



THE BUSINESS BOARD

BUSINESS BOARD

Monday, 15 May 2023

Democratic Services

Edwina Adefehinti
Chief Officer Legal and Governance, Monitoring Officer

14:30 PM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

TBC

AGENDA

PUBLIC MEETING

Part 1 - Governance

1.1 Apologies for Absence and Declarations of Interest

1.2 Minutes - 13th March 2023

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Part 2 - Funding and Growth Fund

2.1 Budget and Performance Report - Report to follow

Part 3 - Strategy and Policy

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Part 4 - Future Meetings

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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 27th March 2023)

Date: 13th March 2023

Time: 2:30pm – 4:55pm

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

128. Apologies for Absence and Declarations of Interest

Apologies for absence were received from Andy Williams.

Vic Annells declared a general non-statutory disclosable interest, as the Chief Executive of the Cambridgeshire Chambers of Commerce.

The Chair welcomed the Combined Authority's new Executive Director of Economy and Growth, Richard Kenny.

129. Minutes – 9th January 2023

The minutes of the meeting held on 9th January 2023 were approved as a correct record.

The Business Board noted the Minutes Action Log.

130. 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 January 2023.

While discussing the report, the Business Board:

- Expressed concern that the forecast outturn for 2022/23 capital expenditure of £5.587m was less than half the 2022/23 budget of £11.366m, and suggested that such a large variance should have been identified and rectified earlier in the financial year, to avoid such a significant underspend and ensure the maximum provision of support to businesses. It was acknowledged that improvements needed to be made in the frequency and accuracy of how finance reports presented to the

Business Board reflected the reality of projects' situations, but members were assured that the underspent resources would still be available in the following financial year, with a strong pipeline of interest that would ensure businesses did not lose out on the funding.

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.

131. Strategic Funds Management Review (March 2023)

The Business Board received an update on strategic funding programmes and their progress to 21st February 2023, 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.

While discussing the report, the Business Board:

- Welcomed the case study included in Appendix 1 of the report, and suggested that there should be more frequent and continuous publication of case studies to demonstrate and highlight the positive impacts that the Business Board and Combined Authority had across the Cambridgeshire and Peterborough region. It was agreed to organise a meeting between Business Board members and the communications team. **Action required**
- Expressed concern about the substantial amount of data included in the report and suggested that it would be more productive to refine or simplify the data, although it was acknowledged that the report's objective was to provide members with monitoring data on a large number of projects. Members argued that in future iterations of the report, the Business Board should also be asked to comment on the data included in the report, rather than to just note it.
- Suggested that additional criteria previously discussed by the Business Board could be applied when considering future applications for recycled Local Growth Fund resources.

It was resolved unanimously to:

Note the programme updates outlined in this paper.

132. Growth Hub Core Funding 2023-24

The Business Board received a report proposing the allocation of reserve funds as a contingency to cover the annual operational costs 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. However, members were informed that the Department for Business and Trade (DBT) had confirmed a continuation of the funding since the report had been published. The allocation for Cambridgeshire and Peterborough was yet to be confirmed, although it was anticipated to be similar to previous amounts, and the Business Board was therefore still asked to consider endorsing the use of reserve funds as a contingency in the event that the final allocation was not sufficient. The report contained an appendix which was 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)).

Item 1.2

While discussing the report, the Business Board:

- Welcomed the announcement from DBT that funding would continue for the next year, and supported the use of reserve funds for contingency funding.
- Queried whether the previous period of uncertainty over the continuation of funding had negatively impacted the Growth Hub or its consistency of delivery. Members were informed that staff at the contractors had previously been advised of the risk that funding may not continue, and that none had left as a result of the uncertainty, underlining their commitment to the work of the Growth Hub.

It was resolved unanimously 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.

133. Cambridgeshire and Peterborough Economic Growth Strategy Implementation Plan

The Business Board received a report which detailed the Implementation Plan for the Economic Growth Strategy (EGS), which also sought the Business Board's consideration on how its individual members could support the delivery of some of its key elements. It was emphasised that the Implementation Plan was a living document that would continue to evolve, and that it set out actions that were underway and for which funding was already in place, as well as the more long-term strategic thinking that would have to take place.

While discussing the report, the Business Board:

- Welcomed the Implementation Plan and the progress that it set out, expressing concern about the length of time it took to develop. Members supported its general direction of travel, and acknowledged that further minor amendments would be made to the Implementation Plan before its presentation to the Combined Authority Board on 22nd March 2023.
- Highlighted the importance of overcoming digital poverty across the region, particularly in the more rural areas, and suggested that the impact of digital

connectivity on improving productivity and prosperity should be given greater prominence within the Implementation Plan

- Suggested that it would be useful to include the details of who was responsible for ensuring each project progressed, and also to include information on the cost and size of all the projects. It was emphasised that it should be made clear where the funding would come from, and whether that funding had been secured. Members also emphasised the importance of refining the data they were provided with to ensure their attention was drawn to the most important matters.
- Welcomed the proposal from the Mayor to organise more regular meetings between himself, the Lead Member for Economic Growth, the Executive Director of Economy and Growth, and the Chair of the Business Board. Members also agreed to further investigate how individual members could collaborate more with the Combined Authority's Lead Members on thematic areas.

It was resolved unanimously 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.

134. Growth Works - Management Update for Q8 (October to December 2022) and Annual Reporting for January to December 2022

The Business Board received an update report on programme performance for Quarter 8 of the Growth Works contract, covering the period from October 2022 to December 2022.

While discussing the report, the Business Board:

- Drew attention to the 12% response rate to the survey on which the Net Promoter Score for Quarter 8 was based, suggesting that it could not reflect a broad picture. It was clarified that an independent company had taken a sample of 279 businesses from a list of all those involved with the Growth Works, although members expressed concern that such a pool would be less likely to include those businesses that had dropped out of the programme or that had not followed through on delivery. While it was acknowledged that some of the respondents had not received the full service from Growth Works, it was suggested that such businesses should be proactively included in the list of companies contacted.
- Considered the wider impact of grants on projects than simply creating jobs, noting that the provision of a small amount of funding could sometimes provide sufficient incentive to create jobs that might otherwise have taken longer to be established as part of a larger project.

- Clarified that by noting a report, the Business Board was neither endorsing nor rejecting its content, with the minutes of the meeting detailing issues that had been raised during the discussion.

It was resolved unanimously to:

Note the Growth Works Programme Year Two Review and Performance Data to Q8 (16 December 2022).

135. Local Growth Fund Investment Update

The Business Board received an update report on the position of the equity type investments it had made using the Local Growth Fund (LGF), in which it was acknowledged that the rate of job creation had generally been slower than anticipated. It was also acknowledged that the recent acquisition by HSBC of the Silicon Valley Bank UK Limited had been welcomed due to the stability it had provided to a significant number of investments made through the programme.

While discussing the report, the Business Board:

- Expressed concern about the low level of jobs created through some investments compared to initial forecasts, and considered whether the companies should be asked to review their targets and identify any further support they may require, given the significant economic disruption that had occurred since the funding had been approved. However, it was acknowledged that they were long-term investments that had only been in place for three years, and given that the majority of job numbers were for within ten years, it could be considered unreasonable to make judgements at such an early stage. Members were also cautious about requesting additional information from companies that would have to be shared with other shareholders and investors, potentially affecting their ability to obtain other additional funding.
- Sought clarification on any liaisons with the government about the investments. Members were informed that meetings were regularly held with BEIS, who had shown a particular interest in how the Business Board and Combined Authority had utilised the LGF and its recycled funds, given that not many other Local Enterprise Partnerships had utilised equity funding as an investment option. Although the formal reporting process had ended, informal reporting continued to be undertaken on LGF investment.
- Emphasised that the investments had not been made with an expectation of a financial return, and that broader, long-term objectives had driven the investment decisions, such as the six capitals underlying the Combined Authority's wider strategies and the impacts on businesses and local communities. Members noted the additional performance data categories in the conclusion section of the report's appendix, and suggested that further such metrics could be developed to demonstrate and measure the broader objectives of the investments.

It was resolved unanimously to:

Note the contents of the report.

136. UK Shared Prosperity Fund Implementation Plan

The Business Board received a report which provided an update on the UK Shared Prosperity Fund, including the development of detailed project applications and subsequent due diligence, the development of contract documentation, the development of the Implementation Plan, and governance of the Implementation plan and performance reporting. Assessments were being conducted by local authorities on grant funding agreements for 38 separate projects, and attention was drawn to the benefits that had been demonstrated by collaborative working between the various district, city and unitary councils.

While discussing the report, the Business Board:

- Welcomed the collaborative approach that had been adopted by local authorities, highlighting that it would allow the funding to have a wider, more significant impact than if they had carried out separate, smaller projects.
- Clarified that the monitoring data required by the government was restricted to job creation, and that the Implementation Plan was therefore based on those metrics. Members suggested that a wider range of metrics should nonetheless be monitored as well, to reflect the additional outcomes and benefits. Members were informed that the Combined Authority was looking to establish a baseline that the local authorities could then develop, so that they could track progress and identify successes and failures.

It was resolved unanimously to:

Note the content of the paper for information.

137. 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 22nd March 2023.

138. Business Board Forward Plan

Confirming that the next meeting was scheduled to be held on 15th May 2023, the Business Board noted the Forward Plan.

Chair
15th May 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 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 9th January 2023

124.	University of Peterborough Phase 3 Living Lab - Full Business Case	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
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Business Board Meeting Held on 13th March 2023

131.	Strategic Funds Management Review (March 2023)	Domenico Cirillo	Organise a meeting between Business Board members and the communications team	Awaiting update	Action Ongoing
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Agenda Item No: 3.1

Strategic Funds Management Review March 2023

To: Business Board

Meeting Date: 15th May 2023

Public report: Yes

Lead Member: Alex Plant, Chair of the Business Board

From: Steve Clarke, Associate Director Business (Interim)

Key decision: No

Forward Plan ref: N/A

Recommendations: The Business Board is invited to:

- a) note all programme updates outlined in this paper

1 PURPOSE

- 1.1 This report provides the Board with its regular update on the strategic funding programmes that it is responsible for, this report covers progress to 21st February 2023. This includes the following:
- Spend performance of strategic funds
 - Performance & monitoring of strategic funds and projects
 - Proposed strategy for investing remaining recycled funds
 - Strategic funds - update

2 BACKGROUND

- 2.1 The Business Board has oversight of funds that are related to Local Enterprise Partnership led activity, plus other more recent funding which the Economy and Growth Directorate have bid and secured which the Business Board have an input or interest in.

The funds referenced in this report are listed below:

Local Growth Fund (LGF)	£146.7million	All spent by 31 March 2021, but programme outcomes from its invested projects are still being delivered until 2030. Recycled LGF returned from projects over the medium term and the Business Board awarded £4.7million of recycled LGF last year
Getting Building Funding (GBF)	£14.6million	Business Board awarded the £14.6m GBF to the University phase 2 project
UK Community Renewal Fund (CRF)	£3.4million	Two projects successfully completed through the Growth Works contractor by 31 December 2022.
Levelling Up Fund (LUF) round 1	£20million	Peterborough City Council recipients of capital grant for the University Phase 3 Living Lab. Business Board awarded £2million match funding from recycled LGF.
Levelling Up Fund (LUF) round 2	£48million	Combined Authority secured £48million to deliver Peterborough Station Quarter project
UK Shared Prosperity Fund (SPF)	£9.8million	Combined Authority managing portfolio of 31 projects through Local Authority partners
Rural England Prosperity Fund (REPF)	£3.2million	Combined Authority managing REPF capital grant scheme through four rural Local Authority partners
Create Growth Programme	£1.275million	Three County partnership with the New Anglia LEP and University partners to deliver seed funding support in creative sector
Gainshare	£25.6million	Combined Authority delivering Business and Social impact investment fund (£10million). Included for reference but not covered in this report: Market Towns phase 1 (£13.1million), Market Towns phase 2 (£2.5million)

3 PROGRAMME SPEND

- 3.1 The £146.7 million Local Growth Fund programme closed on 31 March 2021 with all funding awarded to a portfolio of 51 projects including the grant schemes and included the Combined Authority fund management costs. The project expenditure of that original LGF programme to date was £142.5 million as of 31 March 2023.
- 3.2 The spend to end of March 2023 on Business Board projects awarded last year with Recycled Local Growth Funds is shown 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	£0	£0	2030
Barn4 specialist growing facilities	Containerised growing systems on NIAB's Park Farm	Innovation	£400,000	£400,000	£332,785	2025
Fenland Hi-Tech Futures	An investment in equipment for the North Cambs Training Centre	Economic & Growth	£400,000	£400,000	£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	£397,093	£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	

4 PROGRAMME DELIVERY & MONITORING

4.1 Current approved live projects which are still in delivery phase are listed below with indication of their output progress to date:

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	99	2						437	437	437	437	26	15	0	6		
Start Codon Accelerator	5,190	238												48	14	48	14	
Growth Works Inward Invest	280														10			
COWA Net Zero Project	37		300		226													
Ramsey Produce Hub	13		5						860		260							
University of Peterborough - Phase 3	964		37		4,500													

- 4.2 Officers have been alerted by the College of West Anglia (COWA) that they will be bringing forward a Project change Request (PCR) for the Net Zero Training Centre project which the Business board has awarded £2million recycled LGF as match leverage for the project. The project funding package was to have been made up of £6million LUF and £2million recycled LGF plus a contribution from the private sector.
- 4.3 The £6million LUF was part of the package bid which Fenland District Council submitted to Government last year but this was unsuccessful in that round announcement in January this year.
- 4.4 COWA have now been considering their options and have briefly discussed with Officers a revised project on a slightly smaller scale using modular build to save costs but still deliver the new Net Zero skills outputs and outcomes and are just finalising the detailed project costs and build specification plan before formally submitting the PCR to Officers for due diligence and if agreed presented to the BB in July for recommendation to the Combined Authority board for approval.
- 4.5 The Monitoring of all projects is conducted and gathered on a quarterly basis. The latest monitoring data analysis can be found in Appendix 1 of this report.
- 4.6 The total number of Jobs and Apprenticeships currently recorded through the monitoring process of whole programme stands at 12,179 as of 27th April 2023.
- 4.6 The Business Growth Service independent evaluation is underway, reviewing the Growth Works programme covering the impact, outputs/outcomes, Value for money and learning from the delivery model. The output report and presentation from the consultants will include an analysis of the business support landscape and options of what business support programmes might support the Combined Authority ambition for Good Growth and service business needs. Two Business Board Members are involved in the Steering group overseeing the review, but surveying of wider Business Board members and stakeholders is also part of the process for the review. The evaluation report will be presented back to the Business Board and Local Authorities once completed in May.

