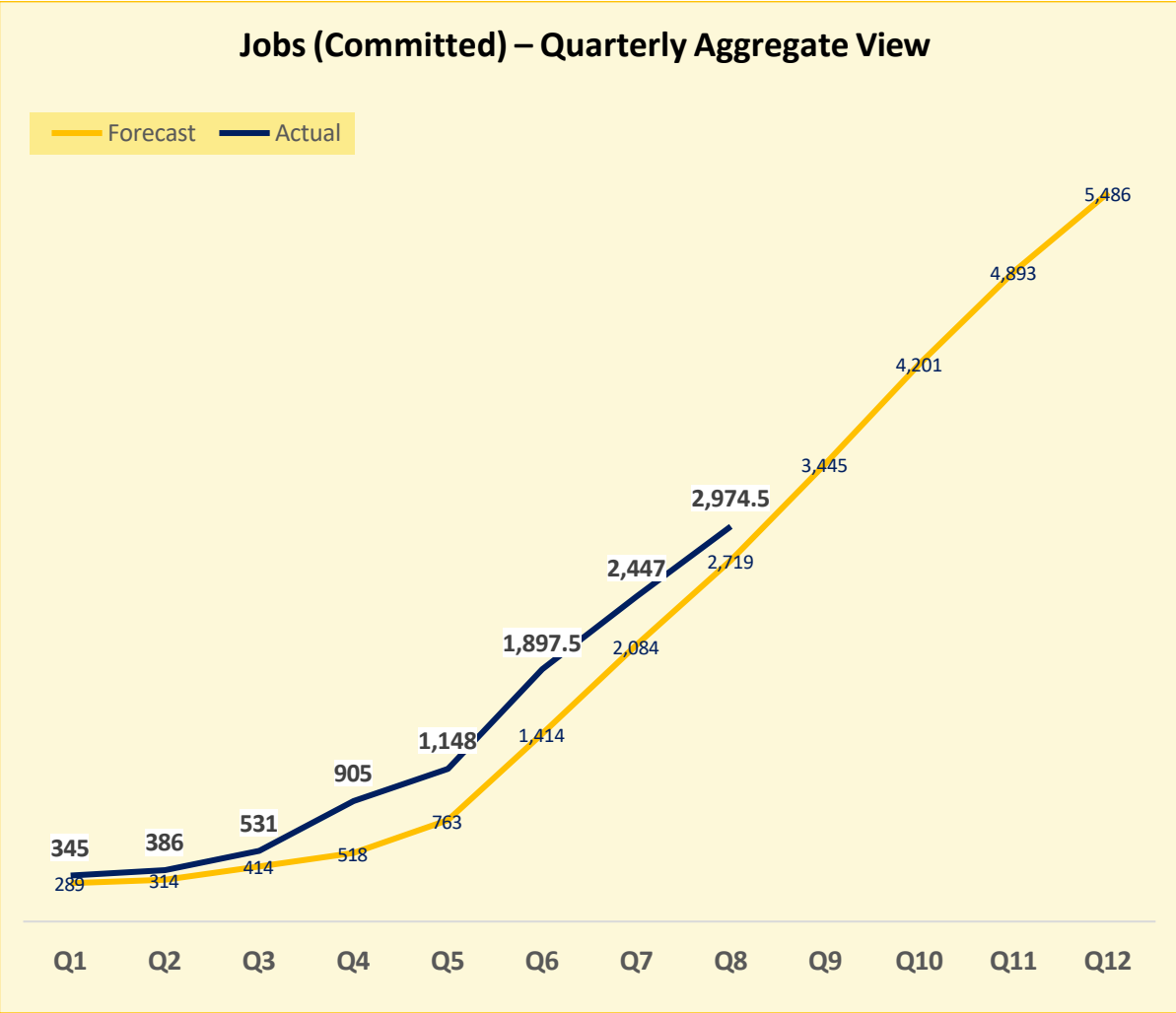
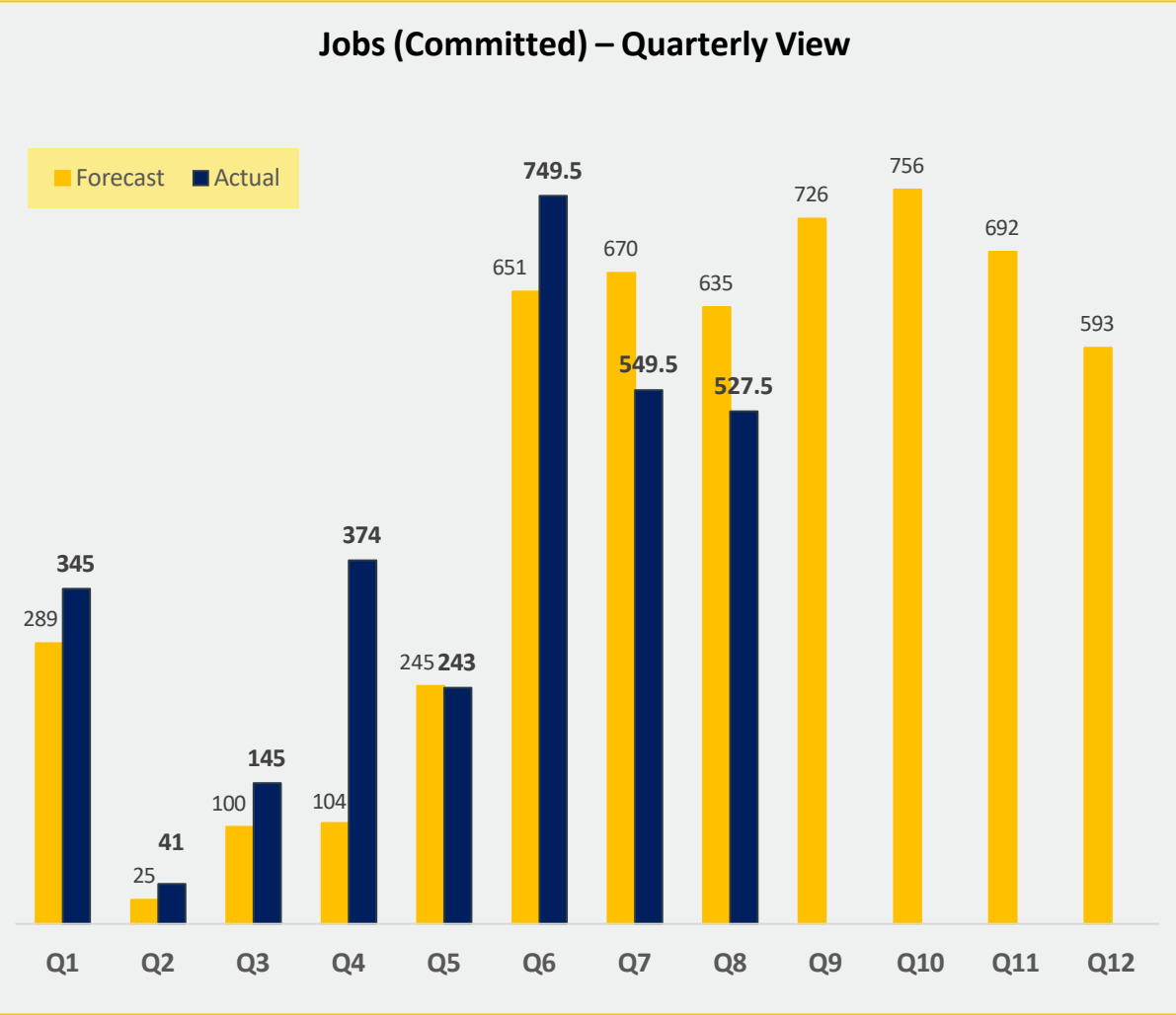
JOBS	Year 1 Target	Year 2 Target	Year 3 Target	Programme Target	Year 1 Actual	Year 2 (01-Jan to 16-Dec)	Year 3	Programme Actual (15-Feb-2021 to 16-Dec-2022)
Coaching	46	1,454	1,723	3,223	139	1,388.5		1,527.5
Inward Investment	75	*263	*485	*823	323	349		672
Grants	397	474	349	1,220	439	255		694
Equity	0	10	210	220	0	14		14
SKILLS HAS NO TARGET TO ACHIEVE FOR JOBS BUT OCCASIONALLY CREATES NEW JOBS					4	63		67
Total	518	2,201	2,767	5,486	905	2,069.5		2,974.5

* The Inward Investment jobs target for the whole of contract has increased to 823 from 600, with year 2 moving from 175 to 263, and year 3 moving to 485 from 350.

Skills: non-job outcomes	Year 1 Target	Year 2 Target	Year 3 Target	Programme Target	Year 1 Actual	Year 2 (01-Jan to 16-Dec)	Year 3	Programme Actual (15-Feb-2021 to 16-Dec-2022)
Learning Outcomes	209	748	748	1,705	257	610		867
Apprenticeships	51	449	900	1,400	66	251		317

NOTE: Measuring Jobs Forecast/Committed, Jobs Created/Evidenced, and Apprenticeships.

On 6th June 2022, at Growth Co request Growth Works submitted for review and discussion a point of view paper with a suggested way forward to report how the programme measures jobs forecast/committed, jobs created/evidenced, and apprenticeships above an agreed baseline. We look forward to receiving the Growth Co feedback and once agreement is reached we will proceed with producing these views.



Service Lines: Year-2 outcome creation results broken down by district.

NOTE: Skills has no jobs targets to achieve but occasionally create new jobs, which is noted in italics below



Service Line / GW Offer	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL
Coaching: nudge grants	66.5	55	190	155.5	276.5	544.5	100.5	1,388.5
Investment	285		18		20	26		349
SME CapEx Grants	33	71	21	38	52	40		255
SME Equity Investment					14			14
Skills has no target to achieve for jobs but occasionally creates jobs								63
Year-2 Jobs (all services)	384.5	126	229	193.5	362.5	610.5	100.5	2,069.5
Year-1 Jobs (all services)	154	267	81	79.5	188.5	77	58	905
TOTAL	538.5	393	310	273	551	687.5	158.5	2,974.5

Skills Outcome	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL
Year-2 Learning Outcomes	33	0	79	19	479	0	0	610
Year-1 Learning Outcomes	17	1	44	1	194	0	0	257
TOTAL	50	1	123	20	673	0	0	857
Year-2 Apprenticeships	85	5	25	10	116	10	0	251
Year-1 Apprenticeships	10	3	7	9	30	7	0	66
TOTAL	95	8	32	19	146	17	0	317



SECTION – 2b: Performance Indicators
Service Lines – Outcome and Leading
Indicator Performance

SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Year Two Performance is to 16th December 2022*.



Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Year 2 Quarterly Performance			
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 16-Dec 2022)	Q5 Actual	Q6 Actual	Q7 Actual	Q8 Actual
Jobs created (forecast / committed)	46	1454	1723	3223	139	1,388.5		1,527.5	106	*479.5	348.5	454.5
Businesses provided with (i.e. undertaken) a Growth Diagnostic	832	1558	915	3305	**737	1,491		2,228	579	416	249	247
Businesses starting a coaching assignment (enrolment)	193	481	331	1005	218	311		529	86	65	67	93
Size profile of businesses provided with a growth diagnostic, matched coach and scope of support (S/M/L in %)	67½% / 30% / 2½%	52½% / 36¼% / 11¼%	38¾% / 48¾% / 12½%	50% / 40% / 10%	52½% / 38% / 9½%	60¼% / 32¼% / 7½%		56½% / 35¼% / 8¼%	53% / 41% / 6%	54½% / 38% / 7½%	62% / 32% / 6%	69¼% / 22¼% / 8½%
Businesses starting a coaching journey	154	385	466	1005	216	302		518	88	65	72	77
Businesses completing a coaching journey	44	327	634	1005	46	279		325	83	51	33	112

* In the 'Fast to Close' process for the Year End, Growth Works pulled data at 17.00 on Friday 16th December 2022

SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Year Two Performance is to 16th December 2022*.



Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Year 2 Quarterly Performance			
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 16-Dec 2022)	Q5 Actual	Q6 Actual	Q7 Actual	Q8 Actual
Jobs created (forecast / committed)	75	263	485	823	*323	349		672	18	**166	120	45
Inward investors receiving information, diagnostics, and brokerage support)	18	62	80	160	153	174		+327	53	30	29	62
Inward investor commitments to expand or for new investments	6	15	19	40	15	9		24	2	4	1	2

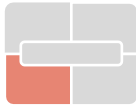
NOTES:

- The jobs total to date has increased net +4 in Year-1 (denoted by *) due to a June 2021 reported 'win' creating more jobs than originally thought.
- Jobs created (committed) in April were as follows: two wins (Quibim - 10 jobs, Stemcell Technologies – 6 jobs) plus 10 additional jobs for the Tumeric Company that landed in Fenland earlier this year. The (**) denotes that the number given accounts for all three of the companies
- Inward Investors receiving information pipeline adds up to 335 companies – 327 shown, denoted by the (+). Of the other 8 companies, 1 is a target not yet approached, 4 abandoned as not FDI/IIS, and 3 'closed out – lost' as the engagement did not progress from a very early stage.
- Following a successful completion to the CCN process reallocating £400,000 of LGF monies, as well as the earlier CCN pivoting £80,000 of Innovation and Relocation Grant monies, the jobs total for the Inwards Investment Service will increase in total from 600 over three years to 823 (£80k=15; £400k=208).

* In the 'Fast to Close' process for the Year End, Growth Works pulled data at 17.00 on Friday 16th December 2022

SERVICE LINE DASHBOARD VIEW: Skills Service

NOTE: Year Two Performance is to 16th December 2022*.



Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Year 2 Quarterly Performance			
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 16-Dec 2022)	Q5 Actual	Q6 Actual	Q7 Actual	Q8 Actual
Apprenticeships created (touched by GWwS)	51	449	900	1,400	66	251		317	75	60	65	51
Additional training / learning outcomes (excludes apprenticeships)	209	748	748	1,705	257	610		867	166	107	120	217
CO23s / SME Engagement	11	114	151	276	34	73		107	25	13	13	24
R9s (CO23 action plans completed)	3	75	129	207	9	36		45	11	6	9	10

** In the 'Fast to Close' process for the Year End, Growth Works pulled data at 17.00 on Friday 16th December 2022*

CEC Contract Performance

CEC data reflects the academic year, running September to August. Therefore the data presented here reflects performance from 1st January to 31st August 2022, as well as progress to date in the current academic year – i.e., September to December 2022).

METRIC	Totals 01/01 to 31/08		Totals 01/09 to 16/12	
	No.	%	No.	%
Eligible CEC Schools & Colleges in CPCA	72	100.0%	72	100.0%
Eligible CEC Schools & Colleges Engaged	69 / 72	95.8%	71 / 72	98.6%
Compass Completions	54 / 69	75.0%	54 / 71	75.0%

SERVICE LINE DASHBOARD VIEW: SME CapEx Grants Service and Equity Service



NOTE: Year Two Performance is to 16th December 2022*.

SME CapEx Grants Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Year 2 Quarterly Performance			
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 16-Dec 2022)	Q5 Actual	Q6 Actual	Q7 Actual	Q8 Actual
Jobs created (forecast / committed)	397	474	349	1220	439	255		694	111	87	33	24
Companies receiving grants Grants & Investments (Small Business Capital Growth Investment Fund)*	18	26	12	56	43	29		72	11	7	6	5

NOTES:

- Jobs target of 1,455 has been split, with 220 jobs moving to Equity and 15 jobs moving from Relocation and Innovation Grants to Inwards Investment (235) leaving 1,220 for SME CapEx Grants.
- The combined position showed a Q9-Q12 quarterly set of targets as Q9-156, Q10-156, Q11-136 and Q12-136. With 235 to reallocate these have been reset as Q9-156, Q10-156, Q11-37 and Q12-0.

Equity Service Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Year 2 Quarterly Performance			
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 16-Dec 2022)	Q5 Actual	Q6 Actual	Q7 Actual	Q8 Actual
Jobs created (forecast / committed)	0	10	210	220	0	14		14	0	14	0	0
Small Business Capital Growth Investment equity (£ 000)	0	250	5,250	5,250	0	250		250	0	250	0	0
Number of equity investment projects between £150k and £250k	1	1	20	22	1	0		1	0	0	0	0

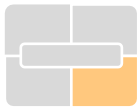
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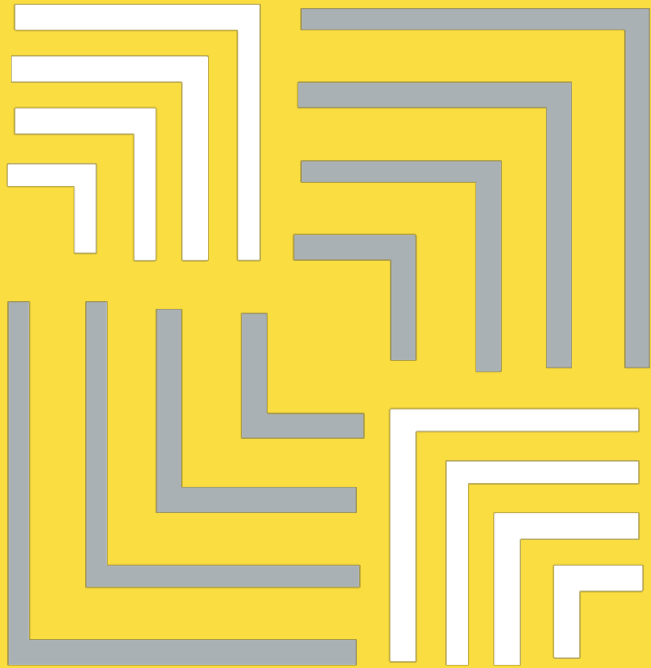
- Jobs target of 1,455 has been split, with 1,220 jobs remaining in SME CapEx Grants, 15 jobs moving from Relocation and Innovation Grants to Inwards Investment (1,235) leaving 220 for Equity.
- The Q8-Q12 quarterly set of targets is as follows: Q8-10, Q9-30, Q10-40, Q11-60 and Q12-80.

SERVICE LINE DASHBOARD VIEW: SME CapEx Grants Service and Equity Service

NOTE: Year Two Performance is to 16th December 2022*.

** In the 'Fast to Close' process for the Year End, Growth Works
pulled data at 17.00 on Friday 16th December 2022*





3. Pipeline forecast for 2023 against Performance Indicators

GROWTH WORKS 2023 FORECAST VIEWS

Context:

- The following forecasts have been created by performance indicator for each service line.
- Schedule 8.1 (Governance) of the Business Growth Services contract requires that a forecast be provided as part of the Annual Review process.
- The forecasts provided in this report section are based on each service line projection of the 12 months ahead. It is their view as of 13th January 2023.
- For the purposes of creating the forecast the quarterly and month end periods do not start/end exactly in line with the start/end of the calendar month. The call out box (right) illustrates which weeks are in scope for each month in this forecast.
- Forecasts are not Key Performance Indicators
- Service Line confidence in the numbers varies by quarter. We will revisit forecasts at the start of each quarter.

Q9-2023

- January = 4 week month – weeks ending: 06/01, 13/01, 20/01, 27/01
- February 4 week month – weeks ending: 03/02, 10/02, 17/02, 24/02
- March = 5 week month – weeks ending: 03/03, 10/03, 17/03, 24/03, 31/03

Q10-2023

- April = 4 week month – weeks ending: 07/04, 14/04, 21/04, 28/04
- May = 5 week month – weeks ending: 05/05, 12/05, 19/05, 26/05, 02/06
- June = 4 week month – weeks ending: 09/06, 16/06, 23/06, 30/06

Q11-2023

- July = 4 week month – weeks ending: 07/07, 14/07, 21/07, 28/07
- August = 5 week month – weeks ending: 04/08, 11/08, 18/08, 25/08, 01/09
- September = 4 week month – weeks ending: 08/09, 15/09, 22/09, 29/09

Q12-2023

- October = 4 week month – weeks ending: 06/10, 13/10, 20/10, 27/10
- November 5 week month – weeks ending: 03/11, 10/11, 17/11, 24/11, 01/12
- December = 4 week month – weeks ending: 08/12, 15/12, 22/12, 29/12



SECTION – 3a:

Pipeline forecast for 2023

Growth Coaching Service

- a) Data tables**
- b) Data charts**

SERVICE LINE FORECAST VIEW: Growth Coaching Service – Data Tables

NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.