5 RECYCLED LOCAL GROWTH FUND

- 5.1 The Business Board has c.£4million 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 Business Board discussed potential options at its update meeting on 24th April for its plan for investing the remaining recycled LGF budget and in tandem the Enterprise Zone income which amounts to c.£800,000 per annum for next nineteen years which is currently unallocated to any spend from 1st January 2024.
- 5.3 A wide-ranging discussion on the investment options ensued with the BB on the 24th April, some discussed are listed below:
- Run an open call for projects based on criteria determined from the EGS and recommend to Combined Authority Board

- Recommend funding be utilised to fund business support programmes as identified from the review of Growth Works – subject to new business case and procurement
- Recommend funding be allocated to businesses via an inhouse managed grants scheme, for example targeting key sectors or to encourage inward investment – subject to business case approval
- Hold funding ready to be utilised as match funding to any larger priority projects that may get proposed as part of a new Combined Authority Devolution deal.

- 5.4 The Business Board resolved at the meeting on the 24th for Officers to do more work on the options including cost per impact/intervention and to hold off taking a decision to include the final review of the Growth Works programme and the associated analysis on the business support landscape. To support this, it was agreed to set up a short-term sub-group of the Business Board to work on the options and to prioritise the possible options and related recommendation and to bring back the proposed options and recommendation to the BB to formally agree.
- 5.5 The Combined Authority Board approved the Economic Growth Strategy (EGS) Implementation plan at its meeting in March and it is proposed that the chosen options for this investment activity for the remaining recycled LGF is aligned to the delivery of the EGS Implementation plan.
- 5.5 The Business Board will be invited to determine and endorse a preferred option on investing the recycled LGF to be recommended to the Combined Authority Board, beyond that whichever option approved would be more developed and brought back to the Business Board and Combined Authority Board for approval.
- 5.6 The approved option would be developed up by Officers and would be subject to business case approval and procurement processes where required and applicable under the Local Assurance Framework.

6 STRATEGIC FUNDS UPDATE

6.1 COMMUNITY RENEWAL FUND

Officers have completed reconciliation with the delivery contractor and the final claim was submitted and has been paid by DLUHC for the programme which nationally is now considered closed. The final evaluation reports for the two projects delivered through the programme can be found attached to the paper at Appendix 2a for Start & Grow and Appendix 2b for Turning Point.

6.2 LEVELLING UP FUND

The Peterborough Station Quarter project awarded £48million via the Combined Authority successful bid has started work on delivery of the workplan via the project partnership. DLUHC also announced in March £1.125million additional funding available to the Combined Authority, this was secured via a plan to enhance capability and capacity for Combined Authorities and their partners to deliver LUF projects and develop the evidence and pipeline for future LUF bids. The proposed plan submitted was approved and the

Combined Authority has secured the funding split £625,000 for 2023-24 and £500,000 for 2024-25.

6.3 UK SHARED PROSPERITY FUND

The Implementation Plan for the core UKSPF was approved by the Combined Authority board after being recommended by the Business Board.

The Strategic Funds team have issued grant funding agreements for each of the projects to the Local Authorities and delivery organisations, now awaiting sign-off of those agreements by the delivery partners.

DLUHC confirmed the allocation of £3.2million to the Combined Authority for Rural England Prosperity Funding via an announcement in April, the letter of determination and the funding agreement are yet to be received from the Department. In the background Officers are working with the four rural Local Authorities to set up their processes for managing the capital grant scheme.

6.4 GAINSHARE

Officers have commenced procurement for an Investment Fund delivery contractor for the Business Growth Investment Fund project. The market engagement event being run in early May and then invitation to tender released to the market, aiming to complete procurement and contract during July.

The Market Towns Programme (Phase 2) which secured Combined Authority board approval for £2.5million to strengthen local communities and groups and to support for social enterprises and community-owned businesses. The Phase 2 objectives are:

- Safeguarding and enhance social capital, employment opportunities, and skills in market towns throughout Cambridgeshire and Peterborough by:
- Boosting the local Social Enterprise ecosystem through the implementation of Social Enterprise Hub space
- Support Community ownership of local assets
- Boosting young people's engagement with STEM.

Programme deliverables:

- Stream 1 - Community ownership of local businesses - to establish a dedicated support programme, community "support package" and bursary funding for community groups in Cambridgeshire & Peterborough, with a focus of revitalising assets in rural areas.
- Stream 2 - Social enterprise hubs - the creation of one or more social enterprise hubs in Cambridgeshire & Peterborough. The hubs will support the growth of social entrepreneurship and the social economy ecosystem across market towns and rural areas, providing co-working / business start-up space for social enterprises alongside community space and a retail offer for residents and communities.
- Stream 3 - STEM exhibition programme - to support the capital element of an educational programme, to be delivered via pop-up science centres, located in publicly owned buildings, community or educational facilities in the Cambridgeshire & Peterborough market towns and rural areas. The pop-up centres will be accessed

by children, families, schools, and adult groups and aim to raise awareness and aspirations for STEM related study and careers.

Expected outcomes and benefits sought from the programme include:

- Jobs created and safeguarded in the third sector, social enterprise ecosystem, and community interest groups.
- Revitalisation of market towns by bringing back vacant assets into use through community ownership
- Driving footfall in market towns by restoring the service offer and increasing local amenity
- Increasing the local sense of pride in place
- Increased educational aspirations of local school children in market towns and improved long-term outcomes
- Creation of community space for use by local people, increasing social vitality and reducing social isolation.

The Programme is also moving into mobilisation phase which includes the procurement of delivery partners through published prospectus and funding call. The Programme is due to be launched in June 2023.

6.5 GETTING BUILDING FUND

The Materials and Manufacturing Research and Development Innovation centre building shell has been completed and work plans for internal fit-out underway, currently discussion are underway with partners 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 the Business Board members are encouraged to promote wherever possible.

6.6 CREATE GROWTH FUND

The Creative East programme was an officially launched in February and is now live providing support on funding opportunities via competitions for seed funding in the creative sector across the three Counties. The first cohorts are being recruited to the programme and the link to the programme is: [Creative East | Create Growth Programme | Ignite your business growth](#)

6.7 UKRI INNOVATION LAUNCHPAD

Although Government had intention to announce in the spring there is still no news from Government regards the two Expressions of Interest (EOI) that CPCA 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. Good work and personal skills development are key determinant of positive health outcomes.

7.4 ENVIRONMENT & 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 APPENDICIES

8.1 Appendix 1 – Quarterly Monitoring data Business Board programmes

8.2 Appendix 2 – Community Renewal Fund final evaluation reports (2a Start & Grow project and 2b Turning Point project)

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](#)

9.4 UK Shared Prosperity Fund Implementation Plan Approval
[Combined Authority Board 22 March 2023 Agenda Item 7.4](#)

9.5 Gainshare Business Growth Fund Approval
[Combined Authority Board 30 November 2022 Agenda Item 4.5](#)

9.6 Gainshare Market Towns Phase 2 Approval
[Combined Authority Board 22 March 2023 Agenda Item 5.4](#)

LGF Monitoring

April 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

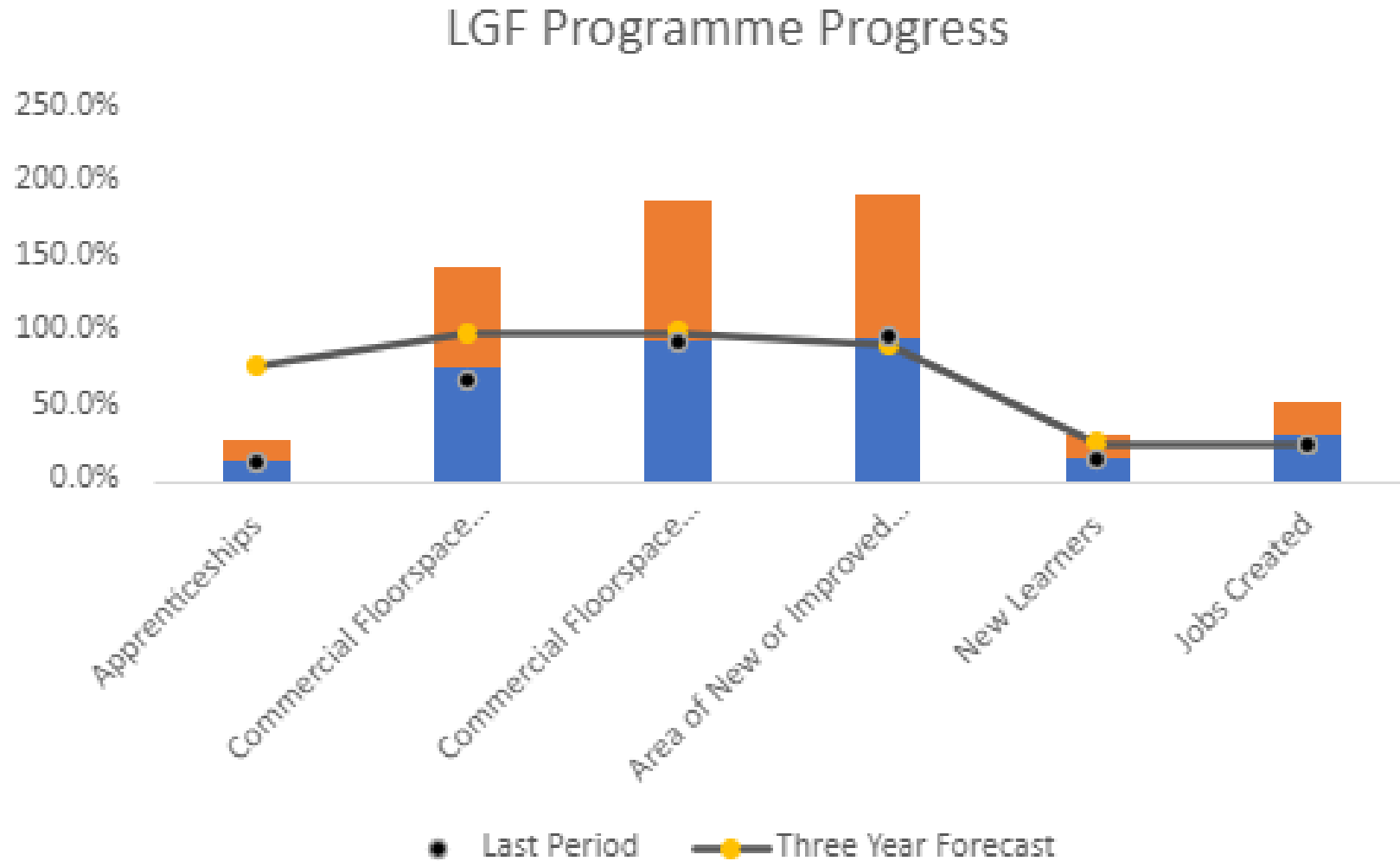
South Fens Business Park

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 Update



NIAB – Barn 4 - £2.84m

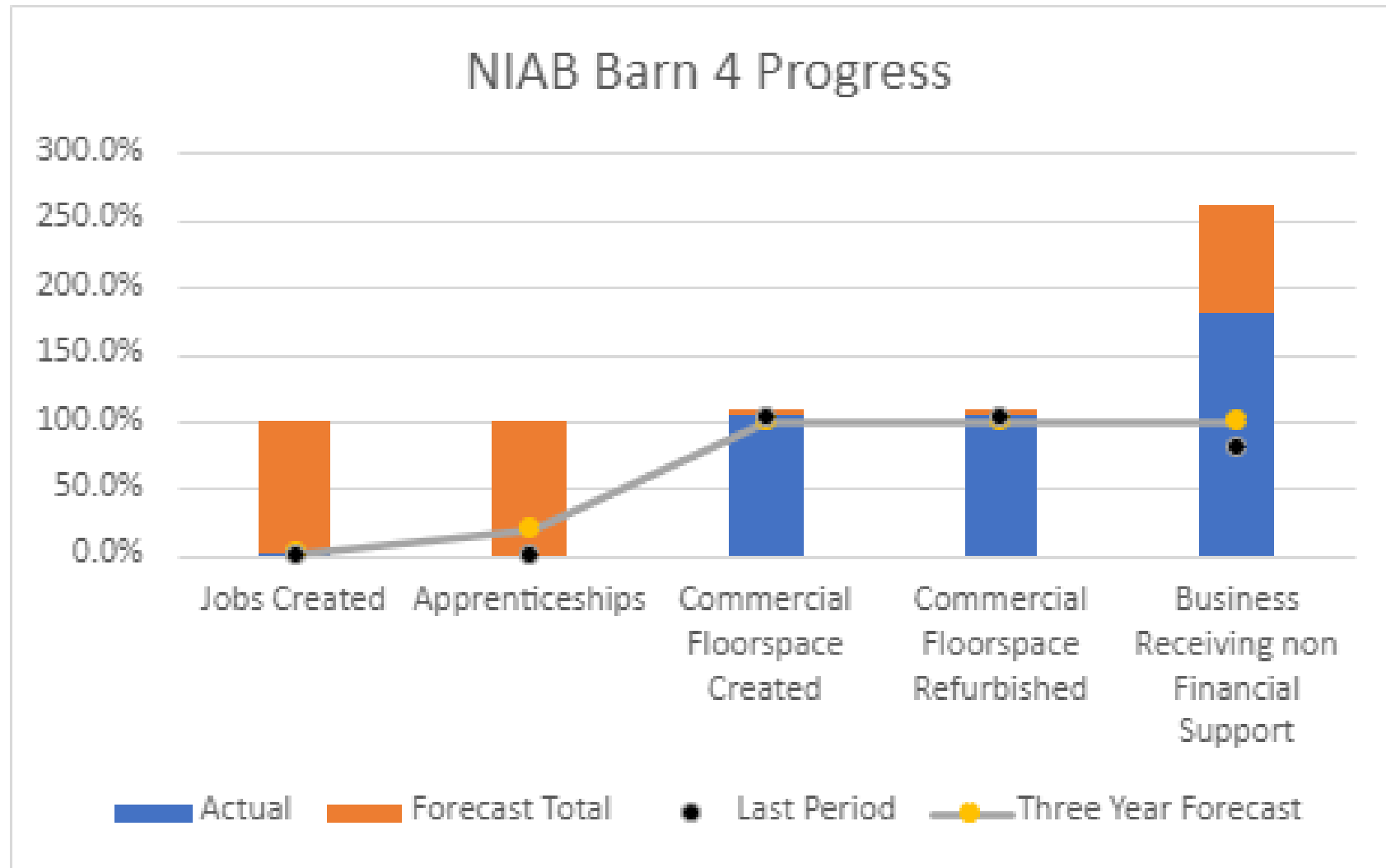


Becky Dodds, Agri-TechE Director of Communities, said: “Barn4 provides a great addition to the agri-tech landscape in the Cambridgeshire & Peterborough region. The modern facility located at NIAB’s Park Farm provides an ideal location for agri-tech businesses to grow and flourish.”

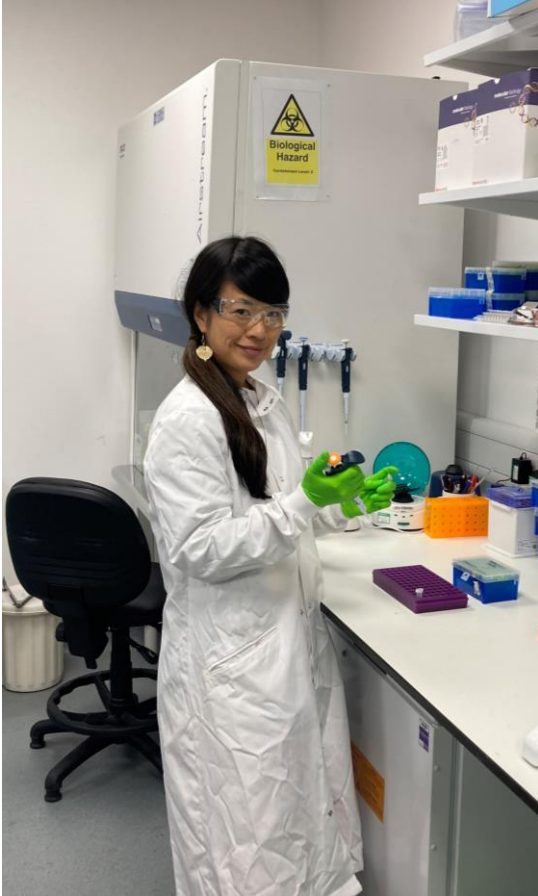
Dr Michael Gifford, NIAB Director of Commercialisation said: “The support CPCA has provided to the Barn4 initiative has allowed NIAB to develop a facility that is ideal for agritech companies to grow in. Its location on our Park Farm site provides companies with access to both our facilities and staff and supports their development as they develop the technologies agriculture needs.”



NIAB Performance to Date



What the investment Means



The investment has allowed NIAB to bring a new level of practical support to agritech companies in the CPCA region. These companies are developing technologies as diverse as plant derived pharmaceuticals, fruit picking robots and novel protein crop varieties. With over 100 companies advised and supported since Barn4 opened in March 2021 the level of impact that the funding has enabled has been huge.

Kyomei are a plant biotechnology company looking to revolutionise the plant meat protein sector in a sustainable way for a healthier food system. Founded in 2021 by Dr Kyoko Morimoto and Meir Wachs, Kyomei joined Barn4 as Virtual Members in January 2022 before moving some of their physical operation there a few months later. They occupy lab space within the facility. In addition, Kyomei use growing facilities on the NIAB Park Farm site and are supported by specialist technical teams from within NIAB's core science capability. Recently NIAB and Kyomei have started to develop collaborative projects that will see Kyomei's technology developed further as well as supporting the growth of NIAB's expertise in this key part of the agritech sector.

Kyomei has already secured Seed funding from leading international investors and now employ 7 FT staff at Barn4 and are actively growing the team. Meir Wachs, Kyomei's CEO says "The location of Barn4 in the Cambridge Tech Cluster makes it an ideal place to develop a team on the cutting edge of plant sciences. Co-locating with NIAB's own science teams and facilities solves addresses many of the issues we face in our other labs. The Barn4 team in particular is really supportive of what we are trying to achieve and make huge efforts to ensure we have what we need to develop a successful company."

Dr Michael Gifford, NIAB's Commercialisation Director commented: "Having leading companies such as Kyomei located at Barn4 links NIAB directly into the heart of agri-tech development. It is great that our facilities and science teams can support the creation of such exciting technology. We are however, not resting on our laurels and are continuing to develop Barn4. We have recently completed the installation of a new £400,000 set of state-of-the-art plant growth containers. These and other ongoing improvements to the Barn4 ecosystem are focused on providing the best possible support to those companies taking the agriculture sector forwards."

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

Evaluation Report

Prepared for the Cambridgeshire and Peterborough Combined Authority

April 2023

Final Report

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Summary

Outputs					
					
245 People supported (109% of target)		295 Businesses supported (101% of target)			
Outcomes					
					
292 Number of businesses supported (111% of target)	119 Employment increase in supported businesses (116% of target)	49 Jobs safeguarded (153% of target)	107 New businesses created (104% of target)	108 New products or services (105% of target)	£536,745 Investment attracted (92% of target)
Impacts					
<ul style="list-style-type: none">• More growing businesses supporting increased employment in deprived areas• Increased confidence for beneficiaries and development of a growth mindset• Increased business investment stimulating increased private sector demand• Improved awareness of the business support landscape for beneficiaries• Sustained increase in employment, investment and revenue growth for supported businesses.					
Key Findings			Lessons for future delivery		
<ul style="list-style-type: none">• On the whole, the programme has performed very well against contracted outcome targets and is expected to contribute to positive longer-term outcomes.• Start and Grow filled a market gap in new enterprise support. The programme was appropriately designed for the context and market conditions.• There was considerable variation in the level of intensive support some beneficiaries required, which was not fully anticipated during programme design.• Programme management and governance supported the programme to be delivered to a high quality despite challenges, including uncertain timescales. Delivery occurred in the way it was expected to and largely achieved the targets it set out to achieve.			<ul style="list-style-type: none">• Areas with more deprivation require significantly higher levels of support to achieve the same outcomes as places with lower deprivation. This should be considered and built into delivery during the design phase of future programmes, both in terms of the support for individuals and the marketing activity required.• Ensure there is sufficient time during the application process to involve all delivery partners in design, so that roles, responsibilities and communication plans are clearly set out, agreed to and followed from the outset.• More direct relationships between the delivery partner and commissioning body would support delivery, particularly in a fast moving, changing delivery environment where decisions need to be made in response to factors beyond local control.		

Introduction

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

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 and administered by the Department for Housing, Levelling Up and Communities (DHLUC). 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 and Peterborough 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.

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 • Stakeholder interviews • 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:

- **Scheme overview:** provides a brief description of the Start and Grow programme, in terms of its activities, intended outcomes and delivery approach, and the theory of change underpinning the programme.
- **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.

Scheme overview

Start and Grow was a programme focused on providing individuals thinking about starting a business, and micro-businesses looking to grow, with tailored, intensive support services delivered as part of a pre-qualification process for grant funding. In this sense the programme brought together two elements of common business support programmes: support for entrepreneurs and business owners on how to start or grow their business, and access to the capital that would enable growth to happen.

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'** 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 £10,000 with a 10% in-kind contribution required from the individual to secure investment.
 - The Start component was based on YTKO's existing Outset programme, but with different eligibility rules.
- The **'Grow'** 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 precludes them from 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 received support to pre-qualify for grant funding through the programme.

Upon completion of the support programme businesses were then able to apply for a grant up to £20,000 with a 20% in-kind contribution required from the individual to secure investment.

 - The Grow component was based on YTKO's existing GetSet for Growth programme, but with different eligibility rules.

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

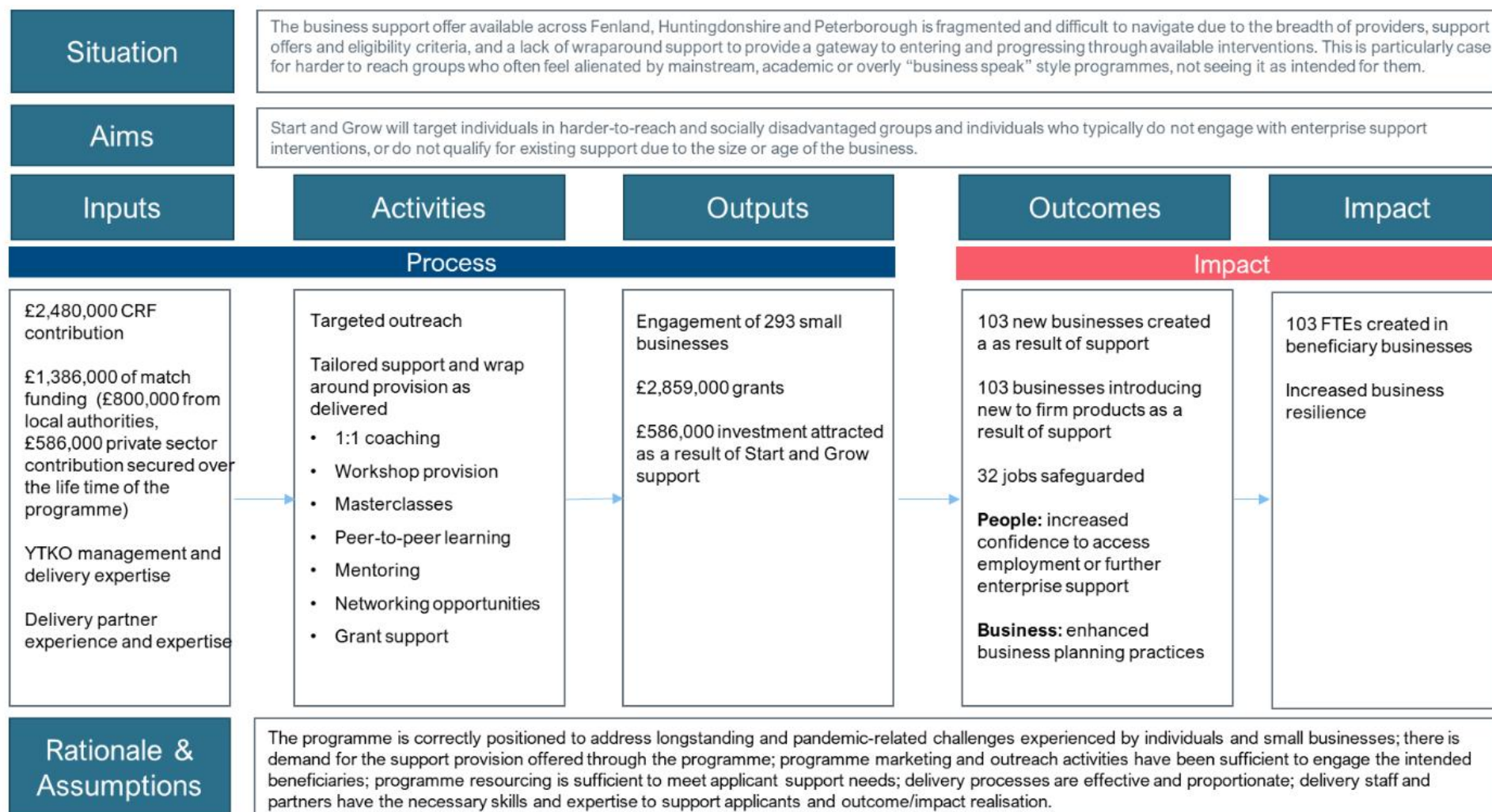
- For people: 103 jobs created in supported enterprises, and 32 jobs safeguarded.
- For businesses: 103 new businesses created, 103 businesses introducing new to the firm products, and £586,000 in investment attracted as a result of support.

The programme was scheduled to run from September 2021 to March 2022. However, a decision was taken by DHLUC to delay the delivery window for CRF programmes, and the delivery window was changed or extended a number of times throughout the programme, with the uncertainty regarding timelines creating challenges for delivery. Delivery ultimately commenced in March 2022 and finished in December 2022.

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

Metro—Dynamics

Figure 1. Start and Grow Theory of Change



Delivery model

Who delivered services

CPCA 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 enterprise support services and is well-established in Cambridgeshire and Peterborough.

YTKO's initial delivery team consisted of a Programme Director, two Business Advisors and two admin support staff. Changes to the delivery timeframes for the programme necessitated changes to the delivery team's structure, as discussed in the Programme Design section.

Where services were delivered

Start and Grow's activities spanned three geographies within Cambridgeshire and Peterborough, with a portion of services intended to be delivered in each, as set out below:

- 49.0% Peterborough City Council (priority area)
- 25.5% Fenland District Council (priority area)
- 25.5% Huntingdonshire District Council (non-priority area)

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

Intensive, tailored support for individuals and micro businesses

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.