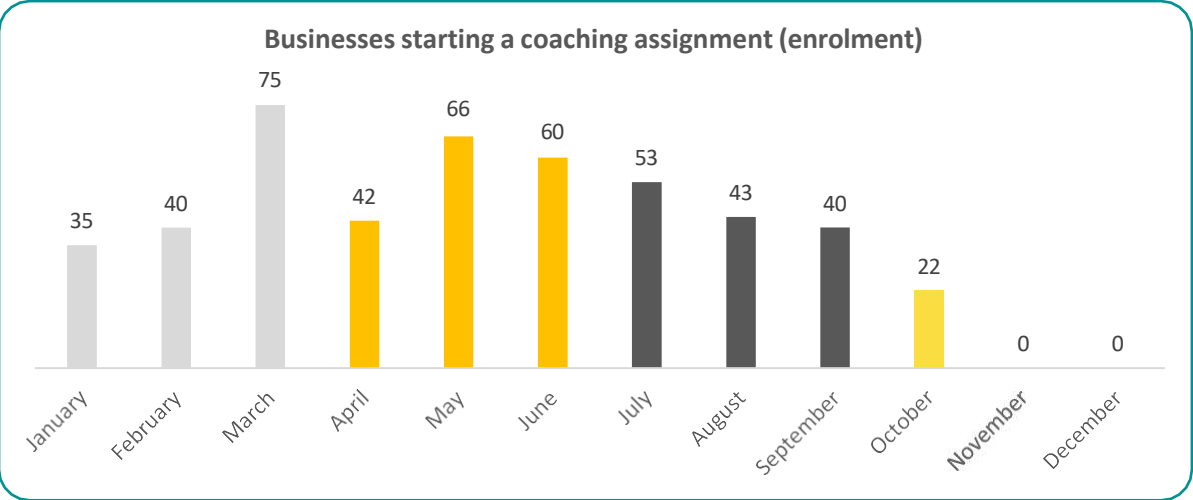
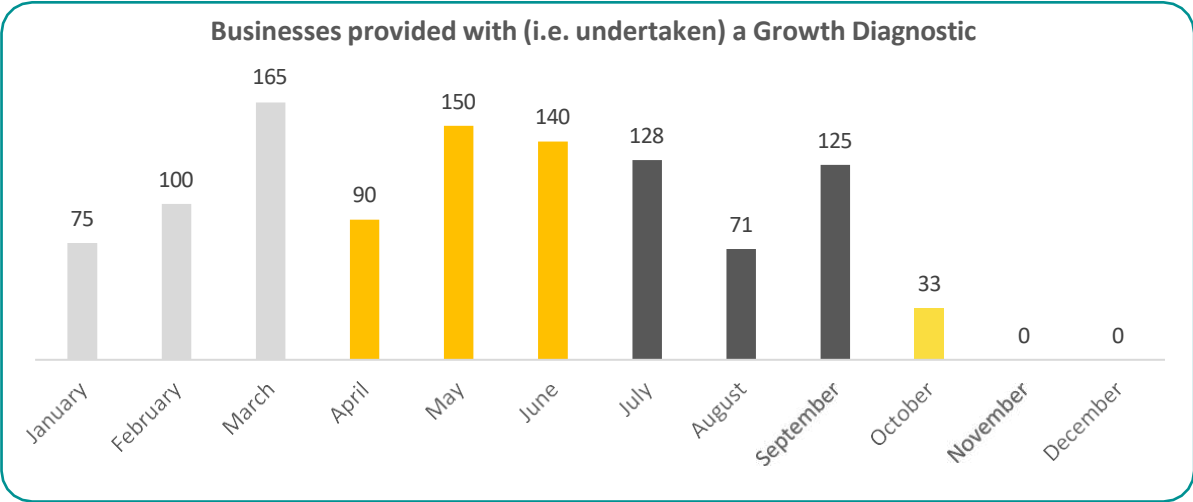
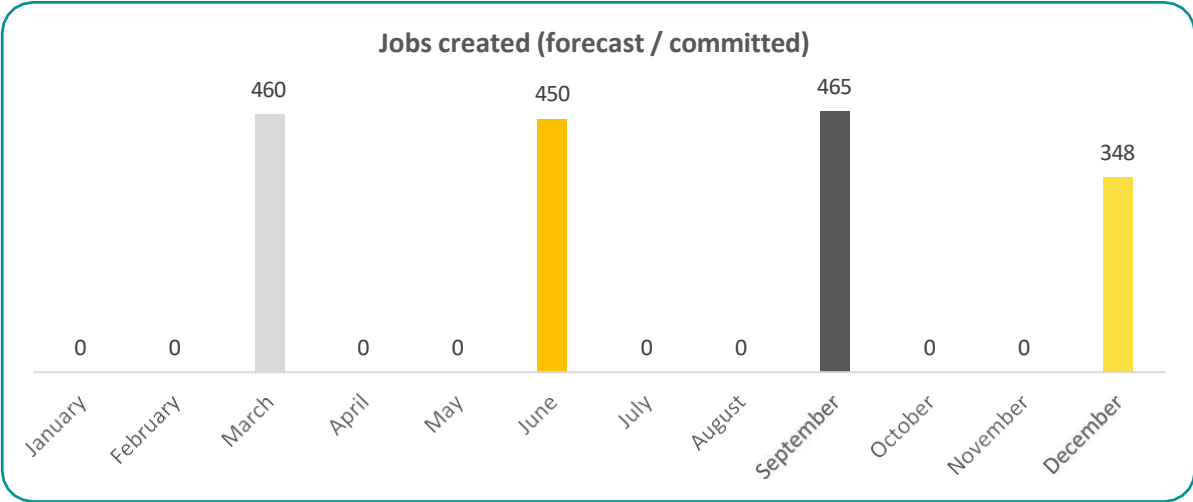


Coaching	Q9	Q10	Q11	Q12	YEAR-3
Jobs created (forecast / committed)	460	450	465	348	1,723
Coaching	Q9	Q10	Q11	Q12	YEAR-3
Businesses provided with (i.e. undertaken) a Growth Diagnostic	340	380	324	33	1,077
Coaching	Q9	Q10	Q11	Q12	YEAR-3
Businesses starting a coaching assignment (enrolment)	150	168	136	22	476
Coaching	Q9	Q10	Q11	Q12	YEAR-3
Businesses starting a coaching journey	150	160	127	50	487
Coaching	Q9	Q10	Q11	Q12	YEAR-3
Businesses completing a coaching journey	225	230	165	60	680

Coaching	January	February	March	April	May	June	July	August	September	October	November	December
Jobs created (forecast / committed)	0	0	460	0	0	450	0	0	465	0	0	348
Coaching	January	February	March	April	May	June	July	August	September	October	November	December
Businesses provided with (i.e. undertaken) a Growth Diagnostic	75	100	165	90	150	140	128	71	125	33	0	0
Coaching	January	February	March	April	May	June	July	August	September	October	November	December
Businesses starting a coaching assignment (enrolment)	35	40	75	42	66	60	53	43	40	22	0	0
Coaching	January	February	March	April	May	June	July	August	September	October	November	December
Businesses starting a coaching journey	35	40	75	40	65	55	52	35	40	48	2	0
Coaching	January	February	March	April	May	June	July	August	September	October	November	December
Businesses completing a coaching journey	45	80	100	50	100	80	69	56	40	32	28	0

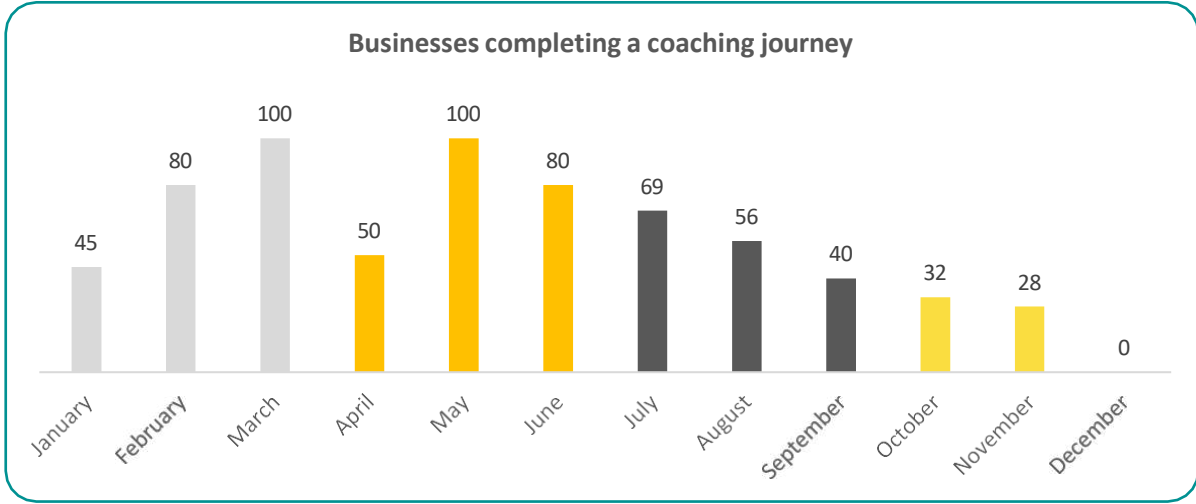
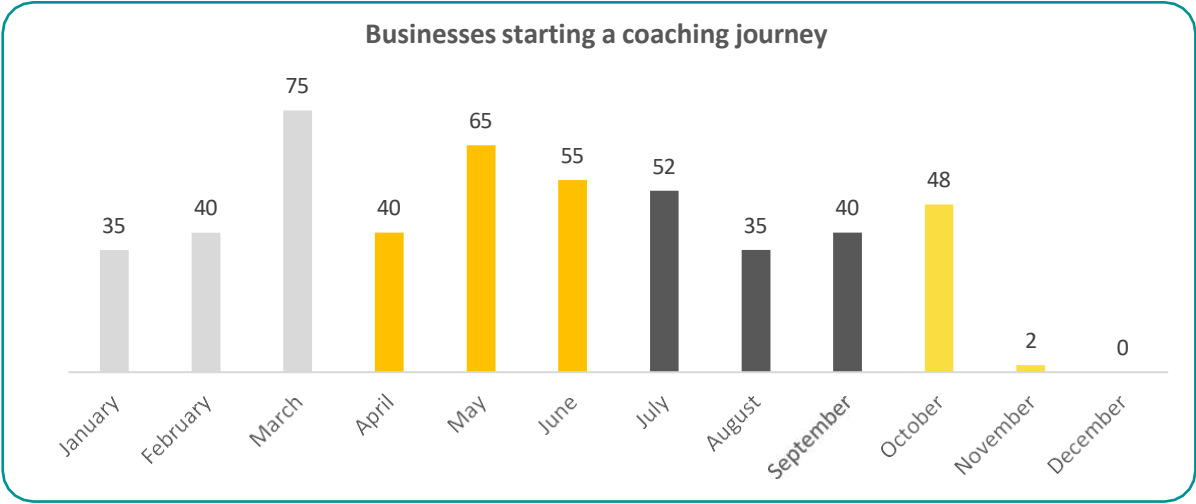
SERVICE LINE FORECAST VIEW: Growth Coaching Service – Data Charts

NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.



SERVICE LINE FORECAST VIEW: Growth Coaching Service – Data Charts

NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.



SECTION – 3b:

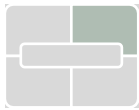
Pipeline forecast for 2023

Inward Investment Service

- a) Data tables**
- b) Data charts**

SERVICE LINE FORECAST VIEW: Inward Investment Service – Data Tables

NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.

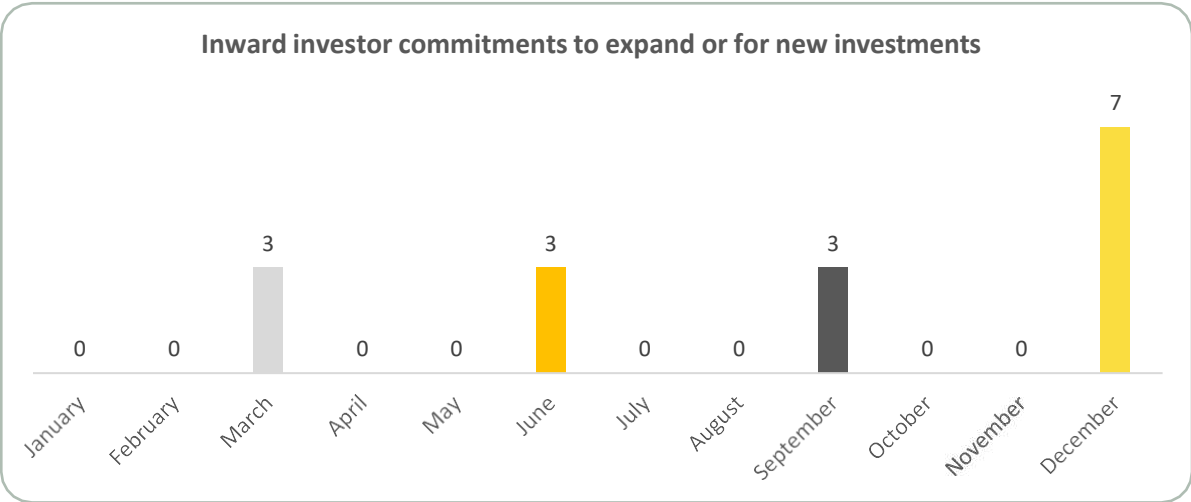
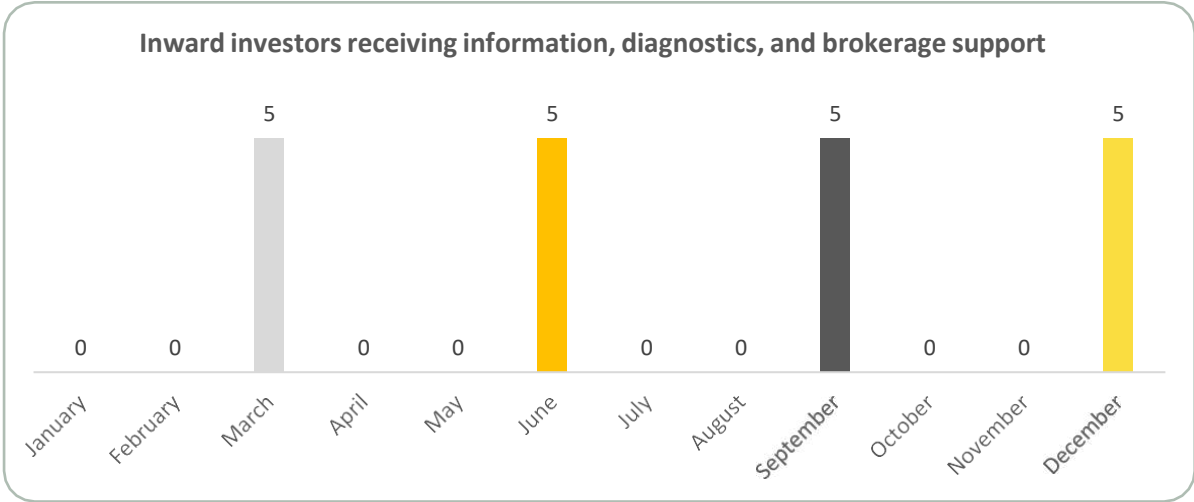
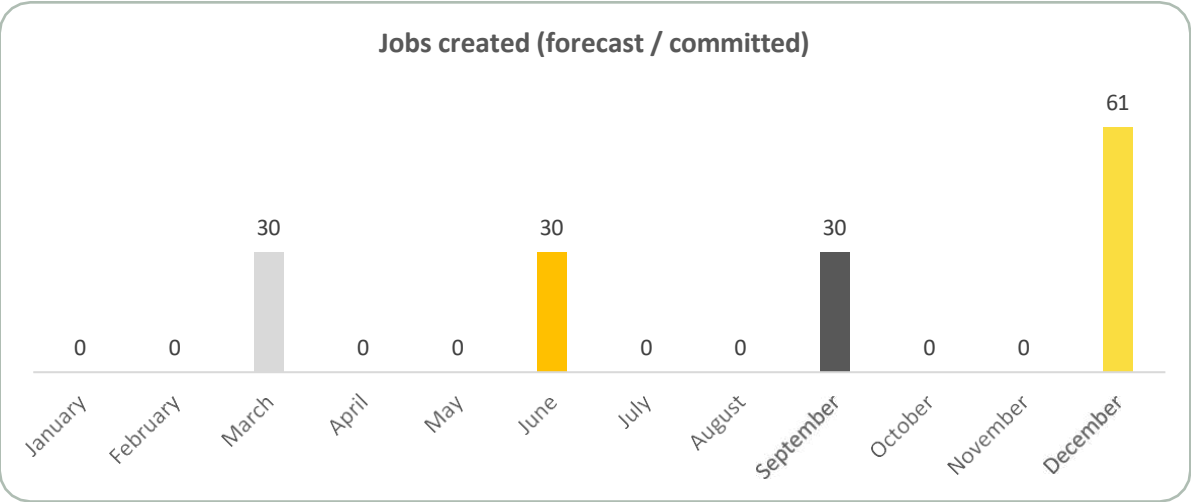
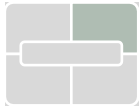


Investment	Q9	Q10	Q11	Q12	YEAR-3
Jobs created (forecast / committed)	30	30	30	61	151
Investment	Q9	Q10	Q11	Q12	YEAR-3
Inward investors receiving information, diagnostics, and brokerage support)	5	5	5	5	20
Investment	Q9	Q10	Q11	Q12	YEAR-3
Inward investor commitments to expand or for new investments	3	3	3	7	16

Investment	January	February	March	April	May	June	July	August	September	October	November	December
Jobs created (forecast / committed)	0	0	30	0	0	30	0	0	30	0	0	61
Investment	January	February	March	April	May	June	July	August	September	October	November	December
Inward investors receiving information, diagnostics, and brokerage support)	0	0	5	0	0	5	0	0	5	0	0	5
Investment	January	February	March	April	May	June	July	August	September	October	November	December
Inward investor commitments to expand or for new investments	0	0	3	0	0	3	0	0	3	0	0	7

SERVICE LINE FORECAST VIEW: Inward Investment Service – Data Charts

NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.



SECTION – 3c:

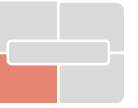
Pipeline forecast for 2023

Skills Service

- a) Data tables**
- b) Data charts**

SERVICE LINE FORECAST VIEW: Skills Service – Data Tables

NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.

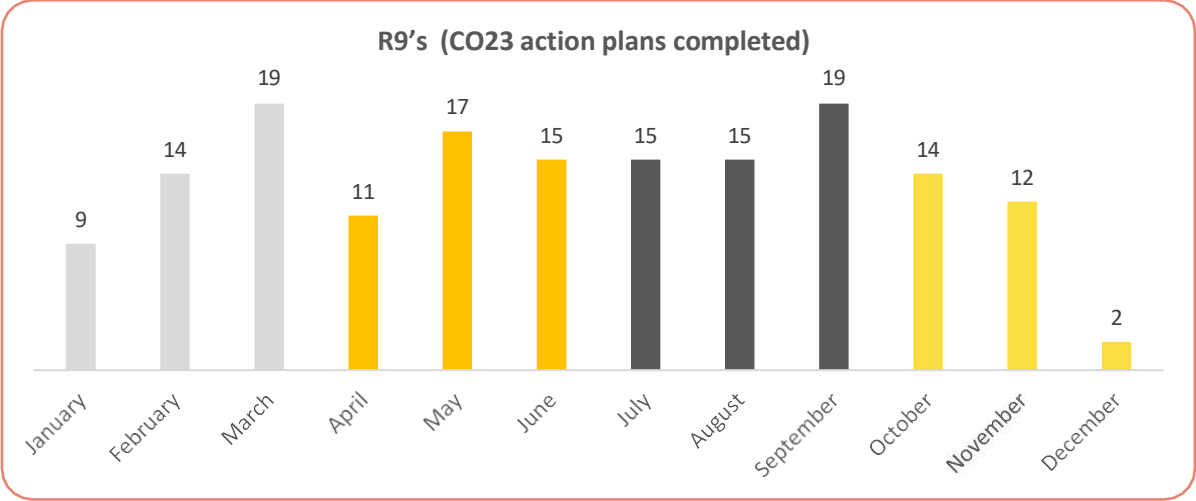
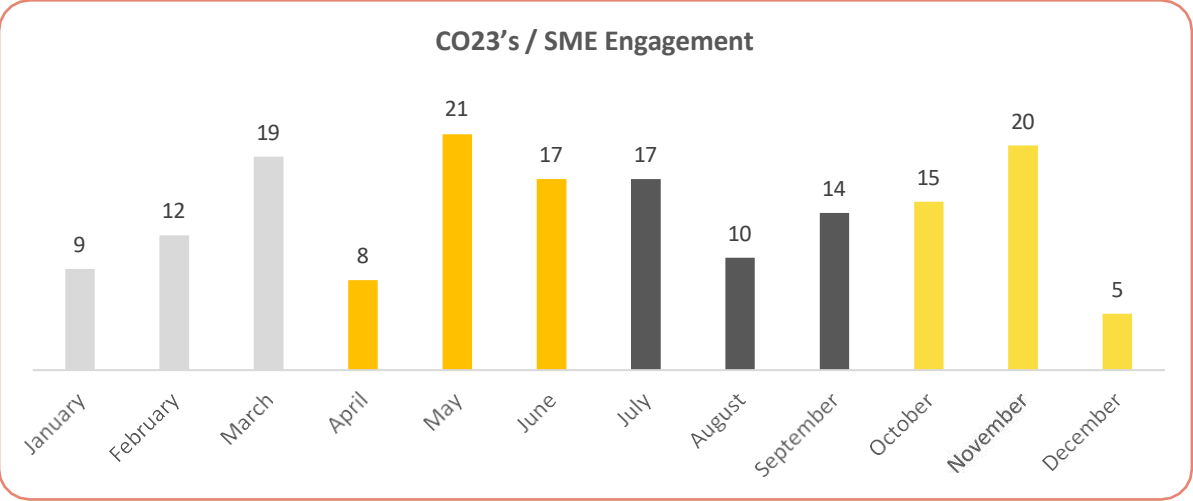
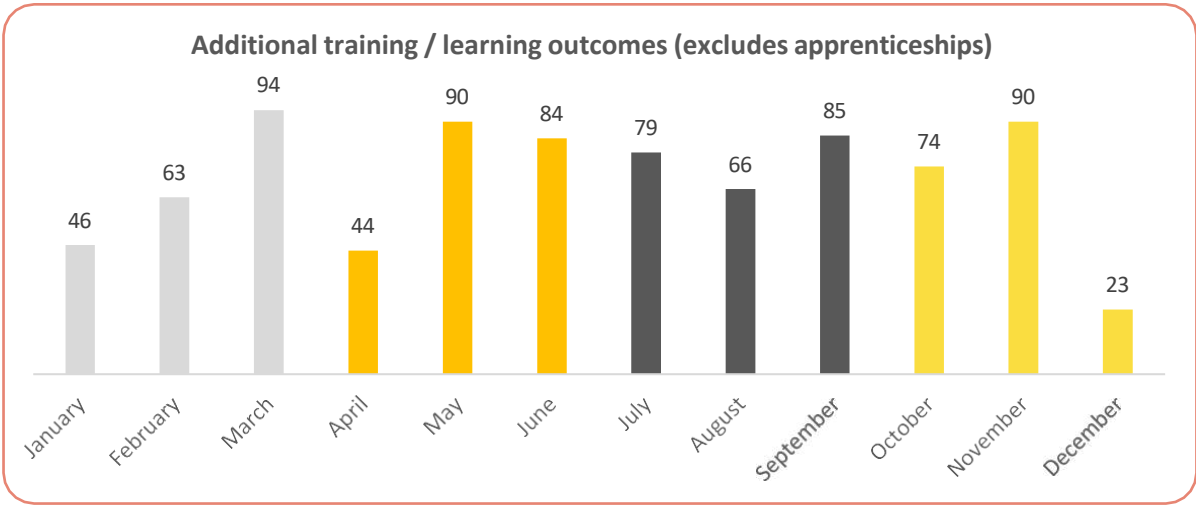
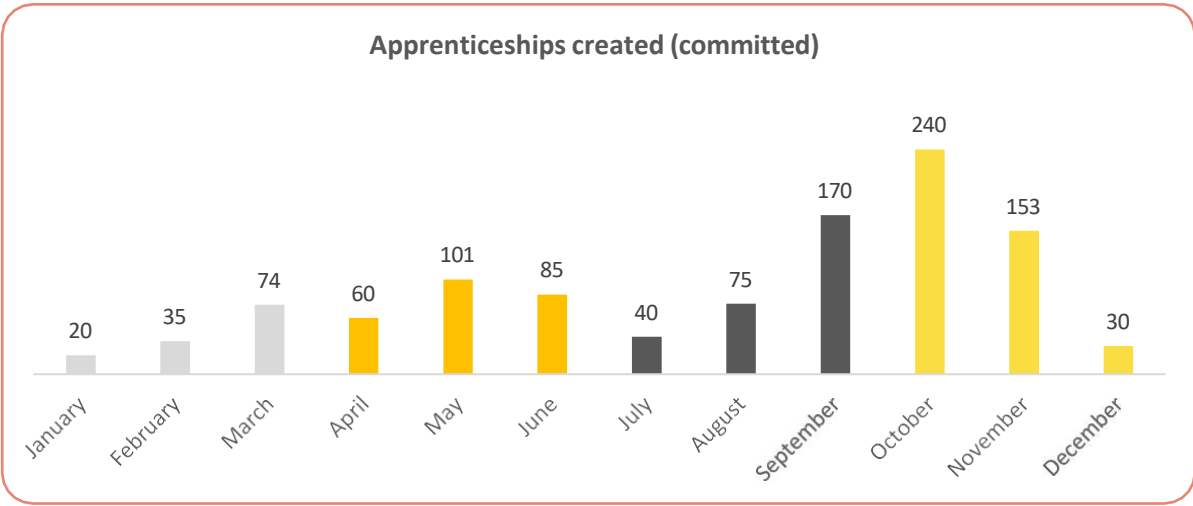
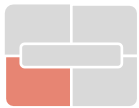


Skills	Q9	Q10	Q11	Q12	YEAR-3
Apprenticeships created (above the baseline)	129	246	285	423	1,083
Skills	Q9	Q10	Q11	Q12	YEAR-3
Additional training / learning outcomes (excludes apprenticeships)	203	218	230	187	838
Skills	Q9	Q10	Q11	Q12	YEAR-3
CO23's / SME Engagement	40	46	41	40	167
Skills	Q9	Q10	Q11	Q12	YEAR-3
R9's (CO23 action plans completed)	42	43	49	28	162

Skills	January	February	March	April	May	June	July	August	September	October	November	December
Apprenticeships created	20	35	74	60	101	85	40	75	170	240	153	30
Skills	January	February	March	April	May	June	July	August	September	October	November	December
Additional training / learning outcomes (excludes apprenticeships)	46	63	94	44	90	84	79	66	85	74	90	23
Skills	January	February	March	April	May	June	July	August	September	October	November	December
CO23's / SME Engagement	9	12	19	8	21	17	17	10	14	15	20	5
Skills	January	February	March	April	May	June	July	August	September	October	November	December
R9's (CO23 action plans completed)	9	14	19	11	17	15	15	15	19	14	12	2

SERVICE LINE FORECAST VIEW: Skills Service – Data Charts

NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.



SECTION – 3d:

Pipeline forecast for 2023

**SME CapEx Grants Service and Equity
Service**

- a) Data tables**
- b) Data charts**

SERVICE LINE FORECAST VIEW: SME CapEx Grants Service and Equity Service – Data Tables

NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.



SME CapEx Grants	Q9	Q10	Q11	Q12	YEAR-3
Jobs created (forecast / committed)	70	35	0	0	105
SME CapEx Grants	Q9	Q10	Q11	Q12	YEAR-3
Companies receiving grants Grants & Investments (Small Business Capital Growth Investment Fund)	8	5	0	0	13

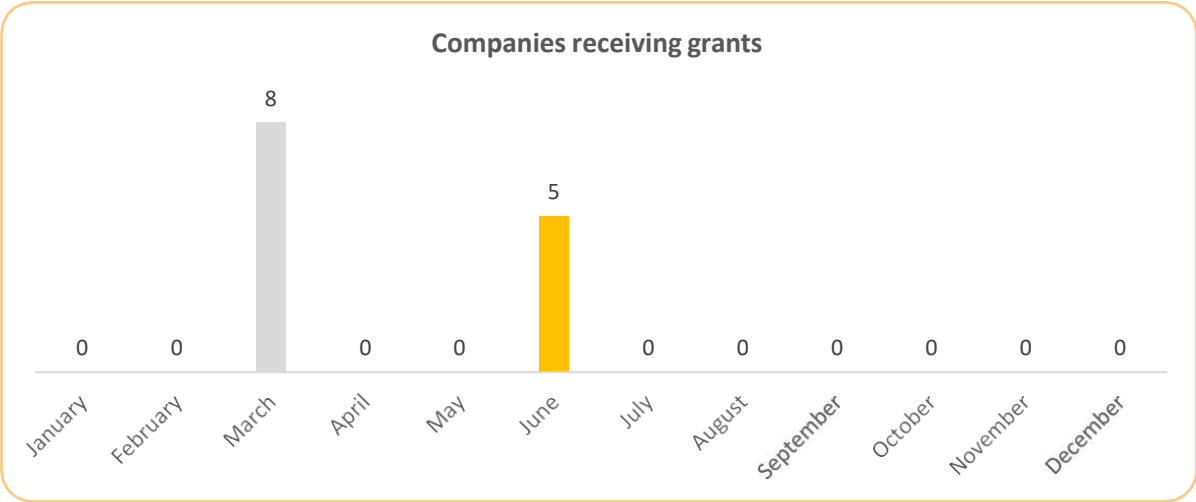
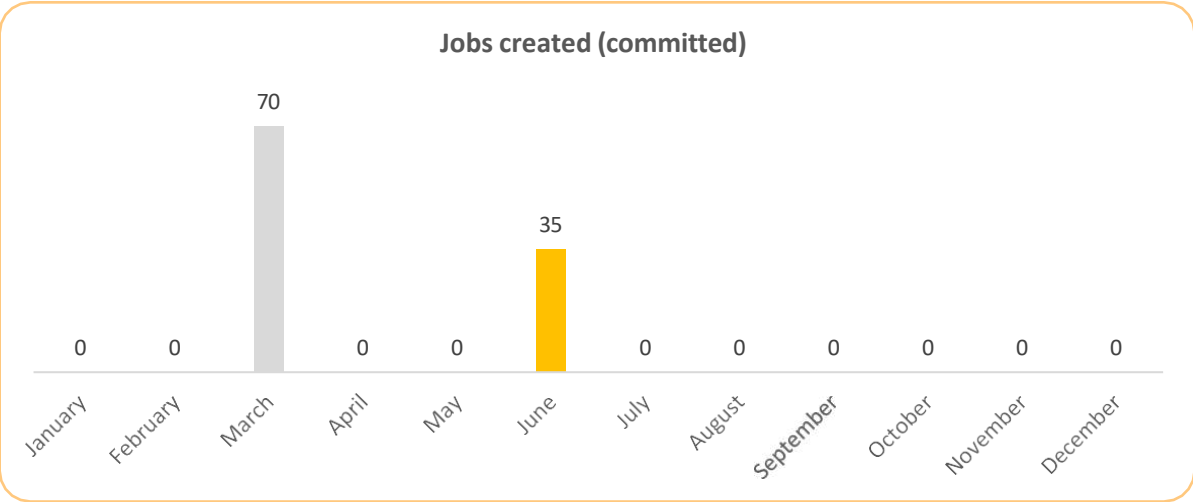
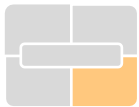
SME CapEx Grants	January	February	March	April	May	June	July	August	September	October	November	December
Jobs created	0	0	70	0	0	35	0	0	0	0	0	0
SME CapEx Grants	January	February	March	April	May	June	July	August	September	October	November	December
Companies receiving grants Grants & Investments (Small Business Capital Growth Investment Fund)	0	0	8	0	0	5	0	0	0	0	0	0

Equity	Q9	Q10	Q11	Q12	YEAR-3
Jobs created (forecast / committed)	30	40	60	80	210
Equity	Q9	Q10	Q11	Q12	YEAR-3
Small Business Capital Growth Investment equity (£ 000)	£750	£1,000	£1,500	£2,000	£5,250
Equity	Q9	Q10	Q11	Q12	YEAR-3
Number of equity investment projects between £150k & £250k	5	5	5	5	20

Equity	January	February	March	April	May	June	July	August	September	October	November	December
Jobs created	0	0	30	0	0	40	0	0	60	0	0	80
Equity	January	February	March	April	May	June	July	August	September	October	November	December
Small Business Capital Growth Investment equity (£ 000)	0	0	£750	0	0	£1,000	0	0	£1,500	0	0	£2,000
Equity	January	February	March	April	May	June	July	August	September	October	November	December
Number of equity investment projects between £150k & £250k	0	0	5	0	0	5	0	0	5	0	0	5

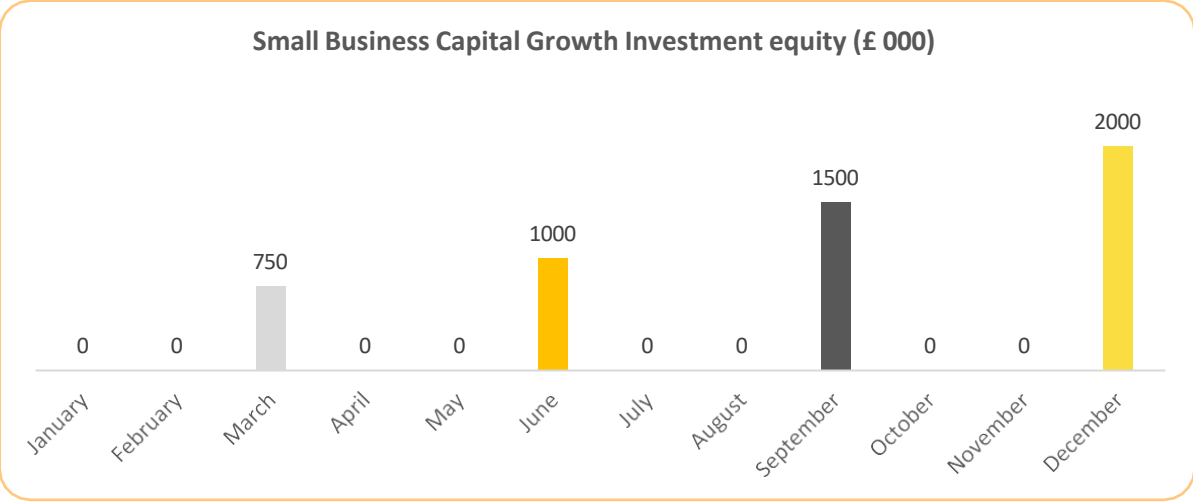
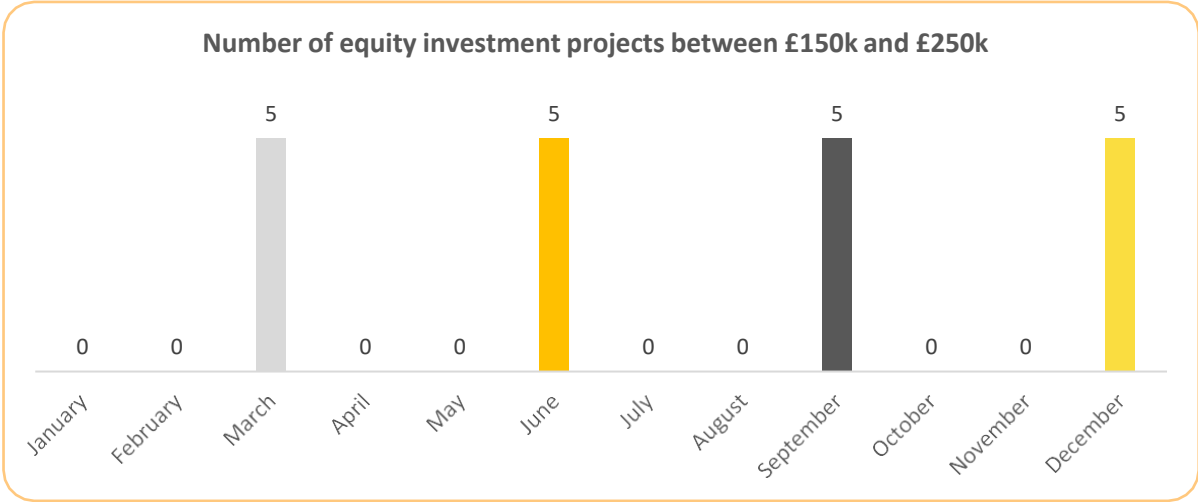
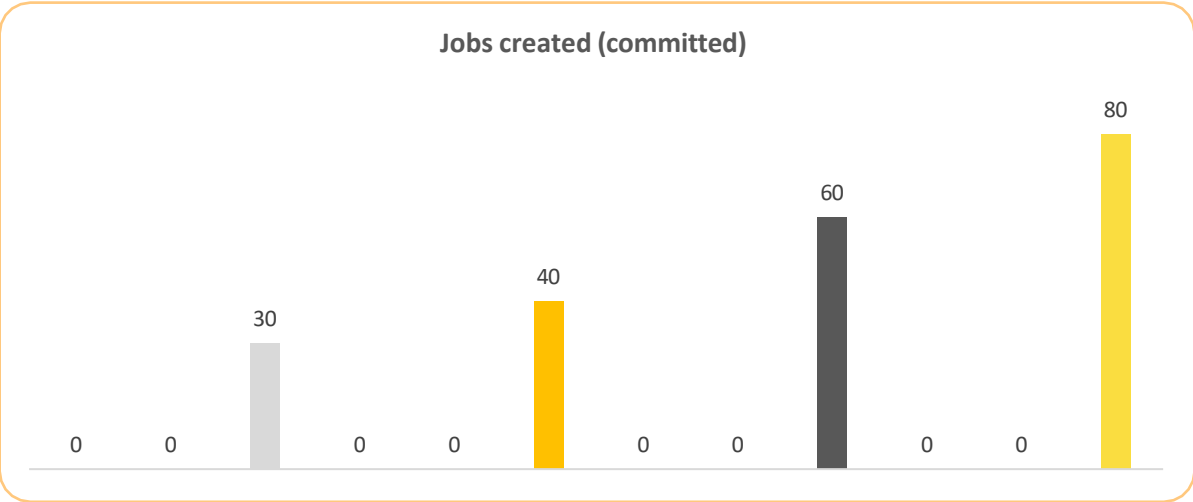
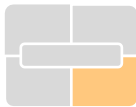
SERVICE LINE FORECAST VIEW: SME CapEx Grants Service – Data Charts

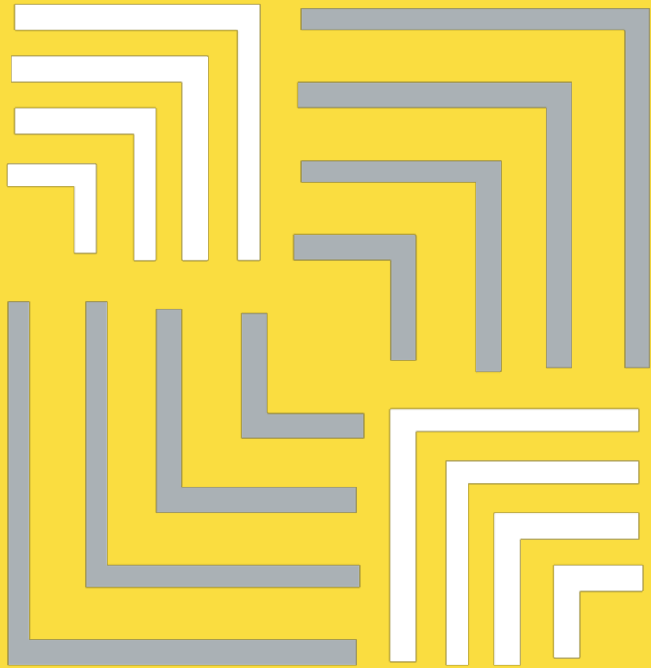
NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.



SERVICE LINE FORECAST VIEW: Equity Service – Data Charts

NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.





4. Innovation and Collaboration

Collaboration and Innovation – Coaching and Grants Service (36)

Collaboration

Working in partnership is key to YTKO's delivery activities and is the cornerstone of our company values.

Building on our initial efforts in Year11, we have continued to invest time in researching and growing a comprehensive list of business partners and have evolved this into a wider community of stakeholders who we not only keep informed via our social media and newsletter channels but also form the basis of our Community Events; one which took place at Longstowe Hall in the Summer of 2022 and another planned for Q9 of 2023. Stakeholders include contacts at various different levels in all District Councils, business networks, banks and professional services, industry associations, business and sector specific networks, technology parks, accelerators, incubators and innovation centres.

We also maintain a database of “Experts”, who not only provide services directly to SMEs in the region, but also write blogs for inclusion in our fortnightly newsletters. These efforts have enriched the service we provide to SMEs in the region.

Regarding the District Councils, we have established much closer ties with the majority of EDOs, meet with them regularly and distribute information quarterly as to the impact we have in their District. We also gather feedback from them as to how we can help them better.

We enhanced our working relationship with the Skills Service Line in 2022. Diagnosed customers, who have Skills requirements are automatically connected with the Skills team.

Field operatives from both teams work together on joint customer accounts and are able to pre-qualify leads for each other. As a result, we present ourselves as “One Growth Works” in front of our customers wherever possible.

Finally, in order to create more brand awareness for Growth Works, and thereby create more leads for our Business Partners, we engaged KISS Communications in Cambridge to run campaigns employing the very latest in digital measurement techniques.

These resulted in very pleasing open, response and click-through rates with target business leaders in the region.

Collaboration and Innovation – Coaching and Grants Service (37

Innovation

Internally, in the late Summer of 2022, we reorganised the Coaching and Grants Service Line to be even more focused on our business partners by creating a Business Development and Adviser team under Gary Parker. Our Business Development and Marketing efforts are fully aligned and provide a much closer and more supportive service to our Business Partners.

Again internally, some strategic hires were made in the Service Line Management Team and in Data Analysis, to further strengthen our capability to execute the business and to be able to use data more effectively in measurement and planning.

Externally, we continue to develop the Growth Champions Community with improvements in the calibre of and use of our “Experts”, running the launch event in the Summer, regular blog posting, etc. This is a work in progress, with the ultimate aim of providing a network of businesses and other entities that can work together to solve all kinds of business problems and foster growth across the entire region. A kind of “one-stop-shop” network for solutions.

All activities are designed to help "nudge" growing companies to understand the significant benefits that can come when you have external support, whether formally or informally, and to encourage a shift in mindset in their willingness to take this support.

Inclusion

We strive to be as inclusive as possible in all our service delivery activities. Women are very underrepresented in business, at best being calculated at 23% of the total SME business population. Within the high growth sector, the gender gap is naturally even greater, as the range of factors which deter or thwart growth ambition are even stronger inhibitors to achieving gender equality.

Concerning our Growth Works customers, we continue to be delighted that the proportion of female clients enrolled in the GS Service is ~40%, and ~30% in the GSA Service.

In the Coaching and Grants Service Line, the proportion of women is 47% overall and 40% in the Management Team.

Regarding our hiring principles, simply put, we hire based upon the anticipated ability of an individual to bring value to the team and to our customers.

Collaboration and Innovation – Skills Service (38)

Our Approach - Strategic Engagement with Employers:

Our ambition continues to see us engage strategically and collaboratively with employers across the Combined Authority area to identify and address the issues faced in seeking the skills and talent they need to grow.

During Q6 and Q7 we evolved our model to a Key Account Management approach, allowing more strategic engagement with key employers, district councils, multipliers and stakeholders (including providers) at both regional and local level.

As we move into Year-3 we will continue to innovate, adopting a more proactive and collaborate approach, working with the wider team and partners to deliver and integrate the service to create multiple engagement points for businesses and employers.

We start the year committed to a range of collaborative activities such as Skills Showcase Event, Regional Round Table discussions and the roll out of Local Skills Surgeries and workshops.

Organisational Structure – Integrated approach

We have positioned two senior team members across our education and employer functions to ensure we maximise opportunities across both internal delivery functions and wider GW service channels; mitigating risks of siloed, reactive service delivery.