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 for Growth 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 Fenland, Huntingdonshire and Peterborough. Support was delivered through:

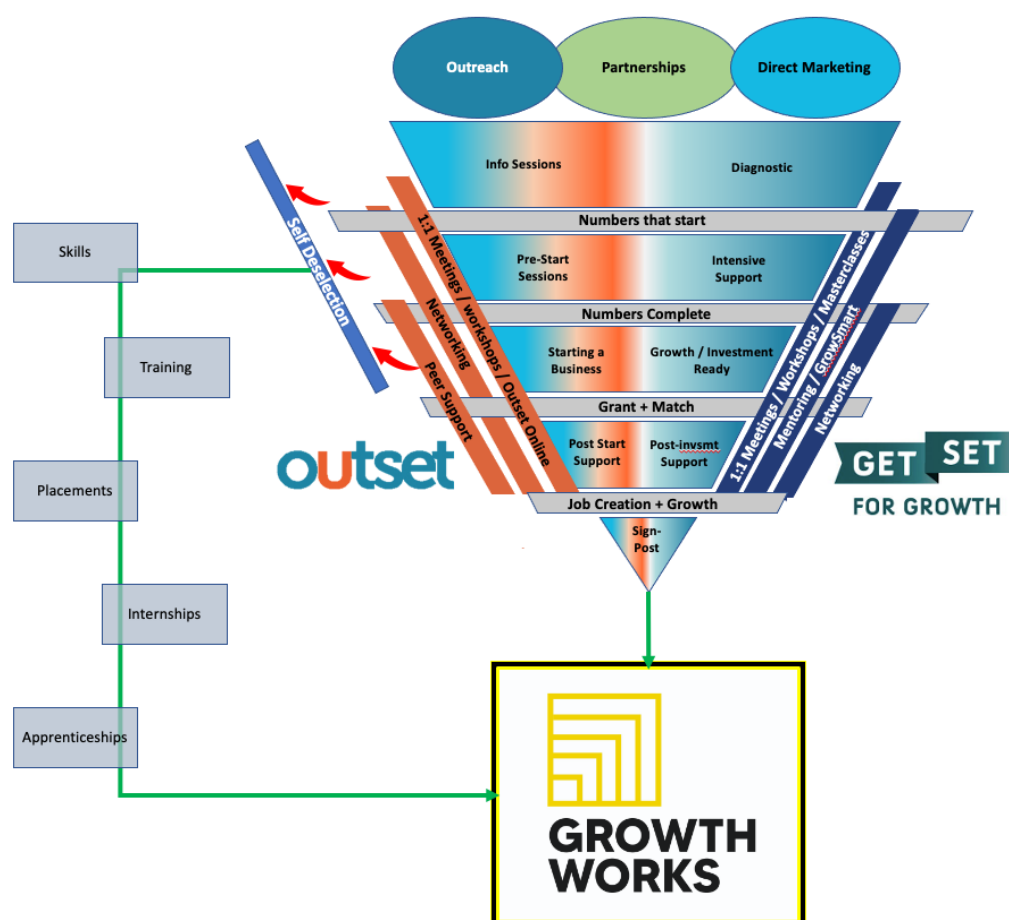
- 1:1 sessions with individuals online and in-person, particularly in the early months of the programme. This included intensive support for individuals with higher needs.
- A series of workshops, with three separate workshops focused on developing a business plan, cash flow, and applying for a grant. Workshops would run for 2 – 3 hours with up to approximately 20 participants.

- Masterclasses, peer-to-peer, mentoring and networking support, online and in person.
- Access to Business Advisors in the delivery team via phone and email for beneficiaries to seek informal advice and troubleshoot problems.

Start up and early-stage growth grants

Delivery recognised that a lack of investible capital is a major barrier preventing individuals from starting their own business, and is a critical contributing factor to business failure or stagnation. The programme therefore underpinned the business support provision with access to grants for those that became pre-qualified through the programme (a 90% grant for start-ups and 80% grant for eligible existing businesses). Access to significant grants, combined with pre and post investment support, intended to de-risk investment decisions for individuals and businesses and maximise return. The requirement of a private sector match contribution (10% for start ups and 20% for existing business) encouraged the client to have 'skin in the game', increasing ownership and generating a higher return on investment for public funds.

Figure 2. **Start and Grow Delivery Model**



At the conclusion of their engagement with the programme, individuals and businesses were signposted to other forms of support available through Growth Works. This applied to individuals who completed the programme and received grant funding, and also those who self-deselected from the programme before that stage.

Programme Design

Introduction

This section presents learning regarding the programme rationale and explores the policy and economic context Start and Grow was delivered in. 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. 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%).

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 market need that fell between ERDF, ESF, LGF, BEIS, DWP and local authority funded provisions. It was structured so that it would add to the existing infrastructure of support, overcoming 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.
- NEA, which 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, which provides debt finance to start-up businesses.
- DIT, which provides generic inward investment and internationalisation support.
- Universities and colleges, which provide internship / apprenticeship and business start-up support.
- Serco, who deliver Skills Support for the Workforce and Skills Support for Apprenticeships.

Contextual changes and implications

Delays to programme start date and continued uncertainty over delivery timeframes

The programme was scheduled to run from September 2021 to March 2022. However, a decision was taken by DHLUC to delay the delivery window for CRF programmes, and the delivery window was changed or extended a number of times throughout the programme. Extensions were often communicated at short notice and the general uncertainty about timelines complicated delivery. Delivery ultimately commenced in March 2022 and finished in December 2022.

When the programme commenced the initial end date for delivery was set for June 2022 and it was unclear whether the CRF delivery window would be extended. The compressed initial delivery window meant the delivery model needed to adapt. Specifically, more one-to-one support was provided in the initial months of the programme, rather than support through large workshops as was originally planned. This was because the workshops took longer to design, set up and run, and concerns about the short delivery window and the time required to apply, draw down, defray and claim the grant meant the delivery team focused on supporting beneficiaries as quickly as possible, which was easier for the client beneficiaries through one-to-one support.

When the time extension for delivery was granted in July 2022, the delivery team noted this afforded them an opportunity to 'reset' how delivery was occurring and bring it fully into line with delivery as it was originally envisaged, including greater use of workshops to provide support.

The delay also had an impact on team structure. The initial plan was to deliver activities from within the Growth Works team. However, the delay to the programme start date and subsequent ongoing uncertainty about the window for delivery meant this wasn't possible so YTKO went out to the market to recruit. There were difficulties associated with finding appropriately-qualified individuals who would be willing to take on a short contract (at the time expected to be for four months), which meant resourcing the project was more difficult than expected, but ultimately a highly skilled and experienced delivery team was established which enabled effective delivery of the programme.

Appropriateness of the offer

Consulted stakeholders agreed that the Start and Grow programme was appropriately designed to meet local needs, and that remained the case despite the contextual changes described above. They noted that:

- The programme was **appropriately designed for the economic and policy context** which existed at the time.
- **The programme filled a clear gap in market provision** and was well targeted at very early start-ups who would typically not have access to support or funding; those who *“wanted to have a go at something and would see what happened”*.
- Activities were appropriately targeted at more disadvantaged areas and did a good job of reaching the right beneficiaries. However, **the initial design for the programme underestimated the level of one to one support required to support beneficiaries in the most disadvantaged areas**. The extent of the support required consumed significant resources for delivery.
- **The initial design underestimated the amount of marketing and engagement required to promote the programme in some communities, particularly in Fenland**. However, consultees noted that once the programme was established and the delivery team had a base to communicate with individuals it became much easier. Consultees suggested this partially explained why the programme was such a success in Huntingdonshire – business networks there were well-established, which made engagement easier and allowed the programme to deliver more quickly and effectively. Across the programme as a whole, there was significant success in stimulating demand, including over 1,000 expressions of interest received in the first four weeks.
- **The programme was very large to deliver in a very tight timeframe**. Some consultees involved in delivery noted a smaller scope may have been more appropriate, particularly given the programme was a pilot trialling new approaches and working with beneficiary groups who were relatively unfamiliar with enterprise support programmes and applying for grant funding.

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.

- **Investment attracted as a result of support:** the £586k contribution from clients to leverage grant based on a £9,000 average grant claim for new businesses and a £12,500 average grant claim for established businesses.

Financial Performance

Programme funding is set out in the table below. The private match contribution came from individuals and businesses as a condition of accessing grants.

Programme funding and expenditure

The table below sets out planned vs actual funding for the programme. Start and Grow sought to leverage £1.386m of match from public sources (via Additional Restricted Grant (ARG) funding) and private sources to complement the funding sought through the CRF.

Figure 3. **Planned funding vs actual expenditure**

Source	Planned funding	Actual expenditure	% achieved
CRF (programme delivery and grant expenditure)	£2,481,607	£2,481,607	100%
CRF (CPCA contract management fee at 2%)	£49,632	£49,632	100%
Public match			
Fenland DC	£200,000	£128,666	64%
Huntingdonshire DC	£200,000	£200,000	100%
Peterborough CC	£400,000	£400,000	100%
Private match (beneficiary in-kind contributions)	£586,000	£536,746	92%
Total	£3,917,239	£3,796,651	97%

Total actual expenditure was £3,796,651. Despite achieving the grant volume and over committing on grant value, there was a small underspend overall in grant funding claimed through the programme, as set out further below, which explains the underspend. Non-grant expenditure (delivery costs) for the programme totalled £460,441, including staff costs, overheads, travel, PMO management fees, material and venue hire, marketing, office costs, recruitment and evaluation costs.

The expenditure available to support delivery was not increased in line with the delivery window for the programme, requiring the delivery team to reprofile financial expenditure over the programme, including restructuring their team to deliver the programme so that delivery could continue up to the end of the available time window.

Grant Expenditure

The delivery team intentionally over-subscribed the fund by issuing more grant offer letters than the grant target amount on the expectation that not all grants would be fully claimed. This approach was justified by the final grant expenditure for the programme: the target was

for £2.859m (including £2.481m of direct CRF expenditure), grants were issued to the value of £2.923m (102.2% of target), and £2.748m was claimed (96.0% of target). This approach of slightly oversubscribing the fund maximised the overall amount of grant expenditure delivered through the programme, although there was still a slight underspend overall.

Figure 4. Target grant expenditure, grants claimed and total spend realised

Area	Target (CRF + public match)	Grant Offer Letters Issued	Grant claimed	Private match leveraged	Total spend realised
Priority areas	£2,144,250	£1,943,637	£1,803,796	£347,914	£2,151,710
Non-priority areas	£729,045	£980,057	£944,429	£188,832	£1,133,261
Total	£2,859,000	£2,923,694	£2,748,225	£536,746	£3,284,971

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

Grant expenditure was particularly high in Huntingdonshire, exceeding initial targets. Consultees noted this was due to very high demand for the programme in Huntingdonshire, and the relative high-quality of the grant applications received, which enabled more funds to be spent.

Outcomes

On the whole, the programme has performed very well against contracted outcome targets. All targets were exceeded for the number of businesses supported, jobs created, jobs safeguarded, new businesses created and new products. As set out in the grant expenditure analysis above there was a slight underspend in the programme overall, with 92% of the target achieved for investment attracted as a result of support.

Figure 5. CPCA Start and Grow Outcomes

Outcomes	Target	Achieved	% of target achieved
Number of businesses supported	263	292	111%
Employment increase in supported enterprises	103	119	116%
Jobs safeguarded	32	49	153%
New businesses created	103	107	104%
New products or services to the firm	103	108	105%

Investment attracted as a result of support	£586,000	£536,745	92%
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Source: CPCA CRF Final Claim Form submitted to DHLUC

Service Take Up

Beneficiaries

The programme met or exceeded its targets for the beneficiary groups supported as part of programme delivery, noting that 99% of the target for employed people was achieved. The programme more than made up for slightly missing this target by significantly exceeding the number of unemployed people supported through the programme. Strong performance in this beneficiary group was attributed in part to a pipeline of referrals into the programme from Job Centre Plus, particularly in Fenland, which helped to signpost unemployed individuals with ambitions to start their own business into the programme.

Figure 6. **Beneficiary group targets and achievements**

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

Geographic Spread

Beneficiary targets were exceeded for the programme as a whole. However, delivery targets in the priority areas (Fenland and Peterborough) were not fully met despite the focused efforts of the delivery team in those areas. As is discussed further in the Management and Delivery section, this is because of the added complexity in reaching and supporting beneficiaries in the priority areas relative to Huntingdonshire, which in itself is a function of why beneficiaries in priority places require additional support through programmes such as CRF.

Figure 7. **Beneficiary targets across delivery geography**

Region	Individuals – target	Individuals - achieved	% of target	Micro SMEs - target	Micro SMEs – achieved	% of target
Priority areas	167	164	98%	218	181	83%

Non-priority areas	57	81	142%	75	114	152%
Total	224	245	109%	293	295	101%

Start and Grow was a single programme delivered under a single contract with the CPCA across the three Local Authority areas which were the geographic scope of delivery. The requirement of the CRF was for a minimum of 51% of delivery to occur in priority areas, which the programme achieved.

Value for Money

The table below sets out the expected and actual unit costs based on overall public expected expenditure of £3,280,000 (CRF + ARG, excluding private match) and actual public expenditure of £3,208,666.

Figure 8. **Start and Grow programme – Value for Public Money**

Outcomes	Expected	Actual	Performance
Number of businesses supported	£12,471.48	£10,988.58	113%
Job creation in supported enterprises	£31,844.66	£26,963.58	118%
Jobs safeguarded	£102,500.00	£65,482.98	157%
New businesses created	£31,844.66	£29,987.53	106%
New products or services to the firm	£31,844.66	£29,709.87	107%

Management and Delivery

Introduction

This section examines the effectiveness of programme management and delivery processes. The findings are drawn from consultations with stakeholders and 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.

Governance and Management

Governance

YTKO delivered the services in accordance with their contract with the CPCA as part of the Growth Works consortium. Both parties to this relationship were satisfied with how governance occurred. Regular catch ups and communication between them contributed to strong programme performance, including sharing weekly updates with CPCA on progress. It was suggested that at times these updates were overly optimistic about the programme's direction, particularly in early months, which led to a big and somewhat unexpected push at the end of the programme to meet targets.