In addition we have adopted a collaborative approach with CPCA to coordinate comms and campaigns linked to 'Flagship' projects and funded priorities e.g. Multiply, Bootcamps and other provision.

We're also committed to exploring the benefits of adding further capacity to the leadership team, better positioning the service with providers and anchor institutions.

Development Digital Talent Platform / Diagnostics & support for businesses, individuals, and providers:

We have improved usability and functionality of the platform and Talent Development Maturity Index (TDMI) and through listening, adapting and evolving will continue to do so throughout Yr3.

We have found that completion of the Talent Development Maturity Index, which provides diagnostic analysis of an organisation's approach to people management, enables a far richer more productive conversation with businesses.

Until recently the TDMI has been undertaken alongside one of our team, however we have enabled easier access to the tool, allowing organisations to 'self-serve' and access the corresponding report.

Collaboration and Innovation – Skills Service (39)

This supports a greater number of organisations to better understand the issues they face and identify solutions that are most likely to work. Making it easier, to support organisations to engage in strategic conversations about talent and growth.

Connecting education with industry / enterprise – Calendar Functionality

The Schools Events Calendar with enhanced functionality allows schools to list events that employers can volunteer to support.

Our calendar provides a more sustainable, innovative solution to employer engagement and links volunteering opportunities for businesses and individuals with 'Talent Pledge', allowing wider engagement for volunteering across the region.

It aligns closely with the ambitions of the Careers Hub that will launch in January 2023 and will be overseen by the EC's and CPCA CEC Leadership.

Collaboration and Innovation – Inward Investment Service (40

Collaboration

Throughout Year-2 we have engaged extensively with local partners across the region, and will continue to build on this into Year-3 delivery:

- Peterborough: included Smart Manufacturing Alliance (SMA) in an Inward Investment programme to host an international delegation of innovative start-ups, including smart manufacturing companies, supported by the Confederation of Indian Industry and DIT. The objective was to explain about the thriving regional ecosystem and the role that SMA play in supporting the industry in the region and Peterborough.
- East Cambridgeshire: Engaged on a site search for a hotel and leisure park development inward investment enquiry for a 12-hectare site on which to build a £200m 500 – 600 key family hotel resort and indoor leisure water park development employing 750 people. Also, collaborated on the updating of the DIT Funding and Incentives tool.
- South Cambridgeshire: Collaborated to identify suitable property options for Optalysys, a very innovative UK Semiconductor company.
- Cambridge City: Engaged in relation to two new R&D investments from semiconductor companies SiFive and Codasip that established in Cambridge. Collaborated on ARG funded project to offer support to 30+ Cambridge companies through Cambridge Go Global programme.
- Fenland: Collaborated on-site search for Prathista Industries and worked closely with FDC, including their CEO, to secure this high value investment opportunity for Fenland.
- Huntingdonshire: Collaborated on the updating of the DIT Funding and Incentives tool. Engaged with Huntingdonshire District Council to identify potential sites for Navtek Solutions, Ceylon Detergents, Prathista Industries, Al Rawasy and an Confidential Indian fashion and jewellery e-commerce business. Introduced to potential investor EMGuidance. Attended Battery Sector Workshop organised to get a better understanding about the offering for potential investors in the industry.
- All DCs: All DCs were approached in relation to a wider number of investment opportunities including Astron Electric, Confidential hydrogen R&D testing facility, Üner Plastik AS, Unique Norfolk Venues, etc. looking for potential sites in CPCA.

Collaboration and Innovation – Inward Investment Service (41

Innovation

Market Access Programmes

In support of the levelling up agenda, in Year-2 we ran a Market Access Programme for the Advanced Manufacturing sector. The objective was to promote the regional capabilities in the industry on the global stage to encourage and support companies looking at expanding internationally to establish in CPCA, which is a region that is not as well known in Advanced Manufacturing as it is in other industries like Life Sciences or AI.

Inward Investment engaged with OP, SMA, HDC and ECDC to involve them in the preparation of the programme. Furthermore, the event took place on the 6th December 2022 and the team is now in the process of following up with the participants and wider applicants (+30), process that will likely end up with specific potential opportunities for the above DCs.

We want to build on the success of this programme, and plan to run a programme to promote the strengths of Fenland to attract Agri-tech investments. In 2022, Inward Investment commissioned a piece of Research to NIAB to articulate the Agri-tech market opportunity in CPCA with a focus on Fenland.

Over the past few months, we have engaged with all the DCs so that they can have the opportunity to input on this piece of work that is going to be used to market the opportunity nationally and internationally and to promote the Agri-tech Market Access Programme.

Cambridge Tech Week

Collaboration with Cambridge Wireless and Cambridge& regarding potential joint marketing of Cambridge Tech Week to an audience of international investors.

Year 3

We will continue to engage all local partners and authorities giving them the opportunity to promote their offering in all DIT sector propositions, input into DIT opportunities, client presentations, and to meet potential investors that are a good fit.

Collaboration and Innovation – Equity Service

Innovation

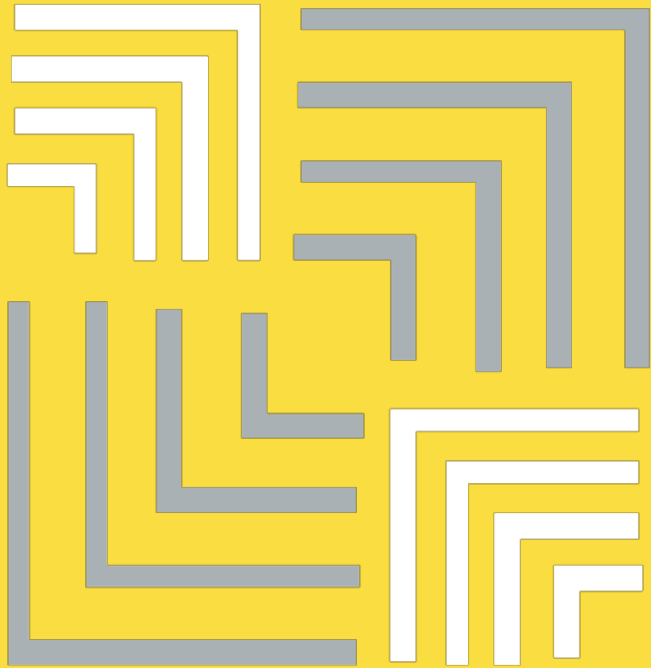
Having successfully relaunched the Growth Works with Equity offering in Autumn 2022, we are continuing to generate a strong pipeline of high-quality applicants that meet our eligibility criteria. Key milestones to date include the transition to an online application form which has significantly streamlined the application process for potential investee companies and quickly allows our team to assess the suitability and viability of the investment proposition.

In early 2023 we will further develop this online form including the development of additional functionality that will produce an indicative score based on the responses submitted. We will also look to develop the way we present potential equity investments to the Investment Panel based on feedback provided when presenting NoBacz and Credenxia.

The revised format will include a more consistent approach to the presentation of key documentation and supporting information to enable panel members to quickly digest large amounts of detailed information. Following a re-evaluation of the level of due diligence required to make informed decisions, we have rationalised and agreed appropriate checks and balances with the CPCA to ensure appropriate levels of due diligence are sourced during the scrutiny process.

Collaboration

Our ability to generate strong demand for Growth Works with Equity is dependent on the equity service working collaboratively with both external partners and internal Growth Works colleagues. In 2023 we are looking to successfully leverage relationships with multipliers by running joint pitch competitions events to raise awareness of the Growth Works with Equity offer to both potential applicant companies and VCs, Fund Managers and Angel Investors looking to source co-investment. We are also looking to integrate the equity service offering into the inward investment proposition to companies considering expanding into the Cambridgeshire and Peterborough region from overseas or elsewhere in the UK. We are also continuing to seek out opportunities to work more closely with the professional services firms in the region who can promote our offer to their customers.



5. Area Performance Packs



SECTION – 2a:

Partner Performance Pack

Cambridge City Council

Year Two Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.



Our performance against the leading contracted metrics...

In delivering diagnostics to businesses, the companies we engaged with cited a range of barriers to growth...

To support coaching some SMEs benefited from a revenue grant.



66½ Jobs created (committed)



74 Businesses provided with a Growth Diagnostic



24 Businesses starting coaching assignments



22 Businesses starting a coaching journey




15 Businesses completing a coaching journey

Stated Challenge	Responses Cited
Need growth finance	56
Need to find the right new people	50
Need to improve skills deficits in current team	14
Need more effective people development strategy	10
Need new equipment	30
Need bigger premises	30
Need to improve productivity	13
Need more effective marketing	38
Need more effective sales	26
Need more effective growth strategy	26
Need more effective leadership and management	6
Other	20

TOTAL BY GEOGRAPHY 319



12 Revenue grant awards made to local firms



SME Revenue Grant Awards

£87,873

Awarded in Revenue Grants

Year Two Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services





Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.





Inward Investment performance against the leading contracted metrics...

-  **285** Jobs created (committed)
-  **4** Inward Investment successes landed locally
-  **0** Active projects with this CC as the preferred UK location

Skills performance against the leading contracted metrics...

-  **85** Apprenticeships created (committed)
-  **33** Additional training and learning outcomes
-  **5** CO23's in place / SME engagement
-  **4** R9 (CO23 action plans) completed

SME CapEx Grants and Equity placement performance against the leading metrics...

-  **33** Jobs created (committed) from CapEx grant awards
-  **3** SME CapEx grant awards made to local firms

Year Two Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services



CCC

Performance Indicator Scorecard Summary for the period 1 January to 16th December 2022.

Inward Investment Successes

 Netherlands	 Germany
 • Life Sciences	 • Life Sciences
 Turkey	 United States
 • Food & Drink	 • Technology

CEC Contract 14 Schools / Colleges

	(Aug) 13 Of 14 eligible schools
	(Dec) 14 engaged in CEC
	(Aug) 8 Of schools engaged have
	(Dec) 11 completed a Compass

SME Capital Growth Awards

	£207,214
Awarded in Capital Growth Funding to local Small Businesses	

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants (50/2)

CCC

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	11	£81,373.37	£7,397.58	38.5	£2,113.59
Revenue Grant (LGF)	1	£6,500.00	£6,500.00	1	£6,500.00
SME CapEx Grant	3	£207,213.95	£69,071.32	33	£6,279.21
	16	£295,087.32	£19,672.49	72.5	£4,070.17

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Cambridge Gan Devices	CapEx	£72,105.00	10	£7,210.50	Feb-22
Jacks Gelato	CapEx	£88,696.99	16	£5,543.56	Mar-22
Smart Solutions	CapEx	£46,411.96	7	£6,630.28	Mar-22
		£207,087.32	33	£6,070.17	

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants (51/2)

CCC

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
The Cambridge Food Company	LGF	£6,500.00	1	£6,500.00	Apr-22
Essential Parent	ERDF	£6,250.00	3	£2,083.33	Feb-22
Sorex Sensors	ERDF	£6,600.00	1	£6,600.00	Feb-22
52 North Health	ERDF	£6,406.37	1	£6,406.37	Mar-22
Go Glass	ERDF	£7,622.50	1	£7,622.50	Mar-22
IOTAS	ERDF	£7,075.00	1	£7,075.00	Apr-22
SimSage	ERDF	£5,950.00	4.5	£1,322.22	Apr-22
Socrates	ERDF	£10,000.00	7	£1,428.57	Jul-22
Douce	ERDF	£8,490.00	8	£1,061.25	Aug-22
Fitzbillies	ERDF	£6,379.50	5	£1,275.90	Oct-22
Ellutia	ERDF	£4,100.00	2	£2,050.00	Nov-22
SenSage	ERDF	£12,500.00	5	£2,500.00	Dec-22
		£87,873.37	39.5	£2,224.64	



SECTION – 2b:

Partner Performance Pack

East Cambridgeshire District Council

Year Two Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.

Our performance against the leading contracted metrics...

In delivering diagnostics to businesses, the companies we engaged with cited a range of barriers to growth...

To support coaching some SMEs benefited from a revenue grant.



55 Jobs created (committed)



79 Businesses provided with a Growth Diagnostic



16 Businesses starting coaching assignments



13 Businesses starting a coaching journey



16 Businesses completing a coaching journey


Stated Challenge	Responses Cited	
Need growth finance	64	<div></div>
Need to find the right new people	59	<div></div>
Need to improve skills deficits in current team	22	<div></div>
Need more effective people development strategy	7	<div></div>
Need new equipment	47	<div></div>
Need bigger premises	31	<div></div>
Need to improve productivity	23	<div></div>
Need more effective marketing	25	<div></div>
Need more effective sales	18	<div></div>
Need more effective growth strategy	21	<div></div>
Need more effective leadership and management	12	<div></div>
Other	19	<div></div>

TOTAL BY GEOGRAPHY 348



2 Revenue grant awards made to local firms

SME Revenue Grant Awards



£12,091




Awarded in Revenue Grants

Year Two Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services





Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.





Inward Investment performance against the leading contracted metrics...

-  0 Jobs created (committed)
-  0 Inward Investment successes landed locally
-  0 Active projects with this DC as the preferred UK location

Skills performance against the leading contracted metrics...

-  5 Apprenticeships created (committed)
-  0 Additional training and learning outcomes
-  0 CO23's in place / SME engagement
-  4 R9 (CO23 action plans) completed

SME CapEx Grants and Equity placement performance against the leading metrics...

-  71 Jobs created (committed) from CapEx grant awards
-  7 SME CapEx grant awards made to local firms



Year Two Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services

ECDC

Performance Indicator Scorecard Summary for the period 1 January to 16th December 2022

Inward Investment Success

CEC Contract - 8 Schools / Colleges

-  (Aug) 8 Of 8 eligible schools
(Dec) 8 engaged in CEC
-  (Aug) 8 Of schools engaged have
(Dec) 7 completed a Compass

SME Capital Growth Awards

 **£329,262**

Awarded in Capital Growth Funding to local Small Businesses

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants

ECDC

NOTE: data is to 16th December 2022.

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	2	£12,091.00	£6,045.50	6	£2,015.17
Revenue Grant (LGF)	0	£0.00	£0.00	0	£0.00
SME CapEx Grant	7	£329,262.14	£47,037.45	71	£4,637.49
	9	£341,353.14	£37,928.13	77	£4,433.16

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Assynt	CapEx	£24,102.92	4	£6,025.73	Jan-22
Biologic	CapEx	£53,032.51	20	£2,651.63	Apr-22
Biologic Tech	CapEx	£53,032.51	20	£2,651.63	Jan-22
Silver Oak	CapEx	£100,000.00	12	£8,333.33	May-22
Sigma Embroidery and Printing Ltd	CapEx	£22,966.20	4	£5,741.55	Aug-22
VIP Polymers	CapEx	£46,128.00	7	£6,589.71	Aug-22
Ely Skip Hire	CapEx	£30,000.00	4	£7,500.00	Dec-22
		£346,716.98	61	£5,683.16	

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
OGPM	ERDF	£6,750.00	1	£6,750.00	Mar-22
Ely Skip Hire	ERDF	£5,341.00	5	£1,068.20	Nov-22
		£12,091.00	6	£2,015.17	



SECTION – 2c:

Partner Performance Pack

Fenland District Council

Year Two Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.

FDC

Our performance against the leading contracted metrics...

In delivering diagnostics to businesses, the companies we engaged with cited a range of barriers to growth...

To support coaching some SMEs benefited from a revenue grant.



190 Jobs created (committed)



168 Businesses provided with a Growth Diagnostic



23 Businesses starting coaching assignments



23 Businesses starting a coaching journey



18 Businesses completing a coaching journey


Stated Challenge	Responses Cited
Need growth finance	61
Need to find the right new people	60
Need to improve skills deficits in current team	19
Need more effective people development strategy	10
Need new equipment	52
Need bigger premises	28
Need to improve productivity	20
Need more effective marketing	32
Need more effective sales	22
Need more effective growth strategy	29
Need more effective leadership and management	4
Other	19

TOTAL BY GEOGRAPHY 356



5 Revenue grant awards made to local firms

SME Revenue Grant Awards



£20,686




Awarded in Revenue Grants

Year Two Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services





Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.

FDC

Inward Investment performance against the leading contracted metrics...

-  **18** Jobs created (committed)
-  **1** Inward Investment successes landed locally
-  **0** Active projects with this DC as the preferred UK location

Skills performance against the leading contracted metrics...

-  **25** Apprenticeships created (committed)
-  **79** Additional training and learning outcomes
-  **10** CO23's in place / SME engagement
-  **4** R9 (CO23 action plans) completed

SME CapEx Grants and Equity placement performance against the leading metrics...

-  **21** Jobs created (committed) from CapEx grant awards
-  **3** SME CapEx grant awards made to local firms

Year Two Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services

FDC

Performance Indicator Scorecard Summary for the period 1 January to 16th December 2022



UK Inbound
• Food & Drink



(Aug) 6 Of 6 eligible schools
(Dec) 6 engaged in CEC



(Aug) 6 Of schools engaged have
(Dec) 6 completed a Compass



SME Capital Growth Awards

£144,718

Awarded in Capital Growth
Funding to local Small Businesses

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants

NOTE: data is to 16th December 2022.

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	5	£20,686.04	£4,137.21	16	£1,292.88
Revenue Grant (LGF)	0	£0.00	£0.00	0	£0.00
SME CapEx Grant	3	£144,718.00	£48,239.33	21	£6,891.33
	8	£165,404.04	£20,675.51	37	£4,470.38

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
South & Son	CapEx	£27,225.00	4	£6,806.25	Mar-22
StocksAG Ltd	CapEx	£93,628.00	13	£7,202.15	May-22
Fenland Leisure	CapEx	£23,865.00	4	£5,966.25	Oct-22
		£144,718.00	21	£6,891.33	

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Hair and Beauty Hub Ltd	ERDF	£5,905.00	1	£5,905.00	Apr-22
Chokshi	ERDF	£7,440.00	12	£620.00	May-22
Lilac HR	ERDF	£2,387.50	1	£2,387.50	May-22
Qualitetch Components	ERDF	£1,153.54	1	£1,153.54	Jun-22
South and son	ERDF	£3,800.00	1	£3,800.00	Jul-22
		£20,686.04	16	£1,292.88	



SECTION – 2d:

Partner Performance Pack

Huntingdonshire District Council

Year Two Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.


HDC

Our performance against the leading contracted metrics...

In delivering diagnostics to businesses, the companies we engaged with cited a range of barriers to growth...

To support coaching some SMEs benefited from a revenue grant.

 **155½** Jobs created (committed)

 **354** Businesses provided with a Growth Diagnostic


 **56** Businesses starting coaching assignments

 **55** Businesses starting a coaching journey


 **44** Businesses completing a coaching journey

Stated Challenge	Responses Cited	
Need growth finance	160	<div></div>
Need to find the right new people	166	<div></div>
Need to improve skills deficits in current team	65	<div></div>
Need more effective people development strategy	35	<div></div>
Need new equipment	121	<div></div>
Need bigger premises	56	<div></div>
Need to improve productivity	58	<div></div>
Need more effective marketing	139	<div></div>
Need more effective sales	72	<div></div>
Need more effective growth strategy	89	<div></div>
Need more effective leadership and management	25	<div></div>
Other	64	<div></div>

TOTAL BY GEOGRAPHY 1,050

 **16** Revenue grant awards made to local firms

SME Revenue Grant Awards

 **£92,697**

Awarded in Revenue Grants

Year Two Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.

HDC

Inward Investment performance against the leading contracted metrics...



0 Jobs created (committed)



0 Inward Investment successes landed locally



0 Active projects with this DC as the preferred UK location

Skills performance against the leading contracted metrics...



10 Apprenticeships created (committed)



19 Additional training and learning outcomes



15 CO23's in place / SME engagement



10 R9 (CO23 action plans) completed

SME CapEx Grants and Equity placement performance against the leading metrics...



38 Jobs created (committed) from CapEx grant awards



4 SME CapEx grant awards made to local firms

Year Two Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services

HDC

Performance Indicator Scorecard Summary for the period 1 January to 16 December 2022

CEC Contract 10 Schools / Colleges

SME Capital Growth Awards



(Aug) 8 Of 10 eligible schools
(Dec) 9 engaged in CEC



(Aug) 7 Of schools engaged have
(Dec) 7 completed a Compass



£287,560

Awarded in Capital Growth
Funding to local Small Businesses

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants (66 /2)

HDC

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	15	£86,197.13	£5,746.48	56	£1,539.23
Revenue Grant (LGF)	1	£6,500.00	£6,500.00	2.5	£2,600.00
SME CapEx Grant	4	£287,559.50	£71,889.88	38	£7,567.36
	20	£380,256.63	£19,012.83	96.5	£3,940.48

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Paragraf	CapEx	£150,000.00	20	£7,500.00	Jan-22
Global Partnerships Ltd	CapEx	£41,200.00	5	£8,240.00	Jul-22
AC Composites	CapEx	£33,609.50	4	£8,402.38	Dec-22
Photofab	CapEx	£62,750.00	9	£6,972.22	Dec-22
		£287,559.50	38	£7,567.36	

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants (67 /2)

HDC

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
River Tea Rooms	LGF	£6,500.00	2.5	£2,600.00	Apr-22
Spetses Ltd	ERDF	£6,000.00	3	£2,000.00	Jan-22
Waterworx Plumbing and Heating Services Ltd	ERDF	£5,000.00	3	£1,666.67	Jan-22
Nicholas Hythe	ERDF	£2,275.00	2	£1,137.50	Mar-22
Positive Futures Recruitment	ERDF	£2,760.00	4	£690.00	Mar-22
Prestons Health	ERDF	£5,598.13	2	£2,799.07	Apr-22
Emotive AI Solutions	ERDF	£6,490.00	4	£1,622.50	May-22
42 Technology Ltd	ERDF	£5,562.00	2	£2,781.00	May-22
Faux Creation	ERDF	£7,500.00	3	£2,500.00	May-22
Titan Boat Canopies Ltd	ERDF	£6,000.00	1	£6,000.00	May-22
42 Technology Ltd	ERDF	£5,562.00	7	£794.57	Jun-22
Titan Motorsport	ERDF	£7,410.00	2	£3,705.00	Jun-22
VHS Cleaning	ERDF	£4,500.00	15	£300.00	Jun-22
Active Food Systems t/a Synergy Grill	ERDF	£5,310.00	3	£1,770.00	Jul-22
Avarta Ltd (Tea cups London)	ERDF	£4,000.00	1	£4,000.00	Nov-22
Paragraf	ERDF	£12,230.00	4	£3,057.50	Dec-22
		£92,697.13	58.5	£1,584.57	



SECTION – 2e:

Partner Performance Pack

Peterborough City Council

Year Two Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.


PCC

Our performance against the leading contracted metrics...

In delivering diagnostics to businesses, the companies we engaged with cited a range of barriers to growth...

To support coaching some SMEs benefited from a revenue grant.

 **276½** Jobs created (committed)

 **354** Businesses provided with a Growth Diagnostic


 **64** Businesses starting coaching assignments

 **58** Businesses starting a coaching journey


 **64** Businesses completing a coaching journey

Stated Challenge	Responses Cited	
Need growth finance	209	<div></div>
Need to find the right new people	227	<div></div>
Need to improve skills deficits in current team	90	<div></div>
Need more effective people development strategy	60	<div></div>
Need new equipment	141	<div></div>
Need bigger premises	77	<div></div>
Need to improve productivity	70	<div></div>
Need more effective marketing	198	<div></div>
Need more effective sales	120	<div></div>
Need more effective growth strategy	118	<div></div>
Need more effective leadership and management	49	<div></div>
Other	69	<div></div>

TOTAL BY GEOGRAPHY 1,428

 **34** Revenue grant awards made to local firms

SME Revenue Grant Awards

 **£231,130**

Awarded in Revenue Grants

Year Two Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.

PCC

Inward Investment performance against the leading contracted metrics...

-  **20** Jobs created (committed)
-  **1** Inward Investment successes landed locally
-  **0** Active projects with this CC as the preferred UK location

Skills performance against the leading contracted metrics...

-  **116** Apprenticeships created (committed)
-  **479** Additional training and learning outcomes
-  **33** CO23's in place / SME engagement
-  **17** R9 (CO23 action plans) completed

SME CapEx Grants and Equity placement performance against the leading metrics...

-  **66** Jobs created (committed:
 - 52 = SME CapEx Grants
 - 14 = Equity placement
-  **7** SME CapEx grant awards made to local firms
-  **1** £250,000 Small Business Capital Growth Investment equity placement confirmed

Year Two Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services

PCC

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022



UK Inbound
• Financial &
Professional
Services



(Aug) 21 Of 21 eligible schools
(Dec) 21 engaged in CEC



(Aug) 17 Of schools engaged have
(Dec) 16 completed a Compass



SME Capital Growth Awards

£558,435

Awarded in Capital Growth
Funding to local Small Businesses

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants (72 /3)

PCC

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	28	£196,488.50	£7,017.45	58.5	£3,358.78
Revenue Grant (LGF)	6	£34,641.25	£5,773.54	15	£2,309.42
SME CapEx Grant	7	£308,435.29	£44,062.18	52	£5,931.45
	41	£539,565.04	£13,160.12	125.5	£4,299.32

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Fisherprint Ltd	CapEx	£60,000.00	13	£4,615.38	Jan-22
GH Displays Ltd	CapEx	£27,850.00	4	£6,962.50	Jan-22
Recoup	CapEx	£20,009.29	3	£6,669.76	Feb-22
Alrose Products	CapEx	£20,076.00	4	£5,019.00	Apr-22
Photocentric	CapEx	£105,000.00	15	£7,000.00	May-22
AGN	CapEx	£25,500.00	3	£8,500.00	Jul-22
Flexi Print Shop	CapEx	£50,000.00	10	£5,000.00	Sep-22
		£308,435.28	52	£5,931.45	

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Gurkha Durbaar	LGF	£6,500.00	8	£812.50	Feb-22
GGM Accounting	LGF	£4,350.00	1	£4,350.00	Apr-22
Henson Crisp	LGF	£4,300.00	1	£4,300.00	Apr-22

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants (73 /3)

PCC

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Aim a little higher	LGF	£4,563.75	2	£2,281.88	Jul-22
EF Engineering	LGF	£10,000.00	2	£5,000.00	Jul-22
Hera Beauty	LGF	£4,927.50	1	£4,927.50	Sep-22
Projekt Rising	ERDF	£5,110.00	2	£2,555.00	Jan-22
CalmaBaby	ERDF	£6,500.00	1	£6,500.00	Feb-22
DT Architects	ERDF	£6,480.00	3	£2,160.00	Feb-22
Innate Essence	ERDF	£6,500.00	1	£6,500.00	Feb-22
Instant Homes	ERDF	£6,500.00	3	£2,166.67	Feb-22
Moto Broking Ltd	ERDF	£6,500.00	4	£1,625.00	Feb-22
Playfords	ERDF	£6,500.00	2	£3,250.00	Feb-22
RECOUP	ERDF	£2,750.00	1	£2,750.00	Feb-22
DC Norris and Co	ERDF	£6,600.00	5	£1,320.00	Mar-22
Jack & Grace	ERDF	£3,075.00	0.5	£6,150.00	Mar-22
Alrose	ERDF	£4,875.00	1	£4,875.00	Apr-22
Secret Source	ERDF	£6,500.00	1.5	£4,333.33	Apr-22
C Braithwaites Ltd	ERDF	£4,250.00	1.5	£2,833.33	May-22
J E Coakley Ltd (t/a RxSport)	ERDF	£6,500.00	3	£2,166.67	May-22
Circle Fire Electrical	ERDF	£5,950.00	3.5	£1,700.00	Jul-22
Ideal Power	ERDF	£9,982.50	2	£4,991.25	Jul-22
IPM Global Mobility Ltd	ERDF	£10,000.00	2	£5,000.00	Jul-22
Olympus Automation Ltd t/a OAL Group	ERDF	£6,692.00	2	£3,346.00	Jul-22

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants (74/3)

PCC

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
G7th	ERDF	£10,000.00	1.5	£6,666.67	Aug-22
Hydromarque	ERDF	£10,000.00	3	£3,333.33	Aug-22
Soak Rochford	ERDF	£6,500.00	2	£3,250.00	Oct-22
Hapi Hemp	ERDF	£10,500.00	1	£10,500.00	Dec-22
Young Technicians Academy	ERDF	£9,750.00	2	£4,875.00	Dec-22
Dalrod	ERDF	£8,955.00	2	£4,477.50	Sep-22
ECVA	ERDF	£9,600.00	4	£2,400.00	Sep-22
Opperman Plans Lts	ERDF	£9,944.00	1	£9,944.00	Sep-22
Media Matters	ERDF	£5,825.00	1	£5,825.00	Nov-22
Stamford Bespoke Kitchens	ERDF	£4,150.00	2	£2,075.00	Nov-22
		£231,129.75	73.5	£3,144.62	



SECTION – 2f:

Partner Performance Pack

South Cambridgeshire District Council

Year Two Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.




Our performance against the leading contracted metrics...

In delivering diagnostics to businesses, the companies we engaged with cited a range of barriers to growth...

To support coaching some SMEs benefited from a revenue grant.

 **544½** Jobs created (committed)

 **223** Businesses provided with a Growth Diagnostic


 **71** Businesses starting coaching assignments

 **64** Businesses starting a coaching journey

 **75** Businesses completing a coaching journey

Stated Challenge	Responses Cited	
Need growth finance	203	<div></div>
Need to find the right new people	212	<div></div>
Need to improve skills deficits in current team	59	<div></div>
Need more effective people development strategy	49	<div></div>
Need new equipment	96	<div></div>
Need bigger premises	60	<div></div>
Need to improve productivity	54	<div></div>
Need more effective marketing	148	<div></div>
Need more effective sales	118	<div></div>
Need more effective growth strategy	102	<div></div>
Need more effective leadership and management	33	<div></div>
Other	51	<div></div>

TOTAL BY GEOGRAPHY 1,185

 **22** Revenue grant awards made to local firms

SME Revenue Grant Awards

 **£199,887**

Awarded in Revenue Grants





Year Two Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.

Inward Investment performance against the leading contracted metrics...

-  **26** Jobs created (committed)
-  **3** Inward Investment successes landed locally
-  **0** Active projects with this DC as the preferred UK location

Skills performance against the leading contracted metrics...

-  **10** Apprenticeships created (committed)
-  **0** Additional training and learning outcomes
-  **8** CO23's in place / SME engagement
-  **1** R9 (CO23 action plans) completed

SME CapEx Grants and Equity placement performance against the leading metrics...

-  **40** Jobs created (committed) from CapEx grant awards
-  **5** SME CapEx grant awards made to local firms

Year Two Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services

SCDC

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022

Inward Investment Successes



Netherlands
• Technology




Canada
• Life Sciences




Spain
• Life Sciences

CEC Contract 13 Schools / Colleges



(Aug) 13 Of 13 eligible schools
(Dec) 13 engaged in CEC



(Aug) 8 Of schools engaged have
(Dec) 7 completed a Compass

SME Capital Growth Awards



£214,093
Awarded in Capital Growth
Funding to local Small Businesses

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants

SCDC

NOTE: data is to 16th December 2022.

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	21	£158,759.66	£7,559.98	84	£1,890.00
Revenue Grant (LGF)	1	£8,680.00	£8,680.00	0.4	£21,700.00
SME CapEx Grant	5	£214,093.34	£42,818.67	40	£5,352.33
	27	£381,533.00	£14,130.85	124.4	£3,066.99

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
NET LED LTD	CapEx	£70,487.35	10	£7,048.74	Jan-22
CEG Rent	CapEx	£30,000.00	4	£7,500.00	May-22
KISS Comms	CapEx	£72,479.00	19	£3,814.68	May-22
The Cambridge Food Company	CapEx	£20,126.99	4	£5,031.75	Jul-22
Angiahearing	CapEx	£21,000.00	3	£7,000.00	Oct-22
		£41,126.99	7	£5,875.28	

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Wysing Arts Centre	LGF	£8,680.00	0.4	£21,700.00	Jun-22
Antiverse Ltd	ERDF	£6,500.00	4	£1,625.00	Jan-22
Cambridge Fruit Company Ltd	ERDF	£4,432.00	1	£4,432.00	Jan-22
Munro Leisure investments ltd	ERDF	£7,000.00	3	£2,333.33	Jan-22
Reach Cambridge	ERDF	£4,999.00	1	£4,999.00	Jan-22

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants (3/3)

SCDC

NOTE: data is to 16th December 2022.

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
R H Building Consultancy Ltd	ERDF	£4,000.00	2	£2,000.00	Jan-22
angliEAR Hearing and Tinitus Solutions Limited	ERDF	£6,534.00	2	£3,267.00	Feb-22
To the Moon and Back	ERDF	£5,500.00	3	£1,833.33	Feb-22
VividQ	ERDF	£34,235.00	18	£1,091.94	Feb-22
Archipelago	ERDF	£6,430.00	6	£1,071.66	Mar-22
Crayfish	ERDF	£4,922.67	1	£4,922.67	Mar-22
Delta-T Devices Ltd	ERDF	£4,999.00	1	£4,999.00	Mar-22
Signapse	ERDF	£6,600.00	9	£733.33	Mar-22
Ambie Media Limited	ERDF	£6,050.00	11	£550.00	Apr-22
Pockit Diagnostics	ERDF	£6,500.00	2	£3,250.00	Apr-22
KISS communications	ERDF	£6,795.00	1	£6,795.00	May-22
Cambridge Wireless	ERDF	£10,000.00	3	£3,333.33	Jun-22
Electron RX	ERDF	£9,062.00	6	£1,510.33	Jun-22
Fen EP Ltd	ERDF	£3,000.00	3	£1,000.00	Jun-22
Sensoriis	ERDF	£10,000.00	5	£2,000.00	Jul-22
Fresh & Well	ERDF	£1,350.99	1	£1,350.99	Dec-22
Layrd Design	ERDF	£9,850.00	2	£4,925.00	Dec-22
		£167,439.66	84.4	£1,983.88	



Local Growth Fund Investment Update

To:	Business Board
Meeting Date:	13 March 2023
Public report:	Yes
Lead Member:	Chair of the Business Board, Alex Plant
From:	Strategic Funds Programme Lead, Louisa Simpson
Key decision:	No
Recommendations:	The Business Board is recommended to: Note the contents of the report.

1. Purpose

- 1.1 To update the Business Board on the position of the equity type investments made utilising the Local Growth Fund.

2. Background

- 2.2 The Business Board and its Local Enterprise Partnership (LEP) predecessor agreed several possible funding options when supporting projects. This included equity investment, investment in joint ventures, loans and grants. This report looks at the current performance of the equity investments and joint ventures (JVs).
- 2.3 The first investment of equity was made by the LEP in 2016 (MedTech Accelerator), with subsequent equity being purchased by the Business Board from 2019 onwards.
- 2.4 The Business Board has supported Accelerator programmes that provide investment into a portfolio of companies as a component of those programmes, JVs where the Combined Authority is an active investment partner, plus invested in the formation of two companies supporting manufacturing and innovation in the region where the Combined Authority is a silent partner (below the black line in table below).
- 2.5 Table 1 below sets out the level of investment and anticipated outputs/outcomes.

Company	Investment Value (£k)	Jobs Created - forecast	Jobs Created - actual to date
MedTech Accelerator	£500	0	9
Illumina Accelerator	£2,600	1,053	99
Start Codon	£3,342	5,204	238
Prop Co 1	£12,500	14,250	83
Growth Co	£5,407	4,739	1,528
Ascendal Labs	£965	202	15
Smart Manufacturing Alliance	£715	385	6

Table 1 – Business Board Investment

- 2.6 The investments in equity and JVs are long-term projects with job creation outcomes forecast over upwards of twenty years. The Return on Investment in financial terms has always been a secondary benefit of the investment and the equity investments are unlikely to return any funds to the Business Board in the near future, as the companies invested in are private, so equity holdings cannot be easily sold.
- 2.7 Appendix 1 to this report details the progress to date of the investments and the additional benefits the investments have created within the region.

Significant Implications

3. Financial Implications

- 3.1 The investments have been made and the Business Board is not being asked for any additional financial support over the agreed budgets. There are occasions where permission from existing shareholders is required, often linked to further investment the companies secure or additional employee share schemes, and these are managed internally by officers using the Officer Decision Notice process.
- 3.2 There may be future return on the investments made, although these are of course subject to the portfolio success and are not guaranteed, and were not the primary focus of the Business Board when entering into the agreements.

4. Legal Implications

- 4.1 The agreements have already been entered into with agreed terms. There are changes to these agreements when further funding is secured or other changes that affect the current shareholders, and at this point the legal team is consulted and the appropriate process is followed.

5. Public Health implications

- 5.1 There are no health implications specifically linked to the investments, although the majority are in life science companies.

6. Environmental and Climate Change Implications

- 6.1 The JV with Ascendal will have impacts on the environment and climate, in so much as the transport organisations on the accelerator are focused on efficiencies and reductions in CO2.

7. Other Significant Implications

- 7.1 There are no other significant implications.

8. Appendices

- 8.1 Appendix 1 – Return on Investment Presentation

9. Background Papers

- 9.1 None.

Appendix 1



**CAMBRIDGESHIRE
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LGF Return on Investment

February 2023

Background

The Business Board purchased equity investments through several organisations:

- Illumina - £3m
- Start Codon - £3m
- MedTech Accelerator - £500k
- Growth Co - £15m
- Prop Co 1 - £12.5m

There were also several Joint Venture Co established:

- Ascendal Accelerator - £965k
- Smart Manufacturing Alliance - £715k

The investments were made in order to create high value employment opportunities within the CPCA Region, the potential for a financial Return of Investment was a deemed to be an added bonus and could enable further recycling of Local Growth Funds.

[illegible]

SF Bay
Cambridge UK

We have created **85 jobs** with the programme projected to continue deliver jobs over the next 3 years

Start Codon -

fund based with planned exit route at defined time. Current performance shows that initial investment of £2.1m across the fund has resulted in a fund value of £8.3m which is promising, these are early-stage start-ups, so I return is unlikely to be a smooth return



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startcodon 

Semaron raises £2.14m seed funding to commercialise cell assaying platform



Fund Performance of Current Portfolio Carry Value of £8.3m as at 30 September 2022

Unaudited fair value increase at 30 September 2022 £3.4m 41%

Cumulative cash invested in 18 portfolio companies £4.5m (18 x £250k) 54%

Audited fair value increase at 30 March 2022 £0.4m 5%

Performance of 18 Investee Portfolio Companies at 30 September 2022

Number of investee portfolio companies with a valuation uplift from a subsequent funding round x5 28%

Number of investee portfolio companies valued at cost x12 67%

Number of investee portfolio companies written off x1 5%

Spirea Raises £2.4M (\$3M) to Develop Antibody Drug Conjugates in Cancer

- Investment co-led by Jonathan Milner and Cambridge Enterprise
- US-based R42 Group, ACF Investors, o2h Ventures, Syndicate Room and the Cambridge Angels investing
- Funding will enable the development of Spirea's pipeline of antibody drug conjugate therapeutics for the treatment of solid tumours

SPIREA

SPIREA LIMITED

We have invested in 18 new start ups, all of which have been based in the Cambridge.

We have had 5 companies raise further funding:

- Spirea
- Enhanc3d Genomics
- Cosyne Therapeutics
- Coding Bio

We have created **238 jobs** with the programme projected to continue deliver jobs over the next 3 years

MedTech Accelerator – ‘silent partner’ type equity investment.

NHS based research start-ups, no direct exit unless the product development is taken to market.

Share in profits of potential sales. No clear route for Return of Investment



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- 14 Investments made
 - Safer Injection for Regional Anaesthesia (SAFIRA) device – now available for use in UK hospitals
 - Smart Mesh – a heat activated polymerization system – applied for additional research funding
 - Arterial GlucoSave – awaiting UK launch
 - Endoluminal vacuum therapy device for upper GI leaks – launch expected 2024
 - Soft tissue ablation technology – clinical study starts 2024
 - NeutroCheck – clinical trials start 2023



We have invested in 14 products being developed by the NHS in the Trust area.

We have had 1 product on the market:

- Safer Injection for Regional Anaesthesia

We have created **9 jobs** with the programme projected to continue deliver jobs over the next 3 years

A joint venture partnership



NEWANGLIA
Local Enterprise Partnership
for Norfolk and Suffolk

NEWANGLIA
CAPITAL



eaahsn
Health Science Network





MIDDLESBROUGH
COMBINED AUTHORITY



Prop Co 1-

long-term investment in growth in Peterborough. Option for ARU-P to buy-out the company from holdings in the two buildings in 2025 (Phase 2 & 3 have a later date for buy-out) so there may be a return for re-investment at this point but it is not certain.



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ARU Peterborough

ARU Peterborough is your new university. Purpose-built from the ground up for Peterborough and the wider region, it boasts industry standard facilities to support your studies, all housed inside a brand-new building. Explore our employment-focused courses and find your degree.

[Browse ARU Peterborough courses](#)

[Transfer to ARU](#)

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- £12.5m investment
- Build start Feb 2021 – completed July 2022 (18 months)
- 960 students in the first in take in Sept 2022
- **83 jobs** created to date (not including the construction jobs)

Ascendal Lab -

will be re-paid via three key mechanisms through the joint ownership of the SPV; Profit share on Accelerator profits, sale of share holdings in SME participants and/or additional private investment in the SPV via share buy out schemes. There is no timeframe set for return and no guarantee of any return on investment.



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Driving Change

A new **technology**
mobility accelerator.



Cohort 1:

- Tirn Technology running second trial
- Ne-mi running third trial. Ne-mi being supported to set up in UK for Innovate UK funding
- Rensair growth will start when engineering starts
- Successful cohort close-out

Cohort 2:

- All companies signed up for legal agreements
- Cohort 2 going live

We have invested in 5 companies who have been based at the incubator in Sawtry.

We have created **15 jobs** with the programme projected to continue deliver jobs over the next 18 months.

Uber Transit

Secure partner income or sponsorship – discussion for the long-term sustainability of the accelerator are ongoing with Uber Transit



Polysurance analyses driving behaviour from dash cam footage to help fleet managers and insurance providers prevent road accidents and to help them better understand driving risk.



Sternkraft provides Intelligent CCTV for public transportation. It allows their customers to achieve improved fleet performance, passenger safety and satisfaction.

Smart Manufacturing Alliance-

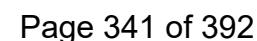
will transition to a sustainable, self-financing model ultimately funded through fee paying members, corporate sponsorship, and chargeable services. The investment is expected to generate £1.75m within 10 years, no guarantee of return.



We have 25 members – all paying subscription fees and receiving various levels of support & training

We have created **6 jobs** with the programme projected to continue deliver jobs over the next 8 years subject to additional funding.

- 24 Jan 2023 – Future Leaders – NCTC, Chatteris
- 3 Feb 2023 – CEO Breakfast with PCC and Masteroast Tour
- 8 Mar 2023 - ARU Tour – Academia - Future of Manufacturing / KTP and Feedback
- 22 Mar 2023 - 76 Projects and EF Engineering Tour with Steadfast speaking
- 20 Apr 2023– Investors in the Environment (PECT) Workshop – PWC Cambridge
- 26 Apr 2023 – Blue Dolphin – ‘Is Your Website Losing you Business?’