As delivery progressed, the delivery team noted that there was some friction in the programme's governance of delivering one contract across three local authority areas. Local Authorities had independent funding agreements with the CPCA for their match funding contributions and so had targets for local delivery. This added layer of governance increased administrative overheads for the delivery team and tied up resources.

All parties noted that governance arrangements for the programme (including communication between parties) could have been more clearly set out in the programme's design and initiation, communicated, and followed through consistently by all parties.

Despite attempts to try and integrate delivery within each of the Local Authorities, not all Local Authorities were closely involved in delivery, although they did receive updates. The delivery team met regularly with Economic Development Officers at Fenland District Council to review programme performance there, focused on resolving the barriers to the programme which existed for prospective beneficiaries. Local Authorities did note they would have appreciated more frequent communication about the programme from CPCA.

Programme management

The CPCA was highly satisfied with how the programme was managed and delivered, as in general were other consultees including the Local Authorities. Delivery occurred in the way it was expected to, despite the constantly changing parameters, and largely achieved the targets it set out to achieve.

Programme management was not without its complications, particularly related to the delayed programme start and subsequent uncertainty about the delivery window. The programme didn't receive approved funding until April 2022, by which time there was a significant pipeline of beneficiaries who were ready to receive support but couldn't yet because of externally-caused delays to the programme start and access to the grant finance.

The delivery team noted that the contract architecture in place at the local level over-complicated decision making, resourcing and the use of CRM / IT systems. This reduced flexibility and diverted resources from delivery. Examples cited included that Hubspot, the central CRM system, did not have appropriate data capture and reporting fields, which made preparing reports complex and time-consuming, and the time needed to agree a change request for the programme to update the delivery plan to fit with the changed delivery timescales for the CRF. The delivery team suggested that streamlining this for future programmes would enable more cost-effective and responsive delivery.

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.

All marketing came through the CPCA Growth Hub, with key messages also sent to relevant stakeholder organisations to use in their own communications to amplify marketing. A dedicated webpage was created on the Growth Hub website which acted as the main place to direct potential beneficiaries to more information about the project. The webpage included a simple expression of interest form, and upon filling this out the potential beneficiary was contacted by a delivery team member to further assess their needs and onboard them into the programme.

Marketing and engagement activities helped to secure a strong pipeline for the programme. Beneficiaries noted that marketing for the programme helped them realise the support was

relevant to them (overcoming the belief that support was typically only for more established businesses, rather than those just starting out) and encouraged them to apply.

Once the programme was established, business networks helped to spread awareness of the programme, both through formal communication channels and via word of mouth. This was particularly the case in Huntingdonshire and Peterborough, which have relatively high business density and strong networks as a consequence. But in Fenland, a more rural area with dispersed businesses and weaker networks, it was harder to reach and engage potential beneficiaries, requiring considerably more effort and in-person outreach, and the pipeline there was less strong as a result.

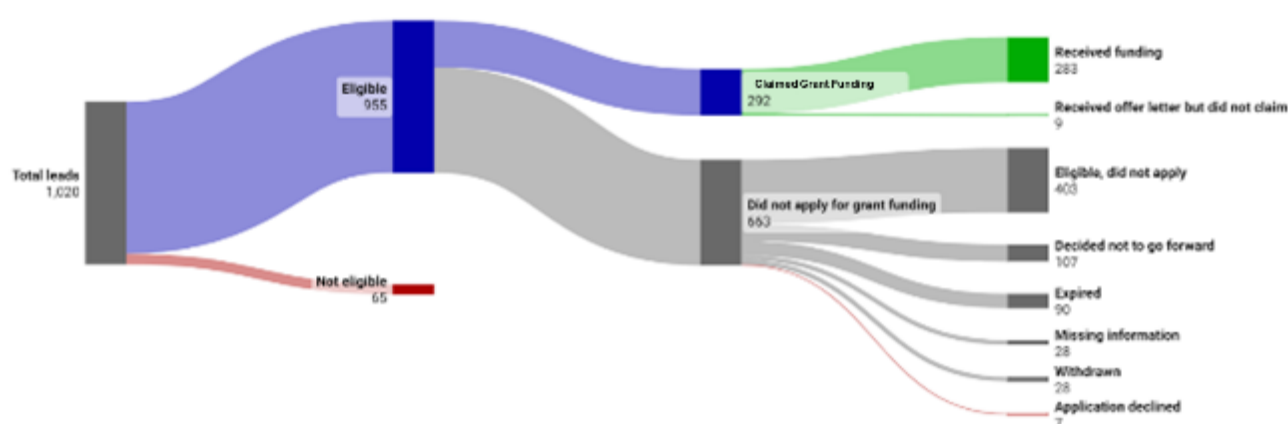
Local Authorities were not directly involved in initial outreach and engagement (other than promoting the programme through their own communication platforms), although Huntingdonshire DC provided the delivery team with analysis on potential beneficiaries in the area (2000 small businesses which were likely to meet eligibility criteria). Access to this information was cited as an important factor in why delivery in Huntingdonshire was such a success. In other areas this information was harder to come by, which meant more time and effort was required to identify potential beneficiaries, which slowed the overall pace of delivery.

Marketing for the programme could have more prominently highlighted the involvement of the Local Authorities and their funding contributions, such as by including the Local Authorities' logos on marketing materials. It was felt that this would have helped to link beneficiaries into the broader enterprise support work carried out by the Local Authorities.

Converting leads into programme beneficiaries

The flow chart below shows the pipeline of leads passing through the programme, ultimately leading into beneficiaries applying for and receiving grant funding. Of 1,020 leads into the programme 955 were eligible, with 292 of eligible leads claiming grant funding.

Figure 9. Conversion of leads into beneficiaries accessing grant funding



Source: YTKO supplied data

The table below set out the number of eligible leads and beneficiaries receiving grant funding through the programme. Across the programme 28% of leads were converted into grant beneficiaries, with the conversion rate varying slightly across geographies from 21% in Fenland to 33% in Huntingdonshire. The delivery team noted that leads were comparatively

more difficult to convert in Fenland due to the extra levels of support individuals there required to develop their business plan and be able to apply for grant funding.

Figure 10. Programme leads by district

	Eligible leads	Beneficiaries receiving grant funding	Pipeline conversion %
Fenland	228	47	21%
Huntingdonshire	328	109	33%
Peterborough	464	127	27%
Total	1020	283	28%

Delivery performance

Consultees consistently agreed that the programme was a success, in that it responded to high demand in effective fashion, and delivered the outputs of the country's largest single CRF project. The approach of combining intensive support with pre-qualified access to grant funding worked, with the provision of support prior to grants generally regarded as improving how grant funding was used, thereby setting businesses up for longer-term success and generating stronger (and longer-lasting) outcomes through the programme.

The details below set out consultees' views on delivery of the intensive tailored support for individuals and micro-businesses, and on the provision of grant funding. The Start and Grow elements of the programme are considered in conjunction.

Intensive, tailored support for individuals and micro businesses

Support for individuals and businesses was delivered through intensive, tailored one-to-one support and, increasingly as the programme went on, through a series of workshops. The one-to-one support was provided by the delivery team's business advisors, with a wide ranging brief focused on helping the beneficiary to start or grow their business and support to apply for grant funding through the programme. Beneficiaries noted that even for more experienced business owners or entrepreneurial individuals the support was valuable and offered useful insights, so most thought it was just as applicable to those starting out as it was for those more established in their business.

The delivery team found there was considerable variation in the type and level of support beneficiaries required, noting that in more deprived areas of the region there was a higher need for more intensive support.

Workshops gave the programme a strong induction process and generally increased the quality of the grant applications made. The content of the workshops was regularly tweaked over delivery to draw in lessons and improve the experience for beneficiaries based on their feedback. The workshops were generally felt to have improved and standardised the support provided to cohorts of beneficiaries and considerably sped up the process of readying beneficiaries to apply for grants. Beneficiaries who required additional support continued to receive intensive one-to-one support.

A key learning cited by the delivery team was to have the workshops operating from day one, rather than running from July as ultimately happened. At the time, however, the delivery team made the decision that in the very short delivery window (as it appeared at the time) greater benefit would come from prioritising delivering support for beneficiaries who were already in the pipeline for the programme, rather than spending time and resources on developing the workshops.

Start up and early-stage growth grants

Consultees were very positive about the start-up and early-stage growth grants aspect of delivery. In particular they noted that the approach of 10% - 20% matching contributions was a success (normally 50%). This was for two reasons: firstly, it incentivised more potential beneficiaries to apply, and second it widened eligibility for funding to recipients who would normally be excluded due to a lack of their own investible capital. Further, the mixed nature of what grants could be spent on – either revenue or capital expenditure (or both) – was effective. It enabled beneficiaries to invest in what was most necessary for their business, such as equipment and/or support to improve marketing through websites and social media.

As delivery progressed (and particularly from August onwards), the delivery team found there was an increasing bottleneck of clients who were delaying their expenditure because of economic factors, primarily inflation. In the deteriorating economic conditions beneficiaries were reluctant to take on financial risk, and found that rapidly escalating costs meant that items or services which they could afford when first making an application for grant funding had become unaffordable. The reduced risk-appetite of some beneficiaries, particularly at the end of the delivery window, is cited as a reason why there was a slight overall underspend on grant funding allocations for the programme.

Given the difficulty some beneficiaries had in navigating the grant application process, there were some questions around whether the application forms were too difficult. However, the simplicity of the forms needed to be weighed against the level of diligence required to ensure public funds were used appropriately. Rather than over-simplifying the application process and increasing the risk of misuse of public funds, the delivery team opted for an approach of providing more intensive support to those beneficiaries who needed it most, often in the form of helping beneficiaries prepare appropriate responses to the questions on the form (e.g. on how to estimate job creation and the outcomes expected for the business from receiving grant funding).

Diligence and approval processes for grant applications, including dealing with rejected applications

Grant applications went through three levels of approval to ensure public funds were being used properly and that beneficiaries had the support and systems in place to make best use of the grant funding they accessed. The approval levels included the initial review of the business plan and grant funding application carried out by the business advisor as part of pre-qualification work with the beneficiary, and two subsequent rounds of approval carried out by other members of the delivery team as a form of due diligence and quality assurance. Offer letters would then be sent out to beneficiaries. The delivery team would also go through the process of checking on and confirming grant spend by beneficiaries (e.g.

checking receipts and providing general guidance on how grant funding should be spent, in line with the beneficiary's original application).

Throughout the programme the delivery team had to manage a small number of rejected grant applications which led to complaints. Typically, potential beneficiaries had their grant application rejected because they didn't meet the requirements for the individual or business to be based in Fenland, Huntingdonshire or Peterborough. The delivery team had a complaints process in place, but the time-limited delivery window meant there was no right of appeal for rejected claims. A purpose of providing intensive support prior to any grant being approved was to minimise unsuccessful applications by ensuring applications were of a high-quality and that the recipient had a robust plan in place for how the grant would contribute to their business. That said, the delivery team did note seven instances where a rejected applicant made a compelling case to have their application reconsidered, leading to some of these applicants ultimately being accepted into the programme. The delivery team also provided further guidance on clarifications (via FAQs) on applying for grants, setting out the conditions in which individuals could apply to the programme.

One learning from the programme is that the easier it is for beneficiaries to access public funding, the greater the risk of misuse of public funds. There needs to be recognition of the operational costs for projects of dealing with complaints, and this should be built into initial programme design. Similar programmes in future should account for the due diligence resources required to support delivery.

Delivery performance across areas

Consultees noted that the programme was harder to deliver in Fenland than in other areas. Fenland's population and business density are both considerably less than Huntingdonshire or Peterborough, in part due to the district's rural nature. This meant that the delivery team needed to devote considerably greater resources in Fenland to generate a similar interest in service provision. The delivery team estimated that 40% of all marketing took place in Fenland despite it only making up 25.5% of profiled delivery.

Beneficiaries in Fenland also required higher levels of support through the programme than beneficiaries in other districts, as shown in the table below. Fenland-based clients had more significant barriers to overcome than those in Huntingdonshire or Peterborough, with one example being that 53% of Fenland referrals were unemployed compared to 29% of referrals from the other two areas. In many cases extensive individualised support was required in order to help beneficiaries develop a business plan and apply for grant funding, including basic support (e.g. with numeracy) which fell outside the original scope of the programme. The grant funding applications made by beneficiaries in Fenland were also for lower values on average, in part due to beneficiaries having less investible-capital available to meet the in-kind contribution requirements.

Figure 11. **Support to beneficiaries and average grant value across districts**

	Hours of 1 to 1 support	Hours of workshop support	Total hours of support	% of total support	Average grant	Grant per hour of support
Fenland	52	146	198	38%	£9,956	£1,156
Peterborough	27	135	162	31%	£12,247	£1,738

Huntingdonshire	27	130.5	157.5	30%	£11,575	£1,690
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Source: A sample of 23 beneficiaries from each district, data provided by YTKO

A lesson for future delivery is that areas with more deprivation require significantly higher levels of support to achieve the same outcomes as places with lower deprivation.

The delivery team noted that they had to deliver the contract and spend the available operational resources where they were most needed across the total eligible patch, choosing to maximise the total amount of support provided, once it became clear that operationally it was going to be extremely difficult or impossible to deliver the outputs across Local Authority areas to the ratios originally envisaged. Attempts to spread delivery across the region had to be balanced with pragmatism in the programme's ability to achieve overall contract targets. All local match was spent in the relevant local areas, but flexibility was required to service demand where it arose.

Links to other programmes and future support for beneficiaries

At the end of the programme the beneficiaries were integrated into the region's wider business support infrastructure via Growth Works. All beneficiaries were added to the Growth Works database, with the Growth Hub element of Growth Works picking up beneficiaries and targeting them for potential support in future.