Conclusion



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£22m worth of investment has created:

- 1,956.5 jobs to date
- 4,500m2 of teaching space
- 1,383 new learners
- 145 grants to businesses
- 1,896 receiving other grant support
- 265 businesses received non-financial support

£1.68m in 2 joint ventures has created:

- 21 jobs to date
- 246m2 of commercial accelerator space
- 7 grants to businesses
- 190 receiving other grant support
- 14 businesses received non-financial support



UK Shared Prosperity Fund Implementation Plan

To: Business Board

Meeting Date: 13 March 2023

Public report: Yes

Lead Member: Chair of the Business Board, Alex Plant

From: Finance Manager, Bruna Menegatti

Key decision: No

Recommendations: The Business Board is recommended to:

Note the content of the paper for information.

1. Purpose

1.1 The paper is an update on the UK-Shared Prosperity Fund (SPF). This paper covers progress to January 2023 including:

- Development of detailed project applications and subsequent due diligence.
- Development of contract documentation.
- Development of the Implementation Plan.
- Governance of the Implementation plan and performance reporting.

2. Background

2.1 The Combined Authority approved the SPF Local Investment Plan (LIP) on the 27th July 2022, the Local Investment Plan had been developed in partnership with the district and unitary councils and was co-ordinated through the Cambridgeshire & Peterborough Public Services Board (CPPSB). The LIP was submitted to DLUHC on the 29th August 2022 and approved by DLUHC on the 5th December 2022.

2.2 Whilst awaiting approval of the LIP we further developed the project proposals from partners and carried out due diligence checks. This is in line with the CPCA Assurance Framework and forms part of the guidance issued by DLUHC for the SPF. During this time partners identified projects that could be delivered together creating efficiencies and projects that were no longer seen as required reducing the number of projects from 46 to 39 projects.

2.3 The original outputs & outcomes set out in the LIP have been maintained within the reduced projects and the financial spend profile set out by DLUHC has been maintained:

- Year 1 – £1,198,134 (12%)
- Year 2 – £2,396,268 (24%)
- Year 3 – £6,278,222 (64%)

We have maintained the required minimum capital spend as set out in the LIP which equates to:

- Year 1 (min 10%) - £299,538 (25%)
- Year 2 (min 13%) - £729,237 (30%)
- Year 3 (min 20%) - £1,317,007 (21%)

2.4 The development of the SPF Implementation Plan has been completed; the plan includes:

- Outline of the projects to be delivered,
- Agreed outputs & outcomes as per the LIP
- Governance arrangements
- Monitoring & evaluation

2.5 The projects sit within 3 themes and are split across the Region as shown below:

	Communities & Place		Supporting Local Business		People & Skills	
	2022-2025		2022-2025		2024-2025	
	Number	Value	Number	Value	Number	Value
Cambridge City	3	£395050	1	£247,871.00		
East Cambridgeshire District Council	3	£430,000.00	2	£319,850.95	1	£90,000.00
Fenland District Council	3	£205,000.00	1	£908,000.00		
Huntingdonshire District Council	4	£798,896.00	3	£455,000.00		
Peterborough City Council	4	£1,591,671.98	2	£574,000.00		
South Cambridgeshire District Council	3	£964,662.50	2	£200,000.00		
Joint Project HDC, CC, & SCDC			1	£708,396.00		
Joint Project CC, & SCDC	1	£150,000.00				
CPCA Wide	1	£25,000.00			3	£1,347,850.00

NB The administration fee of 4% is not included in the above figures

2.6 The administration fee associated with UK-SPF was set at 4% the Implementation Plan sets out how the admin fee will be split 50/50 with the districts & unitary authority. The table below sets out the administration split.

	Admin
Cambridge City	£25,934.76
East Cambridgeshire	£20,932.96
Fenland	£25,996.78
Huntingdonshire	£39,138.44
Peterborough	£50,508.34
South Cambridgeshire	£34,941.18
CPCA admin allocation	£197,452.46

2.7 The approval of the LIP by DLUHC was followed by the Memorandum of Understanding and 2 Letters of Determination, covering the capital funds and revenue funds. The MOU was signed on the 12th December 2022; included in the Letter of Determination is an indication of flexibility regarding year 1 spend and the potential to carry forward any underspend into year 2. This opportunity requires submission of a Project Change Request (PCR) and clear indication of how the funds will be spent over the subsequent 2 years of SPF. We are already developing the outline proposal for the carry forward request with partners.

- 2.8 The Implementation Plan sets the benchmark upon which the CPCA will report to DLUHC in terms of spend, intervention, outputs and outcomes and upon which any potential PCRs will be based.

3. Next steps for delivery and governance of the plan

- 3.1 The Implementation Plan will be presented to the following groups:
- CPPSB – 28th February 2023 - for information and update. The CPPSB adopted the role of the SPF Local Partnership Board for the SPF and were heavily involved in the formation of the LIP and the projects that are proposed within it.
 - Skills Committee – 6th March 2023 – update and recommendation to CA Board of the Implementation Plan.
 - Business Board – 13th March 2023 – for information and update.
 - CA Board – 22nd March 2023 – for final sign off.
- 3.2 There is an expectation from DLUHC that any changes to delivery priorities, outputs and outcomes will result in a revised LIP; there is also an opportunity to request an increase in the administration element of the programme which is currently 4% of allocated core SPF and split equally between the CPCA and the districts & unitary authority.
- 3.3 The following amendments will be made to the LIP on submission of the first report to DLUHC in March 2023:
- An increase in management fee for SPF will be sought to cover the additional Rural England Prosperity Fund (REPF) allocation that is expected to be managed through the SPF programme but without its own dedicated management fee being provided by Government, this will be a topslice affecting only the districts receiving REPF.
 - A request to carry forward Year 1 underspend into Year 2 across all local authority projects accompanied by a detailed proposal to cover how those funds will be managed and spent in Year 2.
- 3.4 The split in administration fees between the CPCA and the district and unitary authority enables the oversight of projects at several levels and ensures assurance in the programme.

Significant Implications

4. Financial Implications

- 4.1 The financial split for SPF is set out above, there are minimum capital requirements and DLUHC have allocated the spend split over the 3 years. The core SPF brings in £9.8m into the CPCA split across the districts and unitary authority as allocated by DLUHC. The funds are paid upfront to the CPCA, but allocated out to the partners retrospectively against actual spend.

- 4.2 The projects have been through a due diligence process that looked at the value for money as part of the assessment. We are currently working through the Subsidy Control issues some of the projects may be party to.
- 4.3 The CPCA retains responsibility for the delivery of the SPF programme and will be required to submit regular updates to DLUHC on performance and spend. This is in line with the MOU and Letters of Determination.
- 4.4 The 4% administration fee is shared equally between the CPCA and districts & unitary authority as set out above in 3.2. This enables both parties to the programme to carry out appropriate compliance checks and deliver the assurance and monitoring of projects required.

5. Legal Implications

- 5.1 The SPF LIP was approved at Combined Authority Board, authority to enter into the MOU was delegated. The MOU and the terms enclosed within the Letters of Determination have been reflected in the contract documentation being developed with the districts and unitary authority.
- 5.2 The draft Grant Funding Agreement that will be in place for each project is currently being reviewed by the legal teams in the districts and unitary authority, final version will be available for signing by the 28th February 2023.
- 5.3 There is currently work being carried out on the issue of Subsidy Control, the CPCA have taken expert advice on the position of projects within SPF which will be shared with the districts and unitary in order that they are able to seek suitable project specific advice. The government have issued specific advice relating to SPF and Subsidy Control which is forming part of the consultation we are undertaking.

6. Public Health implications

- 6.1 There are no specific public health implications for the SPF programme, although a number of projects within it may impact on public health as a by-product of their focused work.

7. Environmental and Climate Change Implications

- 7.1 There are no specific environmental & climate change for the SPF programme, although a number of projects within it will impact on the environment & climate as a result of projects focused work.

8. Other Significant Implications

- 8.1 The SPF LIP was consulted on widely with partners via the CPPSB and the engagement with the districts and unitary authorities.

9. Appendices

- 9.1 Appendix 1a – Detailed Proposals for Delegation
- 9.2 Appendix 1b – UK Shared Prosperity Fund Reporting and Performance Management
- 9.3 Appendix 2 – UK SPF Implementation Plan

9. Background Papers

- 9.1 [UKSPF Investment Plan - CA Board 27 July 2022](#)

Appendix 1a – Detailed Proposals for Delegation

The CPCA Assurance Framework sets out the parameters whereby delegation for programmes can be set they reflect the financial position the CPCA takes in terms of risk.

In order for the Shared Prosperity Fund to be able to run effectively within the 2 year timeframe given for spend it is proposed that some delegation is given to the Exec Dir of Economy & Growth in consultation with Local Authorities, the Chief Financial Officer and the Monitoring Officer based on the following scenarios:

1. Financial Delegation –
 - a. Where a project within the programme proposes to amend spend within a 10% variance of original budget in order to move spend to another project within the local authority UK-SPF programme
2. Project Delegation –
 - a. Where a local authority decide to cancel a project or reduce the remit of a project to add funds to a project that is over delivering and requiring additional funds to continue
3. Output & Outcomes Delegation –
 - a. Where a project within the UK-SPF programme proposes to change the outputs and/or outcomes it originally set due to local needs changing but it still continues to deliver outputs and/or outcomes within the UK-SPF remit

There is guidance regarding Minor and Major Change set out by the UK-SPF central team that supports this approach and is included in Appendix 1

[Home](#) > [UK economic growth](#)

Guidance

UK Shared Prosperity Fund: reporting and performance management (3)

This page provides information on reporting and performance management for the UK Shared Prosperity Fund.

From:

[Department for Levelling Up, Housing and Communities](#)

[\(/government/organisations/department-for-levelling-up-housing-and-communities\)](/government/organisations/department-for-levelling-up-housing-and-communities)

Published

19 July 2022

Last updated

10 August 2022 —

Contents

- — [Reporting](#)
- — [UKSPF Performance management and change process](#)

Reporting

3.1 The UKSPF has been designed to empower every place across the UK to take the lead in shaping and delivering the fund. As per the prospectus, DLUHC will require formal reporting on a sixth monthly basis. To support our understanding of progress we will also request qualitative updates on a quarterly basis from lead local authorities.

The questions lead authorities will be asked and the data we will collect

3.2 Lead local authorities will provide short, largely qualitative summary updates to DLUHC on a quarterly basis. This will include the following questions:

Summary questions

- Spend to date against the three UKSPF investment priorities and forecast?
- Summary of progress with an overall Red, Amber, Green (RAG) rating of the programme's progress. (Short narrative update)
- Are you forecasting underspend at the end of the financial year, if yes, please explain how you plan to address this and by when?
- Provide narrative on any upcoming new projects, events, case studies and opportunities for Ministerial visits?

3.3 Lead local authorities will also be asked to answer a one-off question that explains, how they have spent their £20,000 capacity payment, or £40,000 for Mayoral Combined Authorities or Strategic Geographies. On an annual basis we will also ask lead local authorities if they have undertaken any evaluation activity to support DLUHC's evaluation of the programme.

3.4 Alongside this summary reporting we will require further detail on a six-monthly basis. The questions we will ask, and the tier of the programme they will relate to is set out below:

3.5 We have tried to limit the questions that we will ask lead local authorities, in line with the principles of local autonomy, decision making and accountability. DLUHC's approach to performance management is that it should be proportionate, asking only for the information we need to understand delivery progress and satisfy our own duties.

Project level

- The UKSPF intervention the project has been set up to support
- Start date
- The Project's projected spend
- The Project's actual spend to date
- Value of match funding against the project
- Postcode(s) where funded activity is being delivered? (see 3.8 below)
- Parliamentary Constituency / Constituencies benefiting from project
- Has UKSPF been used to complement an existing project?
- [ENGLAND ONLY] People & Skills project at Risk? Voluntary Sector Project supported?
- Is the project live, finished, or abandoned?
- Projected end date (when it will cease to be supported by UKSPF) if live, or confirmed end date if finished / abandoned.

3.6 Through reporting lead local authorities should pick whichever of the three options, live, finished or abandoned applies. "Live" means a current project that is continuing, "finished" means a project that has completed delivery, "abandoned"

means a project that has been closed down early because it was not likely to complete successfully.

3.7 In order to understand the lead local authorities' spending plans we will need to know about the pipeline projects that they plan to support. We will require the following information:

- Upcoming Project(s) planned in the next 6 months
- The UKSPF intervention(s) the upcoming project has been set up to support
- Projected spend

3.8 Lead local authorities should capture the postcodes of areas where activity takes place e.g., the postcode where X is being delivered, or the postcodes of grant recipients. Where activity takes places across multiple postcodes, areas should capture as many as possible. Where activity takes place over the whole of a lead local authority, all of the district postcodes that fall under the lead local authority should be captured (i.e. the first half of the relevant postcode(s) e.g. CB6 etc). This guidance is as the per the existing [Community Renewal Fund Technical Guidance \(https://www.gov.uk/government/publications/uk-community-renewal-fund-prospectus\)](https://www.gov.uk/government/publications/uk-community-renewal-fund-prospectus).

3.9 Where projects sit across multiple interventions, lead local authorities should note down each of the interventions it is seeking to support.

Intervention level

- Intervention number
- Output name
- Output target to be achieved
- Output delivered to date
- % of output delivered
- Forecast output in next 6 months
- Forecast to meet output target (Y / N)
- Outcome name
- Outcome target
- Outcome delivered to date
- % of outcome delivered
- Forecast outcome in next 6 months
- Forecast to meet outcome target (Y / N)

3.10 Where interventions generate multiple outcomes and outputs, lead local authorities should collect and report all of these.

Investment priority level

Expenditure Profile

3.11 Lead local authorities will be asked to report on actual spend to date, compare spend with previous forecasts, and provide updated forecasts, highlighting any changes from their original Investment Plans. In May 2023 we will ask lead local authorities to report on expenditure for each Investment Priority from the start of delivery to March 2023, asking for total spend against forecast, capital and revenue spent and any changes to capital and revenue forecasts for 23/24 and 24/25. We will also ask lead local authorities to report any match or third-party funding and an update on expenditure every six months.

We will also ask lead local authorities to confirm:

- Headline expenditure in year on management and administration.
- Have you identified any slippage / delay in delivering your projects against this investment priority? (Y/N)
- If yes, give reasons for delay, how you intend to resolve it and by when.

3.12 Further details on the format DLUHC will use to collect this data from lead local authorities will be set out in due course, in advance of the first formal reporting deadline.

3.13 The Chief Finance Officer at each lead local authority will need to sign off both quarterly and sixth monthly returns to the department, to confirm they are content that what has been provided is accurate and deliverable.

3.14 Where lead local authorities are supporting existing projects at risk using the UKSPF the data requested in paragraphs 3.3 through 3.7 should be collected from the commencement of UKSPF funding.

The frequency these questions will be asked

3.15 The table below sets out the timeline for reporting. Quarterly reporting will only ask the questions detailed at 3.2. Lead local authorities should continue to collect the outputs and outcomes of their UKSPF spend as benefits continue to be delivered after the reporting period. How we would expect lead local authorities to provide outputs and outcomes that continue to materialise after 2025 will be set out in due course.

Reporting Periods	Report Due Date	Information Type
1 August to 31 December 2022	1 February 2023	Quarterly (summary report only)
1 January to 31 March 2023	1 May 2023	Sixth monthly
1 April to 30 June 2023	1 August 2023	Quarterly (summary report only)

Reporting Periods	Report Due Date	Information Type
1 July to 30 September 2023	1 November 2023	Sixth monthly
1 October to 31 December 2023	1 February 2024	Quarterly (summary report only)
1 January to 31 March 2024	1 May 2024	Sixth monthly
1 April to 30 June 2024	1 August 2024	Quarterly (summary report only)
1 July to 30 September 2024	1 November 2024	Sixth monthly
1 October to 31 December 2024	1 February 2025	Quarterly (summary report only)
1 January to 31 March 2025	1 May 2025	Sixth monthly and final reporting of the SR funding cycle

What will we do with the data provided?

3.16 The questions and data requested from lead local authorities is intended to capture information for three purposes:

- A programme level oversight of the progress of the UKSPF to assure DLUHC, the Accountable Officer, Ministers and Parliament.
- Support evaluation of the fund, the principles of which are set out in the monitoring and evaluation section and will be expanded upon in the evaluation strategy in the Autumn.
- Monitor that UKSPF monies are being spent on the UKSPF priorities, and that the outputs and outcomes delivered are in line with expectations detailed in investment plans.

3.17 DLUHC will process personal data, as set out in the Data Protection Act 2018 and the UK GDPR (General Data Protection Regulation), to administer, monitor, evaluate and effectively assess the outcomes of a range of projects.

3.18 Apart from data collection from multiply participants, DLUHC will not collect any personal data directly from participants and the data that is obtained by the UKSPF team from lead local authorities will be used for the purposes of audit and evaluation as well as statistical, research, administrative and grant management purposes.

3.19 As and when required appropriate arrangements for sharing of data by lead local authorities with DLUHC will be developed and set out, including privacy notices as and where appropriate.

3.20 The Department for Education (DfE) will implement the local element of Multiply in England, a UK-wide digital numeracy platform, randomised control trials and evaluation activity to test innovative approaches to reducing adult learning barriers, and build the evidence base on what works. There will be data sharing between DLUHC and DfE and the mechanisms for this are being developed.

3.21 DLUHC will also be engaging with HMRC and the Department for Work and Pensions, in particular around the People and Skills and Supporting Local Business investment priorities. As with DfE an MoU and appropriate data sharing arrangement will be developed.

3.22 We continue to work closely with the DLUHC Data Protection Officer and will review these arrangements to ensure continual compliance with DPA 2018 and UK GDPR.

3.23 All data submission returns will need to be scrutinised and signed off by lead local authority Chief Finance Officer.

UKSPF Performance management and change process

3.24 The following section sets out the process for a lead local authority to make changes to their Investment Plan and their duties to inform DLUHC regarding changes. These sit along lead local authorities' existing statutory duties and rules to use public money well.

Triggers for change

3.25 UKSPF will take a proportionate approach to changing local priorities and plans in line with the responsibilities delegated to lead local authorities. This means that DLUHC approval will only need to be sought when "material changes" are made to UKSPF investment plans.

3.26 If changes are made but fall beneath the thresholds defined in paragraph 3.30 to be considered "material changes" then lead local authorities do not need to seek DLUHC approval.

3.27 However, they should provide updates on these changes to DLUHC as part of their regular reporting cycle. This should be via their usual quarterly and sixth monthly reporting cycle.

3.28 If the thresholds at 3.30 were crossed, DLUHC would consider the change "material" and formal approval would be required from the department before a lead local authority could make the changes.

3.29 Requests for material changes can be made to the department as and when required. DLUHC will set out a template for lead local authorities to use following

the process below.

Material changes

3.30 For the purposes of the UKSPF a 'material change' will constitute any of the following:

Material change 1:

A post investment plan approval request for administration costs to exceed the percentage agreed in a lead local authority's investment plan.

Material change 2:

Moving funding between investment priorities if the change involves moving 30% of the total funding allocation over the three years or £5m whichever is lower. Any funding moved from an existing intervention to fund a bespoke intervention would also require approval.

Material change 3:

If the indicative outputs are expected to drop from what had been set out in the original investment plan submitted to DLUHC, within the following parameters:

- In lead local authorities with a total UKSPF allocation of £1.5m or lower it would constitute a material change if the total outputs set out in the investment plan were forecast to drop by 30% or more against an investment intervention.
- In lead local authorities with a total UKSPF allocation above £1.5m it would constitute a material change if the total outputs set out in the investment plan were forecast to drop by 20% or more against an investment intervention.
- In all lead local authorities, if the outputs forecasted have dropped by more than 40% against an investment intervention since the original investment plan was submitted.

Questions for Lead Authorities to answer as part of change process

3.31 The follow questions will be asked of lead local authorities as part of DLUHC's consideration of any 'material changes.'

All changes

1. Has the Chief Finance Officer certified that the change is necessary and deliverable?
2. Can you confirm that the local partnership group's view was sought prior to this change request and confirm they were content?

Request to use more than the agreed total of their UKSPF allocation for administration, post investment plan submission.

1. How much additional funding for project management / administration is required to deliver your programme / project?
2. What additional funding for management / administration is the lead authority able to provide itself?
3. What impact will be increasing management / admin costs have on outputs and outcomes?

Request to move 30% or £5m or more of total UKSPF allocation between investment priorities

1. What alternative intervention and outputs/outcomes, if any, do you now want to deliver?
2. Confirm that you have considered the risks and issues that arise from your change of plans, and the management and mitigation of those risks and issues including e.g. risks, public sector equality duty?
3. Confirm that you have sufficient capability and capacity to manage the impact of the requested change?
4. Confirm that any subsidy / State Aid implications from the requested change have been considered and activity can take place in compliance with these requirements and that funding the amended project will not breach subsidy/State Aid law.

Request to change forecast outputs

1. What are the reasons for the reduction in expected outputs?
2. What are the new output totals you now expect to deliver against this intervention?
3. What is the forecast for the delivery of these outputs in the next six-monthly reporting period and the final target?

3.32 Material change requests will be assessed by the UKSPF team and further details on the format of the collection of this data from lead authorities will be set out in due course, in advance of the first formal reporting deadline.