Local Authorities consulted noted that they were unclear on whether or how beneficiaries had been connected into other support programmes. In addition, Local Authorities are unable to access information on beneficiaries held through Growth Works, meaning they are unable to track the outcomes for the programme or use this information to inform future delivery.

Critical success factors

Critical success factors underpinning the programme's successful delivery are set out below.

- **Flexibility in the face of shifting and uncertain circumstances** for delivery and the ability of the delivery team to adapt quickly to challenges, retaining a focus on the needs of beneficiaries.
- **Availability of support and funding as a package** – the programme was not just a 'tick box' exercise to get funding but rather a wholistic package of support which was highly valuable for beneficiaries regardless of their experience and understanding of how to run a successful business.
- **Support was bespoke to the individual based on their needs**, noting that in more deprived areas of the region there was a higher need for more intensive support.
- **Workshops improved and standardised the support provided** to cohorts of beneficiaries and considerably sped up the process of supporting beneficiaries and readying them to apply for grants. Beneficiaries who required additional support continued to receive intensive one-to-one support.
- **Marketing and engagement activities helped to secure a strong pipeline** for the programme and made beneficiaries feel as though the support was relevant to them, when typically support is for other more established businesses. In addition, analysis done by Huntingdonshire District Council before the programme commenced to identify

potential beneficiaries in the area was an important factor in why delivery there was such a success.

- **Business networks helped to spread awareness of the programme.**
- **Offering grants requiring a 10% / 20% in-kind contribution** from beneficiaries incentivised more potential beneficiaries to apply and widened eligibility for funding to recipients whom would normally be excluded due to a lack of their own investible capital.
- **Flexibility in how grant funding could be used** – either for capital or revenue investment – enabled beneficiaries to invest in what was most necessary for their business.
- **The approval process for grant applications was appropriately rigorous**, but was sped up by the pre-qualification support provided to beneficiaries as part of the programme.

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 qualitative consultations with a sample of programme beneficiaries. Programme additionality is also highlighted in this chapter.

Outcomes

The programme successfully delivered the outcomes it intended to and achieved its overarching aims and objectives. Delivery partners and consultees were clear that the programme had been highly beneficial, producing a range of positive outcomes. The most prominent of these are set out below.

More growing businesses supporting increased employment in deprived areas

Although long-term impact is not yet clear, the programme has had preliminary success in supporting entrepreneurial individuals to start a business and in supporting existing businesses to prepare for and invest in growth. 107 new businesses were created through the Start element of the programme, including in deprived areas with low rates of business creation. In existing businesses supported through the Grow component, 119 jobs were created and a further 49 were safeguarded. The short-term outcomes of the programme are positive and the wraparound support provided to beneficiaries who received grants is designed to ensure that outcomes are sustained into the longer term.

“So far, I have managed to get the required financial and planning support to start and make the business operational. I am looking forward to continuing to work with the Start and Grow team to further develop my plans to scale up the business”. – Beneficiary, Peterborough

Increased confidence for beneficiaries and development of a growth mindset

Beneficiaries said the programme helped them to become more confident and knowledgeable, with increased capabilities and capacities providing motivation to drive their business forward. The intensive support beneficiaries received helped to equip them with the leadership and business planning skills to expand into new markets, create more jobs, increase profitability and productivity. Consultees mentioned that prior to the programme they felt they lacked the business acumen or potential to start a business, but that the programme has changed their perceptions. It has helped to open doors that would otherwise

have stayed closed. This is a particularly important outcome in deprived communities where poor outcomes are entrenched and aspirations are low as a result. Demonstrating that entrepreneurial success is possible helps to overcome this perception.

“Start and Grow gave me more confidence and made me realise that I can do what I am doing. I know that may sound strange, but having been unemployed for 5 years and constantly been beaten back, this programme has helped me realise actually this grant and support system is going to help me grow my business and to grow as a person” –

Beneficiary, Fenland

Increased business investment stimulating increased private sector demand

Much of the grant funding available through the programme was spent in the local area on locally traded goods and services. This means the programme’s design helped to stimulate revenue growth in local businesses outside of the programme, in effect multiplying the local impact of the programme and supporting wider economic benefits across supply chains.

“The government grant money is there to help businesses just like mine to grow. By taking this money, it is helping businesses to start up and grow, and then they in turn help others with the services they provide. You are getting money and also a support network to get going and you can return that money to the economy by growing your successful business”.

– Beneficiary, Fenland

Improved awareness of the business support landscape for beneficiaries

For new businesses with little track record or collateral, there remains a market weakness and information asymmetry in accessing finance and business support services. The programme raised awareness about the support and funding options that beneficiaries could access throughout Cambridgeshire and Peterborough. It made support feel accessible to beneficiaries who would not typically be able to access it. It raised awareness about how beneficiaries could make use of support, and equipped them with skills and experience to better be able to identify and apply for funds in the future. In particular, beneficiaries have praised the programme team’s accessible and friendly approach to delivery as key factors underpinning the development of trusting relationships with the local business base.

“They were absolutely brilliant. They were so keen to make sure we benefited from all the support available, they really put that effort in to help me and my business.” –

Beneficiary, Huntingdonshire

Demonstrating future need for similar programmes

The pilot programme has demonstrated strong demand for interventions like this in the future, which are targeted at market segments where there is little support currently available. Beneficiaries noted they really enjoyed the programme and got a lot out of it, and that they would highly recommend the programme to others with similar entrepreneurial ambitions. Partners involved in delivery noted the success of the delivery model and their lived experience of the impact the programme was having across Fenland, Huntingdonshire and Peterborough.

“I was amazed at the attention to detail and the continued support which helped me gain funding, not only helping my business continue to help local communities thrive but create long-term career opportunities within our organisation.” –

Beneficiary, Huntingdonshire

Longer term outcomes

Longer-term outcomes of the programme are yet to be confirmed but are expected to include a sustained increase in employment, increased investment and higher revenue growth in the supported businesses. The programme is also expected to contribute to increased levels of confidence for beneficiaries and the adoption of a growth mindset for those involved in the programme. Further, the programme has helped raised awareness of support programmes and connections into other support services for beneficiaries via Growth Works, meaning that even though the programme has now drawn to a close beneficiaries will not be left without access to support.

*“Thanks to the grant, we are now providing support to local businesses through wellness seminars with our first seminar taking place at the Bradfield Centre in June and attended by members of the Start and Grow team. This reinforces that they are committed to helping businesses succeed in the long-term and will be there every step of the way to support how they know best.” – **Beneficiary, Huntingdonshire***

Additionality

Start and Grow targeted potential beneficiaries looking to start or grow their businesses but who were not eligible for other forms of support. As a result, the programme targeted a gap in service provision, and the majority of the outputs and outcomes generated through the programme would most likely not have occurred without it.

Beneficiaries were very positive about the impact of the support and funding offered through the programme. One beneficiary of a £6,000 grant through the Grow strand noted that the funding unlocked investment in web development, advertising and SEO optimisation which has enabled significant growth, profitability, and an expansion into a new sector, none of which would have been possible without the programme.

Further, the programme engaged with individuals and businesses in more disadvantaged areas, raising the profile of business support offerings in these areas and connecting leads generated through the programme to Growth Works for further support in future.

*“We were thinking, how can we reach this new audience in an era where social media is absolutely clogged up? And the grant is going to hugely help with that, because it’s allowing us to get some expert marketing professionals in to design a campaign, to put the message out there, it’s helping us to identify platforms that are going to be the most targeted for this particular product” – **Beneficiary, Huntingdonshire***

Conclusions

Introduction

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

Key Findings

Programme Design

- **Start and Grow filled a market gap in new enterprise support.** It was well targeted at very early start-ups in disadvantaged areas who would typically not have access to support or funding.
- The programme was **appropriately designed for the economic and policy context** which existed at the time.
- The programme's approach of **combining bespoke support with access to funding was effective** and was valuable for beneficiaries regardless of their experience and understanding of how to run a successful business.
- There was **considerable variation in the type and level of support beneficiaries required**, with beneficiaries from more deprived areas of the region presenting a higher need for more intensive support. The initial design for the programme underestimated the level of support that people and businesses in the most disadvantaged areas would need to develop their business plan and apply for grants.
- Offering **grants with a 10% / 20% in-kind contribution from beneficiaries** incentivised more beneficiaries to apply and widened eligibility for funding to recipients who would normally be excluded due to a lack of their own investible capital.
- **Flexibility in how grant funding could be used** – either for capital or revenue investment – enabled beneficiaries to invest in what was most necessary for their business.
- The **initial design underestimated the amount of marketing and engagement required** to promote the programme in the community, particularly in more disadvantaged or rural areas with weaker existing business networks.

Delivery and management

Delivery

- The delay to the programme's start and the continued uncertainty about the delivery window meant **the delivery model needed to adapt, which the delivery team managed successfully**.
- An important factor in the programme's success was **the delivery team's flexibility in the face of shifting and uncertain circumstances**, retaining a focus on the needs of beneficiaries.

- **Marketing and engagement activities helped to secure a strong pipeline for the programme.** But in Fenland, a more rural area with dispersed businesses and weaker networks, it was harder to reach and engage potential beneficiaries, requiring considerably more effort and in-person outreach, and the pipeline there was less strong as a result.
- The delivery team intentionally **over-subscribed the fund** by issuing more grant offer letters than the grant target amount on the expectation that not all grants would be fully claimed. This approach was justified by the final grant expenditure for the programme, with this approach helping to increase total grant expenditure.
- The **approval process for grant applications was appropriately rigorous**, and was sped up by the pre-qualification support provided to beneficiaries as part of the programme.

Management

- **Governance and programme management were effective** and supported the programme to be delivered to a high quality. Delivery occurred in the way it was expected to and largely achieved the targets it set out to achieve.
- **There was some friction in the programme's governance of delivering one contract across multiple local authority areas.** Governance arrangements for the programme could have been more clearly set out at the programme's outset, with co-design of the programme with the Local Authorities potentially aiding delivery.
- **There needs to be recognition of the operational costs for projects of dealing with complaints** and ensuring public funds are spent appropriately, and this should be built into initial programme design.

Outcomes and impacts

- On the whole, **the programme has performed very well against contracted outcome targets.** Targets were exceeded for the number of businesses supported, jobs created, jobs safeguarded, new businesses created and new products introduced. There was a slight underspend in the programme overall, with 92% of the target achieved for investment attracted as a result of support.
- Longer-term outcomes of the programme are yet to be confirmed but are expected to include **a sustained increase in employment, increased investment and higher revenue growth in the supported businesses.**
- The programme is also expected to contribute to **increased levels of confidence for beneficiaries and the adoption of a growth mindset for those involved in the programme.**
- Further, the programme has helped **raised awareness of support programmes and connections into other support services for beneficiaries**, meaning that even though the programme has now drawn to a close beneficiaries will not be left without access to support.

Innovation in service delivery

An important component of the CRF programme was to pilot different support provision methods and services, with lessons from delivery being used to inform future delivery,

including through the UK Shared Prosperity Fund. Innovative aspects of the Start and Grow programme included:

- **A new delivery model** which integrated intensive pre-start and early-stage support with qualified access to grant funding for target groups that had never previously had access to a similar programme.
- **Engaging with entrepreneurs very early on in establishing their business** (or developing their business idea), supporting those with potential through intensive support and access to grant funding.
- **Working with DWP, particularly in Fenland, to build a pipeline** of potential beneficiaries. This has helped to shift people from unemployment benefits into employment on their own terms. While not strictly innovative, this was a successful feature of the Start and Grow programme that was new to local delivery.
- The programme **integrated existing and planned provision and added value, delivering support not currently being provided, in a way currently not being delivered, to clients currently not being engaged**. The programme became the glue bringing together a disparate and fragmented support landscape, which had been confusing to the service user and restricted in its ability to support the market in a coordinated way.

Learning for future programmes

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.

- **Areas with more deprivation require significantly higher levels of support to achieve the same outcomes as places with lower deprivation.** This should be considered and built into delivery during the design phase of future programmes, both in terms of the support for individuals and the marketing activity required.
- **Ensure there is enough time available during the application process to for all delivery partners to be involved in design**, including Local Authorities, and ensure roles, responsibilities and communication plans are clearly set out for how partners will work together.
- **Support services should be linked together more effectively** with all delivery partners aware of the arrangements in place, ensuring that for a beneficiary support doesn't stop when a particular programme ceases.
- **Measure take up across sectors and more closely monitor demographic statistics.** This information will help delivery partners (particularly Local Authorities) to more appropriately target activities in future.
- **Communication between the delivery team, the CPCA and Local Authorities should be frequent and consistent**, with realistic assessments of delivery performance informing how partners work together.
- Future programmes might be better served by a **more direct governance relationship between the delivery team and the CPCA's responsible officers**, particularly in a fast moving, changing delivery environment where decisions need to be made in response to factors beyond local control, as was the case in this pilot.

- The **programme was very large to deliver in a very tight timeframe**. A smaller scope may have been more appropriate, particularly given the programme was a pilot.
- **More resources are required to deliver a programme of this size** in the timescales available. The programme's original team structure would have been more appropriate than the scaled-back team that actually delivered the programme.
- **Better IT support / connections to a more accessible CRM system** would have helped the delivery team build and manage their pipeline of leads. The Growth Works IT systems used to support delivery in this case made it difficult for the delivery team to access relevant information and share that with partners.
- Similar programmes in future should **account for the enhanced due diligence resources required to support delivery**.

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138 Holborn
London
EC1N 2SW

020 3868 3058

metrodynamics.co.uk

Orega
1 Balloon Street
Manchester
M4 4BE

Turning Point: A Community Renewal Fund project.

Evaluation Report

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

March 2023








FINAL 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 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.

It also means businesses cannot hire the people they need and have them perform all 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

	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' of 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

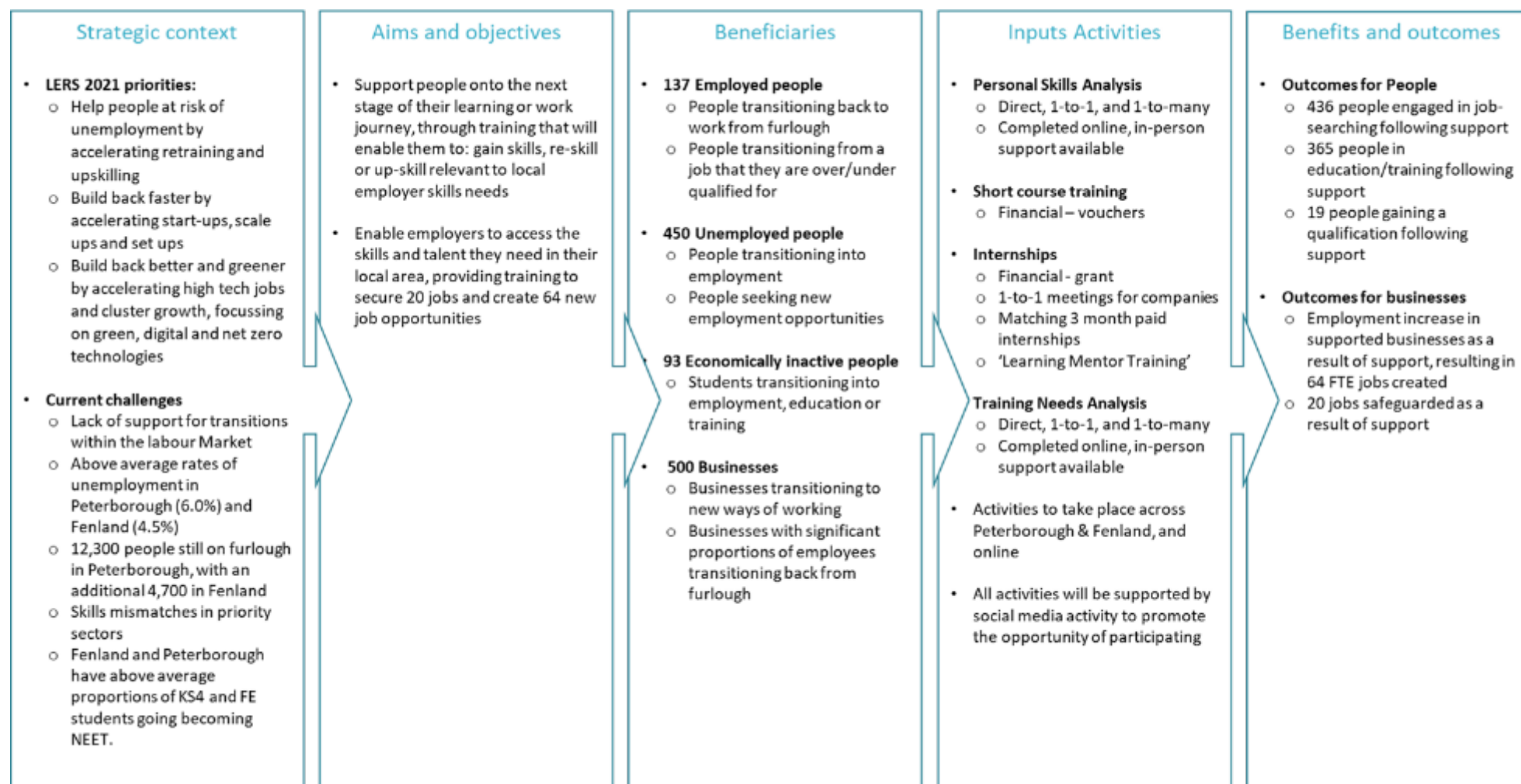
The scheme was delivered in Peterborough and Fenland, districts with persistent labour market challenges necessitating targeted support.

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.

Metro—Dynamics

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 employers' 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

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 Covid19, with a greater risk of unemployment becoming embedded in the north of the region. This solidified the programme's focus on the areas of Peterborough and Fenland. The objectives of the programme aligned with two LERS priorities:

- Help people at risk of unemployment by accelerating retraining and upskilling
- Build back better and greener by accelerating high tech jobs and cluster growth, focussing on green, digital and net zero technologies.

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, business management, leadership, marketing, creative writing, construction, web 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 on 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 Personnel and 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, rather than it being actively provided.

Activities

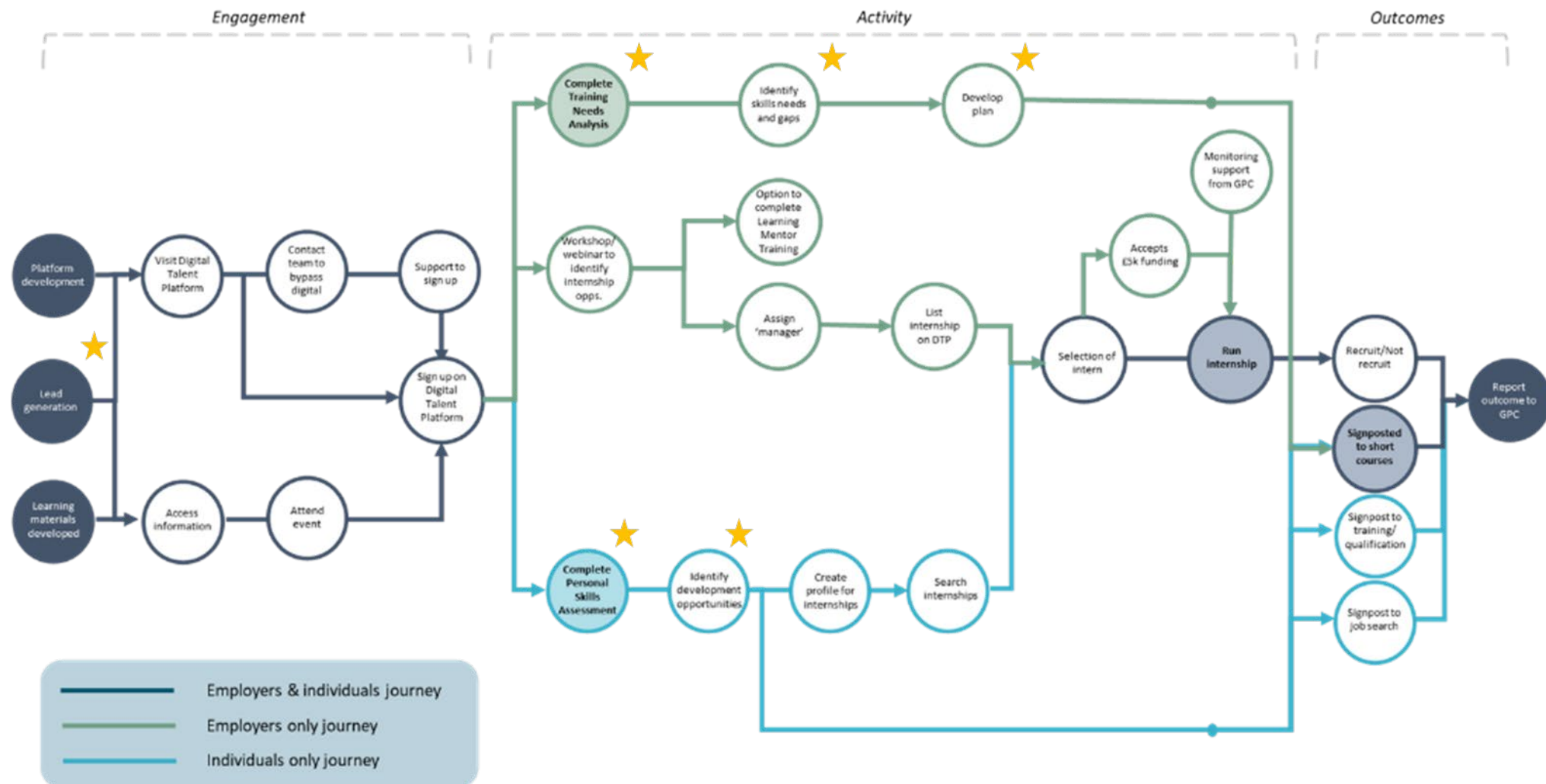
Activities specifically targeted transitional points within the labour market, aiming to catalyse and smooth these for individuals and employers. Stakeholders were generally satisfied that activities were appropriately designed to achieve the programme's objectives. The funded internships in particular 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.

Metro—Dynamics

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

Gold stars indicate activities ultimately carried out by partner organisations.



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

(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, Papworth 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. Activity

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 timescales 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%

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

‘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 to 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 an intern’s 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.

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 Work. 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

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 train 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 as 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%

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 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

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

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 90 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 ~~done~~

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 transition, 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

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.

- 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.

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 to 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 timescales 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

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.

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

Statement	Average	Median	% 1-5	% 6-10
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

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

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%

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%	

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.

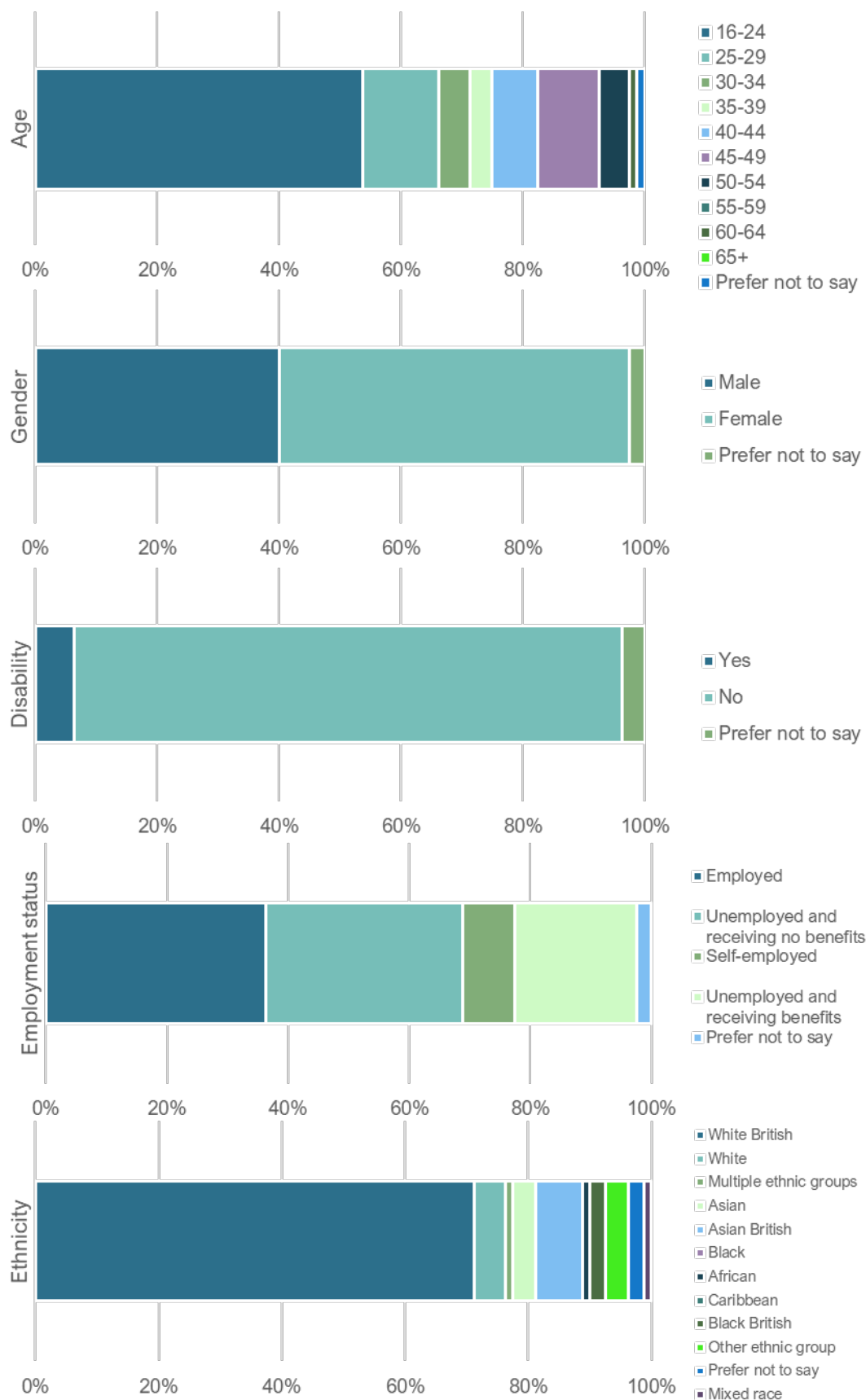
Figure 12. End of internship feedback from businesses

<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%

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%	

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 internatraining 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 12week duration of the internship appropriate?	81%	19%

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 to 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%	