3.33 The Fund's ethos and design is intended to give lead authorities flexibility and responsibility in delivering. However, there are some changes that the department would not consider:

- Requests for increased RDEL spend beyond each lead local authority's percentage cap, which is set out here in the UKSPF prospectus [\[RDEL % CAP\]](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/uk-shared-prosperity-fund-prospectus#:~:text=The%20local%20split%20of%20capital%20and%20revenue%20for%20) (<https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/uk-shared-prosperity-fund-prospectus#:~:text=The%20local%20split%20of%20capital%20and%20revenue%20for%20>

[20the%20Fund%20in%20Scotland%2C%20Wales%2C%20and%20Northern%20Ireland%20is%20as%20follows%3A\)](#)

- In Scotland and Wales, requests to move funding allocated for the delivery of Multiply to core UKSPF interventions.

Spend and accounted for: definition and managing local allocations

3.34 As set out at s8.1 of the prospectus, we will pay each lead local authority annually for core UKSPF funding (and Multiply funding in Scotland and Wales). In 2022 to 2023, funding will be paid once the local investment plan has been signed off. In 2023 to 2024 and 2024 to 2025, we will pay early in the financial year once updates have been reviewed and assessed as feasible as part of the UKSPF reporting.

3.35 We expect Fund investment and outputs (for core UKSPF in England, Scotland and Wales, and also Multiply funding in Scotland and Wales) to be achieved in line with each place's Investment Plan. We reserve the right to withhold, delay and/or alter payment cycles from 2023 to 2024 onwards where there are performance or other issues with delivery.

3.36 This will be subject to lead local authorities demonstrating in their investment plans and subsequent performance reports that a full annual payment will be spent and accounted for in-year on UKSPF activities.

What counts as 'spend'?

3.37 'Spend' includes expenditure invoiced and paid, as well as accrued, in line with financial accounting standards.

3.38 This applies to all UKSPF expenditure – including any payments from a lead local authority to another local authority, or in-house expenditure.

What happens if a lead local authority does not spend its full grant allocation for a given year?

3.39 We will consider withholding the next annual instalment until we have received credible plans demonstrating revised delivery to achieve expected targets, setting out how the lead local authority will utilise underspends in the next year and/or appropriate milestones and spend have been achieved for the previous year. Lead local authorities will need to establish appropriate programme management methods to maximise effective delivery and achieve spend to profile.

3.40 If we have ongoing concerns around future spending plans based on experience of local delivery to date, then we may pay in instalments based on performance, or otherwise delay or withhold future annual allocations.

3.41 No funding will be provided for activity after 31 March 2025, and we will expect underspends in the final year of the programme (2024 to 2025) to be repaid to DLUHC. The future of the UKSPF will be a matter for the next Spending Review,

and will benefit from areas being able to evidence delivery, value for money, outputs and outcomes after 31 March 2025.

Can a lead local authority use UKSPF first, and then match funding later?

3.42 Yes, this is possible. Where it will aid overall programme or project management, or to reflect the availability of funding from partners, lead local authorities can use the UKSPF in one period, and match funding the next, or vice versa. This is subject to the UKSPF being used solely for agreed UKSPF activities and taking account of the overall UKSPF spend profile for the given year.

3.43 Subject to accounting arrangements and local discretion, lead local authorities may also be able to use other flexible funding for UKSPF project activity in a given year, and recover from the UKSPF the following year.

Overall payment process

3.44 The typical process would include:

Activity	Date
Approval of plan	October 2022 onwards
Quarterly qualitative progress reporting. This will include: Overall costs incurred to date at plan level	February 2023 (quarterly thereafter)
Six monthly expenditure, outputs/outcomes and milestone reporting. This will include: A statement of grant expenditure from a Chief Finance Officer. This should be reconciled to management/statutory accounts, in line with financial accounting standards at the mid-year report. It should cover the final amount of expenditure incurred over the year	May 2023 (six-monthly thereafter)
Review by DLUHC, reconciling and considering proposals to make up any underspend where appropriate. Any changes to local investment plan considered where required. Annual payment made.	May to July 2023 (annually)

3.45 We will review these arrangements at a fund and place level, taking into account performance.

3.46 As set out in the UKSPF [Prospectus](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus) (<https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus>), where there are current or emerging operational or financial risks, we may reduce

delegation, reduce payment periods or withhold funds. This may also result in more regular reporting requirements in order to release funding in year.

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Purpose

The UK Shared Prosperity Fund is a central pillar of the UK government's Levelling Up agenda and provides £2.6 billion of funding for local investment by March 2025. The Fund aims to improve pride in place and increase life chances across the UK investing in communities and place, supporting local business, and people and skills. For more information, visit <https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus>

Background

Government allocated Cambridgeshire & Peterborough Combined Authority (CPCA) £13,871,810 of UKSPF funding, of which £3,999,186 is for multiply adult numeracy support. Accessing the remaining £9,872,624 funding was dependent on the submission and approval of a Local Investment Plan (LIP) which was submitted to Government on the 31st July 2022 and approved on the 5th December 2022. The LIP was based on spend across outputs & outcomes not specific projects, although we did develop projects to deliver the outputs & outcomes outside of the formal LIP.

The allocation of funding is over a three-year period from 2022/23 to 2024/25, government has set the profile of expenditure each year and also the split between capital and revenue. The allocation includes a requirement to spend £1,198,134 in 2022/23. However, given the long delays in approving Investment Plans across the country, government has agreed that any 2022/23 underspend can be carried forward to be spent by end of 2023/24 subject to a credible plan of implementing both years funding. No funds can be carried forward in to 2024/25.

The funding is split over 3 themes:



The following is a summary of the indicative spend profile set by government:

	2022/2023	2023/2024	2024/2025	Total
Allocation available to invest	£1,198,134	£2,396,268	£6,278,222	£9,872,624
<i>Revenue</i>	90%	87%	80%	
<i>Capital (minimum spend)</i>	10%	13%	20%	
Revenue	£1,078,320.60	£2,084,753.16	£5,022,578	£8,185,651.36
Capital	£119,813.40	£311,514.84	£1,255,644.40	£1,686,972.64

A decision was made that the UKSPF would be allocated across the districts & unitary authority as per the Governments calculations which are shown in the table below:

CPCA Local Authority	Core SPF Indicative Allocation	
Cambridge City (CCC)	£1,296,738	13%
East Cambridgeshire (ECDC)	£1,046,648	11%
Fenland (FDC)	£1,299,839	13%
Huntingdonshire (HDC)	£1,956,922	20%
Peterborough (PCC)	£2,525,417	26%
South Cambridgeshire (SCDC)	£1,747,059	18%

The following table identifies the delivery profile the CPCA submitted in its LIP to cover the 3 years and was agreed by the Combined Authority Board and wider partners. The financial calculations reflect the minimum capital expenditure requirements set out by Government.

	2022/2023	2023/2024	2024/2025	Total
Allocation available to invest	£1,198,134	£2,396,268	£6,278,222	£9,872,624
<i>Revenue</i>	75%	70%	79%	
<i>Capital</i>	25%	30%	21%	
Revenue	£898,596	£1,667,031	£4,961,215	£7,526,842
Capital	£299,538	£729,237	£1,317,007	£2,345,782

Routes to Delivery

The national guidance states 'Lead local authorities for each area will have flexibility over how they deliver the Fund. They may wish to use a mix of competitions for grant funding (which is the default approach set out in Cabinet Office Grants Standards), procurement, commissioning or deliver some activity through in-house teams.

Management and Administration

Government has agreed that councils can utilise up to 4% (£394,904.96) of the allocated funds to establish the capacity required to implement the funds. The CPCA proposed that these funds are utilised as follows:

- 2% (£197,452.48) will be retained by the CPCA to manage the central Government requirements associated with the UKSPF
- 2% will be allocated to the districts & unitary authority to manage the allocation of UKSPF they have reflecting their core SPF allocation, as set out below and is split on the following annual ratio

CPCA Local Authority	Core SPF Indicative Allocation	Administration 2%
Cambridge City (CCC)	£1,296,738	£25,934.76
East Cambridgeshire (ECDC)	£1,046,648	£20,932.96
Fenland (FDC)	£1,299,839	£25,996.78
Huntingdonshire (HDC)	£1,956,922	£39,138.44
Peterborough (PCC)	£2,525,417	£50,508.34
South Cambridgeshire (SCDC)	£1,747,059	£34,941.18

Governance

Each district & unitary authority has in place its own governance arrangements for the management of the SPF projects, the overarching requirements that DLUHC has placed on the CPCA as lead authority via the Memorandum of Understanding have been reflected in the Grant Funding Agreements being developed with districts to ensure proper governance of delivery and administration.

The districts and unitary authority agreed a number of projects to utilise the funding offered:

	Themes					
	Communities & Place		Local Business Investment		People and Skills	
	No of Projects	Value	No of Projects	Value	No of Projects	Value
PCC	4	£1,555,871.62	2	£609,800.00		
ECDL	3	£430,885.00	2	£318,965.28	1	£90,000.00
SCDC	5	£964,661.71	4	£440,000.00		
FDC	4	£298,845.40	1	£813,809.60		
HDC	5	£775,000.23	4	£798,895.00		
CCC	3	£395,883.85	3	£545,639.00	1	£100,000.00
CPCA Wide	1	£25,000.00	0	£0.00	3	£1,314,461.38

Over the last 5 months we have worked with the districts and unitary authority to refine the project proposals whilst continuing to deliver the outputs & outcomes set

out in the LIP, the cost of administration of the individual schemes to be met within the budget allocation.

The revised projects include districts working together on similar themed projects to reduce administrations costs and increase the available funding, the new spread of projects is as follows:

	Themes					
	Communities & Place		Local Business Investment		People & Skills	
	No of Projects	Value	No of Projects	Value	No of Projects	Value
PCC	4	£1,591,671.98	2	£574,000.00		
ECDC	3	£430,000.00	2	£319,850.95	1	£90,000.00
SCDC	3	£964,662.50	2	£200,000.00		
FDC	3	£205,000.00	1	£908,000.00		
HDC	4	£798,896.00	3	£455,000.00		
CCC	3	£395,050.00	1	£247,871.00	1	£100,000.00
HDC, SCDC & CCC			1	£708,396.00		
SCDC & CCC	1	£150,000.00				
CPCA wide	1	£25,000.00	0		3	£1,372,850.00

A detailed list of projects is set out below:

					Financial Profile					
Authority	Intervention	Theme	Project Title	Description	2022/24	2023/24	2024/25	Total	Outputs	Outcomes
Cambridge City	E12	Communities & Place	A focus on Abbey	Cambridge 's Abbey ward was in the most deprived 20% of LSOAs in the country in 2019. The project will pilot a systems approach to community wealth building at neighbourhood level in tandem with physical regeneration and transport investment via One Public Estate approach. Multi-agency and community and voluntary sector and business - social action partnership to develop human and social capital catalysed by opportunities of from the development of new housing, transport infrastructure and community facilities and wider economic growth in area of multiple deprivation.	£40,000.00	£40,000.00	£202,050.00	£282,050.00	4 organisations receiving financial support other than grants 4 organisations receiving grants 1 facilities supported/created 8 events/participatory programmes 200 people reached	15% - Improved engagement numbers (%)
Cambridge City	E12	Communities & Place	Digital Platform to Build Social and Human Capital in Cambridge	Crowdfunding as a tool to build pride of place by engaging the community in helping those who are risk of homelessness and the homeless to achieve their ambition. Building on the work of Cambridge City Council's Homelessness prevention service which has a track record of using digital innovation to tackle homelessness. The project will provide a platform which offers the functionality for local charities and public services to build a supportive and engaged community around a causes or beneficiaries over time and additional resource to help those at risk of homelessness due to low paid insecure work.	£20,000.00	£32,000.00	£23,000.00	£75,000.00	40 households receiving support 80 volunteering opportunities supported 1200 Number of people reached (numerical value)	15% - Improved engagement numbers (%)
Cambridge City	E23	Supporting Local Business	Local Business Resilience Support	Provision of 1:1 support to local businesses in our wider service economy, most impacted by COVID and struggling with rise in cost of doing business, to improve productivity and safeguard jobs across the city. Signposting and support to access services provided by Growth works to increase productivity and uptake of adult education and skills	£32,000.00	£74,871.00	£141,000.00	£247,871.00	500 businesses receiving non-financial support	10 - Jobs created 250 - Jobs safeguarded 5 - Number of new businesses created 8 - Number of businesses introducing new products to firm 350 - Number of businesses

										adopting new to firm technologies or processes 350 - Number of businesses with improved productivity
Cambridge City	E14	Communities & Place	Neighbourhood Improvement Feasibility to accelerate delivery	Cambridge City Council has property and landholdings on many of these estates, which provides an opportunity to curate future uses and carry out strategic feasibility work to leverage investment into sites for projects that otherwise would not be commercially viable. We are also owners and stewards of culturally significant buildings in the city which if restored and sensitively developed can offer unique and distinct spaces for business and community use. Subject to the results of feasibility, two of these studies would facilitate delivery within 2-3 years with longer term masterplan looking to deliver within 5-8 years as leases fall although phasing could see some development come forward sooner.	£0.00	£38,000.00	£0.00	£38,000.00	3 Number of feasibility studies supported	7% - Increased number of projects arising from funded feasibility study

Joint Project - CC, HDC, SC	E29, E21	Supporting Local Business	Green Business grant programme - net zero accelerator	<p>Work has commenced this year with scdc officers engaging with businesses to understand their knowledge and steps that can be taking to reduce their carbon footprint. Many are faced with rising fuel/energy costs concerns and this scheme could help accelerate their move towards carbon net zero by providing match funding to help them on their journey, which will also help by reducing longer term energy bills.</p> <p>Grants for Net Zero Planning advice and capital grants continuation to support SMES in Cambridge to reduce carbon emissions and improve productivity by reducing energy costs. Outcomes: Uptake in energy efficiency measures and Carbon reduction. Huntingdonshire businesses are increasingly concerned with rising energy costs and the environmental impact of their operations. SMEs require expert support in understanding how they can take steps to reduce their carbon footprint, increase efficiencies and lower their utilities costs. This project will support SMEs with a diagnostic programme delivering knowledge and expertise, a bespoke net zero plan with a capital contribution grant for implementation.</p>	£62,776.00	£260,095.00	£385,525.00	£708,396.00	<p>25 - Number of businesses receiving grants</p> <p>75 - Number of businesses receiving non-financial support -</p> <p>5 - Number of potential entrepreneurs provided assistance to be business ready</p>	<p>5 - Jobs created</p> <p>10 - Jobs safeguarded</p> <p>5 - Number of new businesses created</p> <p>100 - Number of businesses adopting new to firm technologies or processes</p> <p>Number of new to market products</p> <p>223 - Number of businesses with improved productivity</p>
Joint Project - CC, SC	E8, E2	Communities & Place	Greater Cambridge Visitor Economy and Markets Development Programme	<p>Create a 'South Cambs Brand'. This would involve cost of concept, design and implementation of signage in prominent locations in South Cambridgeshire. Funding would also include marketing/promoting identity/brand and would include Localised Cambs promotional video/s, social media promotion etc.</p> <p>Developing the Economic and Social Impact of the visitor economy through local markets and visitor economy development and youth enterprise programme to contribute to place making in new communities and city centres and address impacts of decline in international tourism.</p>	£40,000.00	£60,000.00	£50,000.00	£150,000.00	<p>20 - Number of organisations receiving non-financial support</p> <p>20 - Number of facilities supported/created</p> <p>100 - Number of local events or activities supported</p> <p>60 - Number of organisations receiving non-financial support</p> <p>2 - Number of local markets supported</p> <p>20 - Number of potential</p>	<p>10 - Jobs safeguarded</p>

									entrepreneurs provided assistance to be business ready	
CPCA Wide	E34	People & Skills	All Age Careers Service across Cambridgeshire & Peterborough	Working within the current funding boundaries of the NCS and the CEC, the service would be expanded to support careers related learning in primary school settings. Primary provision would mirror the employer engagement element of the CEC contract allowing for sustainable relationships to be developed. We will use new technology to align the service offering and allow for individuals to navigate career transitions. Digital tools and data will be a key focus to the service and will act as the digital thread to tie the provision together. Employers will be front and centre of the service and a holistic approach will be taken to the relationship to ensure it is maximised at all points. Both CEC and NCS have resources that are suitable for multiple audiences, yet rarely capitalised on outside of their target market. For better value to the public placing these resources in a central location will allow multiple service users to access and benefit from them.	£0.00	£0.00	£190,000.00	£190,000.00	2000 - Number of people supported to engage in life skills 500 - Number of people gaining a qualification or completing a course following support	2000 - Number of people experiencing reduced structural barriers into employment and into skills provision - 500 - Number of people gaining a qualification or completing a course following support -

CPCA Wide	E33	People & Skills	Holistic Online skills support incorporating GWwS and RoL (Integrating Region of Learning Platform)	Continuing the work with EmsiBG, the Skills Extractor will be used to create common language between employer, education provider and individual to link into work around careers ladders and, potentially, an all-age careers service. Activity to support NEETs will be focussed on providing destinations for those already well served by existing providers in CPCA, and we will seek to integrate additional providers to offer progression into technical and vocational learning routes, including Traineeships, T-Levels and Apprenticeships - as well as independent training providers and others providing non-accredited short courses that support progression into, and within, the workplace.	£0.00	£0.00	£762,850.00	£762,850.00	900 people engaged in job searching following support 440 people in employment, inc self-employment following support 100 Number of people supported to engage in life skills	800 - Number of people engaged in job searching following support 330 - Number of people in employment inc self-employment following support 100 - Number of people experiencing reduced structural barriers into employment and into skills provision - 110 - Number of people gaining a qualification or completing a course following support
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CPCA Wide	E37	People & Skills	Supported Internships across Cambridgeshire & Peterborough	<p>Working closely with key stakeholders this project will identify those individuals most in need. There will be three main activities:</p> <p>> Personal Skills Analysis to guide individuals in understanding and identifying opportunities for re-skilling, up-skilling and re-training. This will involve working directly with individuals to identify opportunities to transition into or back into work following an extended period of economic inactivity; into new roles with their existing skills, or to identify training that will support them in transitioning to a new role.</p> <p>> Delivering real-world experiences of work through funded internships. Funding will be provided to employers to provide new work opportunities. To support these internships activities will include: Workshops and webinars on a 1-to-many basis to highlight the benefits of, and ways to implement, internships; 1-to-1 meetings for companies to explore the opportunities for and benefits of internships; securing and matching 3 month paid internships; and 'Learning Mentor Training' for the host organisation.</p> <p>> Training Needs Analysis to identify re-skilling, up-skilling and inclusive recruitment practices within a business. This will include working with (1) businesses to identify skills development opportunities and inclusive recruitment practices to meet skills shortages, and (2) businesses looking to develop or expand into key areas such as Net-zero or Digital by training their current staff.</p>	£0.00	£0.00	£395,000.00	£395,000.00	<p>25 - people gaining a qualification or completing a course following support</p> <p>80 - people gaining qualification, licences and skills</p>	<p>80 - Number of people gaining qualifications, licences and skills</p>
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East Cambridgeshir e District	E21	Supporting Local Business	Business Growth Fund	Grants to local businesses to provide support for growth enhancing initiatives, introduce new technologies, support research and development and to enable businesses to become more energy efficient and low carbon.	£0.00	£0.00	£208,000.00	£208,000.00	20 Number of businesses receiving financial support other than grants	40 - Jobs created 20 - Jobs safeguarded 10 - Number of new businesses created 10 - Number of businesses adopting new to firm technologies or processes 2 - Number of new to market products 2 - Number of businesses with improved productivity
East CAMBRIDGE SHIRE District	E24 & E36	Supporting Local Business & People and Skills	Digital Inclusion Scheme	Digital inclusion initiatives to help improve people's digital skills so that they can use online services. The scheme will address the main challenges that people face to going online: > access - the ability to actually go online and connect to the internet > skills - to be able to use the internet > motivation - knowing the reasons why using the internet is a good thing > trust - a fear of crime, or not knowing where to start to go online. We will also provide IT equipment to areas that do not have publicly available computers.	£0.00	£0.00	£90,000.00	£90,000.00	25 Number of people gaining a qualification or completing a course following support	25 - Number of people gaining a qualification or completing a course following support

East Cambridgeshire District	E23	Supporting Local Business	Local Enterprise Support Scheme	Building on the Ely Skills and Employment Hub, in collaboration with the BIPC, create points of access for skills development, apprenticeships and business support at a community level in libraries across East Cambridgeshire. They will provide advice, support and mentoring to existing businesses and those looking to start a business.	£90,703.90	£21,147.05	£0.00	£111,851.00	50 Number of potential entrepreneurs provided assistance to be business ready	30 - Jobs created 100 - Jobs safeguarded 1 - Number of new businesses created 2 - Number of businesses introducing new products to firm 300 - Number of businesses adopting new to firm technologies or processes 300 - Number of businesses with improved productivity
East Cambridgeshire District	E3	Communities & Place	Pride of Place Grant Scheme	To enable Parishes to create local green spaces that local residents are proud of and can access to improve their health and well being.	£10,078.21	£49,921.79	£120,000.00	£180,000.00	6 Number of rehabilitated premises 600m2 Amount of public realm created or improved	25% - Increased footfall (%) 10% - Improved perceived/experienced accessibility (%) 10% - Improved perception/experience of amenities (%) 10% Increased users infrastructure/amenities (%)
East Cambridgeshire District	E14	Communities & Place	Sustrans Cycle Route Feasibility Studies	Commission Sustrans to produce 5 route feasibility studies to support funding bids for new cycling routes in East Cambridgeshire.	£0.00	£105,000.00	£45,000.00	£150,000.00	5 Number of feasibility studies supported	7% - Increased number of projects arising from funded feasibility study