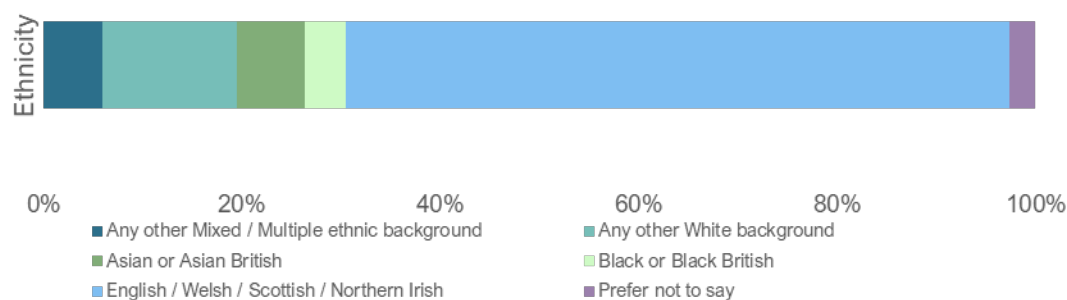
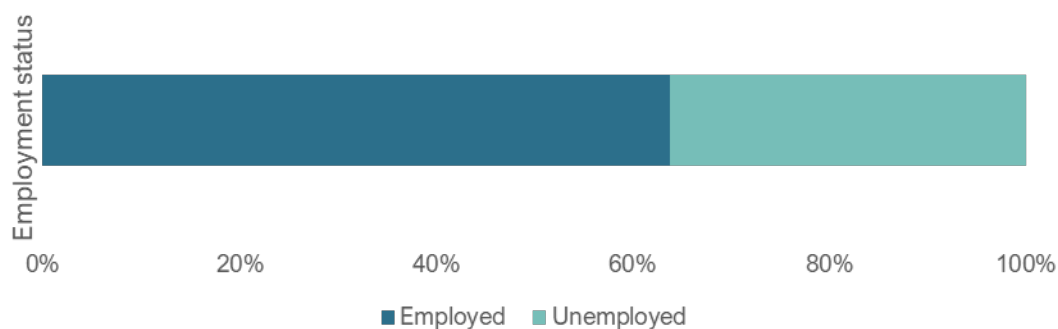
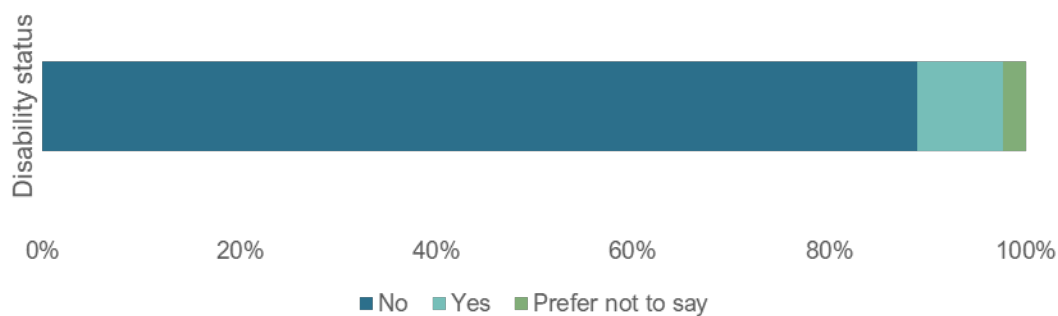
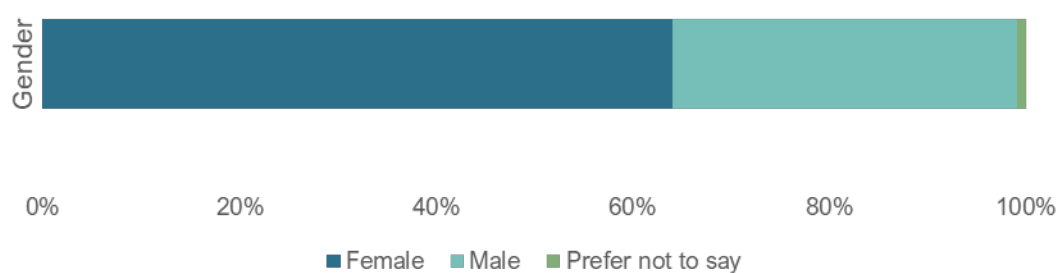
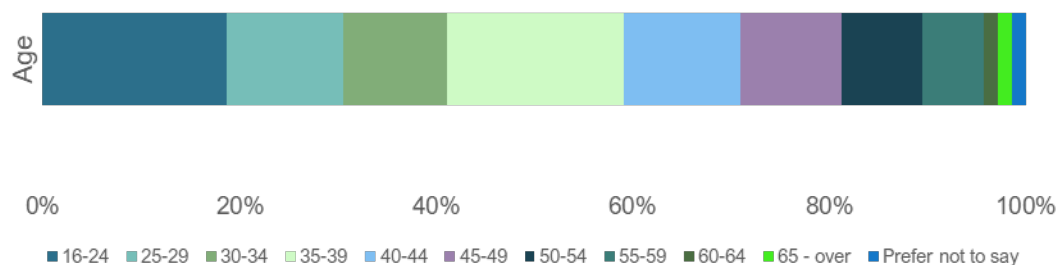
Beneficiaries were then asked for their final reflections upon completion of their internship. The completion rate for the post-internship forms was lower, with 85 forms completed, due to the survey being undertaken after the scheme had ended. Feedback is summarised in the figure below:

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%

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%	

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



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We are an **independent** organisation, **curious** about our work, and **collaborative** in our approach. We strive to **make a difference** in all that we do.

3 Waterhouse Square
138 Holborn
London
EC1N 2SW

020 3868 3058

metroynamics.co.uk

Orega
1 Balloon Street
Manchester
M4 4BE



Agenda Item: 3.2

Recruitment of new Chair of the Business Board – Constitution Amendment

To:	Business Board
Meeting Date:	15 May 2023
Public report:	Yes
Lead Member:	Alex Plant, Chair of the Business Board
From:	Domenico Cirillo, Business Programmes & Business Board Manager
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Business Board is asked to:</p> <ol style="list-style-type: none">Approve the proposed amendment to Paragraph 9.4 of the Business Board Constitution under the 'Private Sector Representatives' section.Recommend the Combined Authority Board approve the proposed amendment.

1. Purpose

- 1.1 To seek approval of the proposed amendment to the Business Board Constitution under the 'Private Sector Representatives' section (paragraph 9.4).

2. Background

- 2.1. The current Chair, Alex Plant, has resigned and will formally step down following the Business Board AGM meeting on 15th May 2023. As required by the Business Board's Constitution, the Vice-Chair, Andy Neely, assumed the role of Acting Chair until a permanent Chair be appointed, which is expected to be made at the next Business Board meeting in July 2023.
- 2.2 Recruitment for the new Chair of the Business Board went live on 3rd April 2023 and was published on the Combined Authority's website. A recruitment pack was produced to showcase the role of the Business Board and to support the campaign and was made available online with the advert. We have taken the decision to extend the recruitment campaign and to postpone the interview process for the new Business Board Chair to June 2023 to allow for the proposed constitution amendment and expand the candidate pool.
- 2.3 In part, this is due to the restrictive nature of the Business Board constitution, particularly around the requirement for private sector members to be employed within Cambridgeshire and Peterborough which narrows the potential candidate pool. Secondly, and in view of the recent changes to reframe the role and function of its Business Board in a way that creates a stronger partnership between accountable local politicians and local businesses, we are recommending that the requirements for Board members (including the Chair) be amended to reflect the desire to achieve the greatest possible diversity of skills and experience to deliver the new advisory nature of the Board. This would be in line with other public private partnerships across the country where there is a need to attract business acumen and commercial experience.
- 2.4 We are therefore proposing that the former requirement for individuals to be employed in the area be dropped in favour of an association with the area and this could be through residency, having a business association or contributing to the economy through key sectors, including skills and education. The criteria that they have strong business credentials and the strategic, leadership and partnership capability will remain as core competencies. This move would also lessen the possibility of direct conflicts of interest in decisions being made by the Business Board that may favour certain sectors or businesses. This will broaden the pool of candidates we have available that can be appointed within the framework of the constitution.
- 2.5 The National Local Assurance Framework sets out the minimum requirements around the recruitment of a Chair and the proposed amendment is permissible in accordance with Paragraph 131) which states that '*The leadership that Chairs provide is central to the success of a LEP. As such, LEPs should recruit Chairs who are influential local leaders, who act as champions for their area's economic success. They should have sufficient standing to be able to convene the local business community and public sector stakeholders, whilst having the insight to oversee the development of an economic strategy and the relationship skills to work effectively with Government*'.

- 2.6 The Business Board Constitution (under Private Sector Representatives' section paragraph 9.4) currently states that '**Members should be employed by or have a substantial interest (by virtue of ownership / control) in businesses in the area served by the Business Board**'.
- 2.7 It is proposed that Paragraph 9.4 is amended to '**Members will be senior leaders able to influence and advise both within the region and beyond. They will have knowledge and expertise of key sectors and in representing the region's Economic Growth Strategy**'.

Significant Implications

3. Financial Implications

- 3.1 None.

4. Legal Implications

- 4.1 The legal requirements as to recruitment of the Business Board Chair and Members are set out in the Business Board Constitution.
- 4.2 The Combined Authority is under a general duty in Section 3 Local Government Act 1999 to secure continuous improvement in the way in which its functions are exercised. The proposals in this report are designed to comply with that duty.
- 4.3 Section 9P Local Government Act 2000 requires the Combined Authority to prepare and keep up to date a constitution which contains the Combined Authority's standing orders, code of conduct, information required by the Secretary of State and such other information as the Combined Authority considers appropriate. The provisions in the current and proposed amended constitution comply with this requirement.
- 4.4 Decisions relating to amendment to the Combined Authority's Constitution which contains the Business Board constitutions, are for Combined Authority Board to make. As a result, the adoption of a new Constitution must be agreed by Combined Authority Board.
- 4.5 Once agreed by the Combined Authority Board the Constitution must be publicly available.

5. Public Health implications

- 5.1 No public health implications.

6. Environmental and Climate Change Implications

- 6.1 No environmental or climate change implications.

7. Other Significant Implications

7.1 None.

8. Appendices

8.1 None.

9. Background Papers

9.1 [Cambridgeshire and Peterborough Combined Authority Constitution](#)

9.2 [National local growth assurance framework \(publishing.service.gov.uk\)](#)



Agenda Item No: 3.3

Business Board Annual Report and Delivery Plan 2023

To:	Business Board
Meeting Date:	15 May 2023
Public report:	Yes
Lead Member:	Alex Plant, Chair of the Business Board
From:	Domenico Cirillo, Business Programmes & Business Board Manager
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Business Board is recommended to:</p> <ul style="list-style-type: none">a) Approve the Business Board's Annual Report & Delivery Plan (2023-24)b) Recommend the Combined Authority Board approves the Business Board's Annual Report & Delivery Plan (2023-24), and for this to be submitted to Department for Business and Trade (DBT)

1. Purpose

- 1.1 To seek approval of the Business Board's Annual Report & Delivery Plan (2023-24) and for the document to be published on the Combined Authority website and submitted to Department for Business and Trade (DBT).

2. Background

- 2.1 The Business Board is required to produce an Annual Report & Delivery Plan each year in line with the National Local Growth Assurance Framework (p42, para 163):

“As part of the assurance monitoring process, each LEP is required to publish an annual report and delivery plan. The delivery plan and annual report should set out a well-developed understanding of the local economic evidence base to identify opportunities and obstacles to inclusive growth, prosperity, and improved productivity. Government will work with LEPs to develop measures to report against in the plan and report. These will be considered as part of the annual assurance process. Delivery plans and annual reports should be published at the beginning of each financial year.”

- 2.2 The Annual Report & Delivery Plan focuses on aspects for which the Business Board is responsible, including Local Growth Funds, Local Industrial Strategy, Sector Strategies and Enterprise Zones. However, as the work of the Business Board is integrated fully into the Combined Authority, the Annual Report & Delivery Plan covers all aspects of the Business and Skills Directorate delivery, including the University of Peterborough.
- 2.4 The Business Board Annual Report & Delivery Plan (2023-24) is included as Appendix 1 to this report.

Significant Implications

3. Financial Implications

- 3.1 None.

4. Legal Implications

- 4.1 The Business Board, as the region's Local Enterprise Partnership, are required to publish an Annual Report on their activities in the previous 12 months alongside a Delivery Plan setting out their ambitions for the coming year.

5. Other Significant Implications

- 5.1 None.

6. Appendices

6.1 Appendix 1 – Business Board Annual Report & Delivery Plan (2023-24)

7. Background Papers

7.1 National Assurance Framework - [National local growth assurance framework \(publishing.service.gov.uk\)](https://publishing.service.gov.uk)

CAMBRIDGESHIRE AND PETERBOROUGH BUSINESS BOARD ANNUAL REPORT & DELIVERY PLAN 2023

INTRODUCTION

The Business Board is leading the way nationally as an exemplar of a Local Enterprise Partnership (LEP) that has been fully integrated within the Combined Authority, delivering implementation of the shared Economic Growth Strategy to achieve 'Good Growth' that is more sustainable, securing stronger share of inward investment, realigning skills development and creating sustainable higher value jobs for the area.

One of our greatest strengths is our ability to continually evolve and adapt to challenges presented, which has been more important than ever before in a post COVID-19 economy, and now with the rising cost-of-living and inflation hitting hard.

Cambridgeshire and Peterborough's position is as a leading area for inclusive growth and we are seeking to continue our growth in a sustained way with a view to reducing inequalities across our region wherever we can. We need our businesses more than ever to support growth ensuring our local economies can share in any prosperity, with workers, learners and leaders reaching their full potential and achieving their goals.

To deliver this aim the Business Board has proposed changes to become further integrated within the work of the Combined Authority across all fronts, reframing the role and function of the Business Board and drawing on its members diverse experience, capabilities, and business voice perspective to help realise these shared plans.

The Cambridgeshire and Peterborough Economic Growth Strategy is being imbedded into the work right across all projects and activities of the Combined Authority. It is being implemented to maximise the huge opportunities of our region which is known for its dynamic, innovation led economy, and it is identifying and tackling the barriers to growth which are holding parts of the region back. The role of the Business Board is changing in line with Government thinking for Local Enterprise Partnerships but also in line with the Combined Authority's new governance arrangements which will see the strengthening of the business voice across more of the Combined Authority's other Boards and Committees in a more advisory role but will still be determined to help our area make the most of the growth opportunities from existing and emerging sectors, by identifying, understanding, and seeking to break down barriers to growth.

Our execution on projects like Growth Works, which is the Cambridgeshire and Peterborough Business Growth Service, is delivering accelerated growth rates across our sub-economies, and is contributing to the Combined Authority's ambition of doubling Gross Value Added in Cambridgeshire & Peterborough by 2045, but in a more sustainable, greener, digitally enabled, and inclusive way.

Our mission is to work with our partners to create an innovation economy that leads to greater opportunity for everyone in our region. The benefit of being within a Combined Authority is the ability to work across local Government, alongside businesses, public services, and Government, to continue to make this region an internationally competitive local economy.

In 2023, the Business