East Cambridgeshire District	E8	Communities & Place	Explore East Cambs	Marketing of East Cambridgeshire as a place to visit and explore	£0.00	£25,495.39	£74,504.61	£100,000.00	2000 Number of people reached	10% - Increased footfall (%) 10% - Increased visitor numbers (%) 1% - Reduced vacancy rates (%) 25% - Increased number of web seraches for a place (%)
Fenland District Council	E6	Communities & Place	Amplifying Community Arts and Culture	The local creative and culture steering group would utilise the funding to engage local creative providers to develop more opportunities for the local community to engage in creative activities. This work would include upskilling the creative community with regard to communication and advertising of creative opportunities to ensure activity remains sustainable through an increased number of attendees. further the project will upskill the creative community with regards to grant funding - both searching for and applying successfully for such funding to further amplify what is available to Fenland's local community. A small capital funding element will be used to purchase necessary assets used for display and performance purposes; these to be available to the creative community across Fenland to facilitate community activities.	£30,000.00	£45,000.00	£45,000.00	£120,000.00	5 Number of organisations receiving financial support other than grants 5 Number of local events or activities supported 1 Number of facilities supported/created	1 - Job created 2 - Jobs safeguarded 25% - Increased footfall (%) 7% - Increased visitor numbers (%) 16% - Improved engagement numbers (%) 3 - Number of community led arts, cultural, heritage & creative programmes as a result of support 20% - Improved perception of events (%)
Fenland District Council	E9	Communities & Place	ASB Wisbech	Working with Blackfield Creatives, Clarion Housing, Clarion Futures, local schools and the police to develop creative and engaging ways to divert young people from ASB.	£14,000.00	£10,000.00	£10,000.00	£34,000.00	10 Number of organisations receiving non-financial support 40 Number of volunteering opportunities supported 5 Number of projects	40 - Volunteering numbers as a result of support

Fenland District Council	E19	Supporting Local Business	Fenland - Investment in Business	This project will provide access to the appropriate expertise and pump-priming grant funding for Fenland businesses to drive local economic growth, productivity, R&D, energy saving and business innovation to secure access to market opportunities. The project will proactively prioritise sectors that are important drivers for economic growth in Fenland including food processing and its supply chain, distribution and precision engineering sectors, however, there will be no sectoral restrictions for the project. The project will bring together all the best practice learned delivering recent grant based projects. It will bring skills development and business investment together in one scheme through a 'pre-qualification' process for grant awards.	£72,000.00	£195,000.00	£641,000.00	£908,000.00	50 Number of businesses receiving non-financial support 50 Number of businesses receiving grants 50 Number of potential entrepreneurs provided assistance to be business ready	25 - Number of businesses introducing new products to the firm 10 - Number of organisations engaged in new knowledge transfer activity 20 - Number of businesses adopting new to firm technologies or processes 50 - Number of new to market products 10% - Increased amount of low to zero carbon energy infrastructure installed (%) 10 - Number of businesses with improved productivity
Fenland District Council	E9	Communities & Place	Safer Wisbech - Addressing perceptions of low level crime and ASB in Wisbech	Three projects have been identified to work with young people using detached youth work as well as art/culture activities to divert them from ASB. Using these relationships and connections with young people the Safer Wisbech group would work with partners to work with young people over the next three years to develop innovative ways to encourage other young people away from crime and ASB. Working with the Community Safety Partnership we would fund various projects over the next three years to address this issue. Some additional things the group will be looking at over the next three years	£17,000.00	£17,000.00	£17,000.00	£51,000.00	30 Number of volunteering opportunities supported 9 Number of projects	30 - Volunteering numbers as a result of support

CPCA Wide, PCC, FDC	E14	Communities & Place	Scrap It Research Pilot	SCRAP IT is a group set up specifically to tackle Fly Tipping within communities with representatives from all the local councils from Cambridgeshire and Peterborough, as well as the NFU, CLA, Police and the Environment Agency. This group reviews fly tipping activity and shared best practice for enforcement. Each District will be provided with access to a unique research pilot looking at the causes of small scale fly tips in urban environments with the research being carried out by the University of Cambridge as well as signage, barrier tape and monitoring equipment.	£25,000.00	£0.00	£0.00	£25,000.00	1 - Number of feasibility studies supported	7% - Increase number of projects arising from funded feasibility study
Huntingdon District Council	E14	Communities & Place	Active Travel Feasibility Studies	Commission to produce up to five route feasibility studies to support future external funding bids for new sustainable travel routes in Huntingdonshire.	£0.00	£100,000.00	£50,000.00	£150,000.00	1 Number of feasibility studies supported	7% - Increase number of projects arising from funded feasibility study
Huntingdon District Council	E22	Supporting Local Business	Business and IP Centres	Business and IP Centres across Cambridgeshire and Peterborough Libraries provide vital market intelligence/data and support services to earlier stage new start ups, start ups and SMEs. They have had successes particularly in supporting new start ups in the under represented Female/BAME groups. HDC would seek to support this with a bespoke funding competition to support 4 new start ups in the female/BAME sector.	£0.00	£47,500.00	£27,500.00	£75,000.00	10 Number of businesses receiving financial support other than grants 10 Number of businesses receiving non-financial support 4 Number of businesses receiving grants 10 Number of potential entrepreneurs provided assistance to be business ready	30 - Jobs created 5 - Number of new businesses created

Huntingdon District Council	E11	Communities & Place	Community Based Employment & Skills Provision	Employment & Skills Support engaging economically inactivity via key community nodes, such as food hubs, via housing associations, providing tailored and targeted support, including focus on mental health & wellbeing, volunteering as a route to employment and progression pathways to further develop skills and employment through existing mainstream provision.	£0.00	£124,500.00	£148,561.00	£273,061.00	5 Number of organisations receiving financial support other than grants 5 Number of organisations receiving non-financial support 1 Number of facilities supported/created 50 Number of people attending training sessions	15% - Improved engagement numbers (%)
Huntingdon District Council	E18	Supporting Local Business	Manufacturing Digitisation	This project seeks to improve productivity and efficiencies of local SMEs. Through a partnership with MAKE UK we have a dedicated manufacturing sector workstream to support the digitisation and supply chain development for our local economy. Providing 12 hours free consultancy to provide diagnostic and consultancy advice on integrating new technologies for Industry 4.0. Supply chain resilience and UK centric focus to support volatility in global supply chains post Brexit and pandemic.	£0.00	£140,000.00	£140,000.00	£280,000.00	45 Number of businesses receiving financial support other than grants 45 Number of businesses receiving non-financial support 10 Number of people attending training sessions	50 Number of businesses adopting new to firm technologies or processes
Huntingdon District Council	E2	Communities & Place	Ramsey Great Whyte Improvements	the Great Whyte in Ramsey a project consisting of two complementary elements that will significantly enhance the overall physical, economic, and social vitality of this section of the Great Whyte including a proposed new Market / Agriculture Produce Hub delivering up to 10 retail units for local producers, retailers and businesses in appropriate dedicated retail space appropriate for twenty first century agri-food producers and delivery of circa 600 m2 public realm improvements wrapping around the Produce Hub. This revenue investment will provide funding for the first three years to promote the facility, to support community development and events and activities.	£0.00	£60,000.00	£160,835.00	£220,835.00	10 Number of organisations receiving non-financial support 1 Number of neighbourhood improvements undertaken 1 Number of facilities supported/created 5 Number of local events or activities supported	1 - Jobs Created 2 - Jobs safeguarded 10% - Improved perception of facilities & amenities (%) 10% - Increased users of facilities/amenities (%) 10% Improved perception of infrastructure project (%)

Huntingdon District Council	E21	Supporting Local Business	Start-up and Entrepreneurship programme	HDC will implement a programme of intensive series of workshops designed to help candidates through the process, equipping them with the skills and knowledge they need to apply for funding and launch their new business idea. Through interactive sessions, they will learn about everything from developing a business plan to marketing their new venture. With the expert guidance on offer, they will have everything they need to take those first vital steps towards setting up their own business.	£0.00	£50,000.00	£50,000.00	£100,000.00	50 Number of businesses receiving financial support other than grants 50 Number of businesses receiving non-financial support 50 Number of businesses receiving grants 100 Number of potential entrepreneurs provided assistance to be business ready	Jobs created - 20 Number of new businesses created - 10 25% - Increased number of businesses supported (%)
Huntingdon District Council	E6	Communities & Place	Vibrant Communities	Revenue funding to support events (arts, culture, skills, seasonal & environmental events) in town centres and large villages as part of a wider package of activity to increase up footfall. This is linked to a broader range of capital focussed interventions.	£60,000.00	£95,000.00	£0.00	£155,000.00	2 Number of local events or activities supported 1 Number of volunteering opportunities supported	0.5 - Job created 2 - Jobs safeguarded 25% - Increased footfall (%) 7% - Increased visitor numbers (%) 16% - Improved engagement numbers (%) 1 - Number of community led arts, cultural, heritage & creative programmes as a result of support 20% - Improved perception of events (%)

Peterborough County Council	E12	Communities & Place	Community Carbon Literacy	carbon literacy training to community members to ensure that as many people as possible are equipped to develop carbon reduction projects and communicate effectively on the climate emergency with their network of partners, staff and clients. The carbon literacy training will be offered to schools, businesses, Parish Councils, community groups, charities and public sector organisations. To qualify from the training scheme, participants must pledge to undertake significant actions to reduce carbon emissions. These actions, as well as future actions directed by the increased knowledge in the organisation, will aid the city to become net zero carbon more rapidly than would be achieved otherwise. A pipeline of projects will be developed throughout the city.	£9,381.00	£30,000.00	£47,291.00	£86,672.00	200 Number of organisations receiving non-financial support 500 Number of volunteering opportunities supported 1500 Number of people reached	15% - Improved engagement numbers (%)
Peterborough County Council	E23	Supporting Local Business	Culture Alliance	The objective is an effective, inclusive body which provides the structure to strengthen the broad cultural infrastructure of Peterborough and positions the area to maximise both financial input and the quality and range of its cultural life.	£40,000.00	£100,000.00	£125,000.00	£265,000.00	50 Number of businesses receiving non-financial support	10 - Jobs created 175 - Jobs safeguarded 5 - Number of new businesses created 8 - Number of businesses introducing new products to firm 355 - Number of businesses adopting new to firm technologies or processes 355 - Number of businesses with improved productivity

Peterborough County Council	E1	Communities & Place	Lincoln Road Regeneration	Building those relationships and the required trust across Peterborough will take time, patience and strategic vision: goodwill will also be an important condition for success. Where there are 'big projects' especially capital based, they should be run by organisations best equipped to do so. Conversely those organisations will need to be well linked and responsive to the network around the cultural leadership.	£0.00	£100,000.00	£50,000.00	£150,000.00	5800m2 - Amount of public realm created or improved 2 - Number of low or zero-carbon energy infrastructure installed 2800 Sqm of land made wheelchair accessible/step-free	39 - Jobs Created 15% - Increased Footfall (%) 15% - Increased Visitor Numbers (%) 1% - Reduced Vacancy rates (%) 10% - Improved perceived/experienced accessibility (%) 10% - Improved perception/experience of facilities (%)
Peterborough County Council	E2 & E3	Communities & Place	Local resilience: flood and climate risks	development of an adaptation plan for Peterborough to address the predicted local impacts of climate change, ensuring health, financial stability of residents and businesses, delivery of public services and protection of the local environment including both natural and built environments. The adaptation plan will focus on activity to be undertaken across the city, and may feature actions for a number of stakeholders and/or co-led projects. The development of this adaptation plan will be undertaken by external consultants following a procurement exercise. Officers across the council and external stakeholders will be invited to develop the scope of the adaptation plan.	£0.00	£32,501.00	£67,498.98	£99,999.98	5 Number of organisations receiving non-financial support 5 Number of neighbourhood improvements undertaken	10% - Increased footfall (%) 10% - Improved perceived/experienced accessibility (%) 10% - Improved perception/experience of amenities (%) 10% - Increased users infrastructure/amenities (%)

Peterborough County Council	E24	Supporting Local Business	Peterborough Digital Incubator	he Peterborough Digital Incubator would be a virtual programme, delivered online and through the use of facilities such as the ARU Peterborough Living Lab and The Vine, providing much needed support to students, entrepreneurs, and early stage businesses with digital specialisms. It would do this through the provision of networking, events, workshops, seminars, and mentoring designed to increase the business acumen of participants, and support them regarding the continued development of their technical expertise as well as providing mechanisms to improve access to finance.	£5,000.00	£57,261.00	£246,739.00	£309,000.00	10 - Number of businesses receiving financial support other than grants 60 - Number of businesses receiving non-financial support 10 - Number of businesses receiving grants 40- Number of potential entrepreneurs provided assistance to be business ready	80 - Jobs created 30 - New businesses created 40 - Number of businesses introducing new products to the firm 40 - Number of organisations engaged in new knowledge transfer activity 40 - Number of businesses adopting new to the firm technologies or processes 40 - Number of early-stage firms which increase their revenue following support
Peterborough County Council	E10	Communities & Place	Youth Zone for Peterborough	OnSide Youth Zones aren't youth centres as you may know them. These are inspirational hubs of energy and support packed with state-of-the-art facilities. They're a message to young people that someone really believes in them and has invested in their future. OnSide work in partnership with local authorities, young people, communities and the private sector (including businesses and philanthropists), OnSide puts in place five key foundations to create a new local charity which will go on to support thousands of young people for years to come. Youth Zones are:- Open 7 days a week, Open to all young people, Kitted out with state-of-the-art facilities, Staffed by skilled and dedicated youth workers, Over 20 activities on offer each session, Provide targeted support with an entry fee of 50p.	£205,499.56	£200,000.00	£849,500.44	£1,255,000.00	1 - Number of facilities supported/created 25 - Levels of participation in sports and recreational activities at facilities that have benefitted from funding	20% - Increased users of facilities/amenities (%) 20% - Improved perception of events (%)

South Cambridgeshire District	E22	Supporting Local Business	BIPC support for under represented groups	this scheme would be to provide in person appointment 1-2-1 support 1-2 days a month from our Cambourne Hall premises culminating to help businesses right from concept to those looking at growth. The funding also encompasses the launch of a 20k grant scheme competition to support 4 new start ups in the female/BAME sector.	£0.00	£50,000.00	£50,000.00	£100,000.00	50 - Number of businesses receiving non-financial support 5 - Number of businesses receiving grants 10 - Number of potential entrepreneurs provided assistance to be business ready	30 - New jobs created 25 - Jobs safeguarded 5 - Number of new businesses created 5 - Number of businesses adopting new to firm technologies and processes
South Cambridgeshire District	E3	Communities & Place	Community gardens and greenspaces - Half moved to REPF	communities in areas of identified need to acquire, design, build and maintain community parks and growing spaces with professional support coordinated community action. Two projects will be supported per year which can deliver high quality greenspace which will enhance civic pride, improve community cohesion and bring measurable health benefits.	£0.00	£40,000.00	£24,662.50	£64,662.50	8 - Number of rehabilitated premises 10 - Number of neighbourhood improvements undertaken 10 - Number of facilities supported/created	10% - Increased footfall (%) 10% - Improved perceived/experienced accessibility (%) 10% - Improved perception/experience of amenities (%) 10% - Increased users infrastructure/amenities (%)
South Cambridgeshire District	E16	Supporting Local Business	Grant scheme to support new start-ups	Micro/SME make up around 95% of the businesses in South Cambridgeshire. Whilst there is plenty of business advice and practical support for new start-ups in this sector, there is currently a gap in Growth Works funding eligibility criteria to help get these businesses off the ground, which is postcode specific in not supporting CB micro start-ups. This scheme would look to support new start-ups with the view to aligning some businesses with the opportunity to utilise space in Cambourne Hall for 3/6/12 months to help them at the very beginning of their journey. Support would also be available for businesses looking to set up within the retail/hospitality leisure sectors.	£0.00	£0.00	£100,000.00	£100,000.00	100 - Number of businesses receiving non-financial support 10 - Number of potential entrepreneurs provided assistance to be business ready	30 - Jobs created 20 - Jobs safeguarded 20 - Number of new businesses created 30% - increase in business sustainability 30% - increase in businesses supported

South Cambridgeshire District	E1	Communities & Place	Improving South Cambs High Streets	SCDC would consult with parish councils and residents of our 8 larger High Streets, in partnership with parish councils and community building/village hall committees and land owners implement changes agreed on dependant on consultation.	£0.00	£0.00	£300,000.00	£300,000.00	8 - Number of rehabilitated premises 8 - Number of decarbonisation plans developed	1 - Jobs Created 15% - Increased Footfall (%) 15% - Increased Visitor Numbers (%) 1% - Reduced Vacancy rates (%) 10% - Improved perceived/experienced accessibility (%) 10% - Improved perception/experience of facilities (%)
South Cambridgeshire District	E2	Communities & Place	Northstowe Community/Local Centre development support	supporting community, business and resident amenities/provision in healthy new town Northstowe. There are two anchor buildings the Council must build for the Enterprise Zone to be successful i.e. they will serve the needs of those employed there as well as the resident community. Ambitious, exemplar and true to our net 0 objectives, these buildings will become lynchpin place-making markers jumpstarting the masterplan and setting the tone, feel and vision for EZ development in its entirety	£108,559.50	£147,119.00	£344,321.50	£600,000.00	1 - Number of commercial buildings developed or improved 945m2 - Amount of commercial buildings developed or improved 945m2 - Amount of public realm created or improved 1 - Number of low or zero-carbon energy infrastructure installed 1 - Number of decarbonisation plans developed 950m2 - Sqm of land made wheelchair accessible/step-free	10% - Improved perceived/experienced accessibility (%) 10% - Improved perception/experience of facilities (%) 10% - Increased users infrastructure/amenities (%)



Business Board Forward Plan

Business Board Meeting – 13th March 2023

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 9 th January 2023	Business Board			To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Bruna Menegatti, Finance Manager</i>	Chair
4.	Strategic Funding Management Review – March 2023	Business Board			To monitor and review programme performance, evaluation, outcomes and risks, including approval of reinvestments.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
5.	Growth Hub Backfill Funding for 2023-24	Combined Authority Board	22 March 2023		To approve reserve funding to sustain continuation of the Growth Hub Service in lieu of BEIS Core Funding for the period 2023-24.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
6.	Economic Growth Strategy Implementation Plan	Combined Authority Board	22 March 2023		To approve the Economic Growth Strategy Implementation Plan for Cambridgeshire and Peterborough.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair

7.	Growth Works - Management Update for Q8 (October to December 2022) and Annual Reporting for January to December 2022	Business Board			To monitor and review programme delivery and performance.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation; Domenico Cirillo, Business Programmes & Business Board Manager; Nigel Parkinson</i>	Chair
6.	Local Growth Fund Investment Update	Business Board			To review the profile of investments made by the Business Board.	<i>Louisa Simpson, Strategic Funds Programme Lead</i>	Chair
7.	UK Shared Prosperity Fund Implementation Plan	Business Board			To note the UK Shared Prosperity Fund Implementation Plan.	<i>Bruna Menegatti, Finance Manager</i>	Chair
8.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 15th May 2023 – Annual General Meeting

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 13 th March 2023	Business Board			To approve the minutes of the last meeting as a correct record.		
2.	Appointment of new Chair of the Business Board	Combined Authority Board	7 th June 2023	Decision	To approve the appointment of new Chair of the Business Board.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
3.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Robert Emery, Business Board S73 Officer</i>	Chair
4.	Strategic Funding Management Review – May 2023	Business Board			To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
5.	Shared Prosperity Fund Implementation Plan	Combined Authority Board (via Business Board) – Skills Committee (May)			To approve the Shared Prosperity Fund Implementation Plan for Cambridgeshire & Peterborough.	<i>Louisa Simpson, Strategic Funds Programme Lead</i>	Chair
6.	Business Board Review	Business Board			To note outcomes of the CPCA commissioned review of the Business Board.	<i>Domenico Cirillo, Business Programmes & Board Business Manager</i>	Chair

7.	Business Board Annual Report and Delivery Plan 2023-24	Business Board			To approve the Business Board Annual Report and Delivery Plan for 2023-24.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
8.	Nomination of Business Board Representatives for the Combined Authority Board	Combined Authority Board	7 th June 2023	Decision	To nominate the Chair and Vice-Chair to be a member and substitute member of the Combined Authority Board for the municipal year 2023-24.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
9.	Business Board Expenses and Allowances 2022-23	Business Board			To report on the remuneration and expenses paid to private sector members for 2022-23 under the Business Board Expenses and Allowances Scheme.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
10.	Local Assurance Framework Annual Review	Combined Authority Board	7 TH June 2023	Decision	To consider the revised Local Assurance Framework and make recommendations to the Combined Authority Board.	<i>Reena Roojam, Lawyer</i>	Chair
11.	University of Peterborough Programme Business Case	Business Board			To endorse the University of Peterborough Programme Business Case.	<i>Rachael Holliday SRO Higher Education</i>	Chair
12.	Cambridge Compass Enterprise Zone – Updated Memorandums of Understanding	Business Board			To approve updated MoU's for each Cambridge Compass EZ site between the CPCA and District Authorities.	<i>Domenico Cirillo, Business Programmes & Board Business Manager</i>	Chair

13.	AEB Three-year Evaluation Report – impact and findings	Business Board			Looking at impact since devolution in 2019/20.	<i>Parminder Singh Garcha, SRO – Adult Education</i>	Chair
14.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

SUBMIT YOUR COMMENTS OR QUERIES TO BUSINESS BOARD

Your comment or query:

How can we contact you with a response?
(please include a telephone number, postal and/or e-mail address)

Name

Address

.....

Tel:

Email:

Who would you like to respond?

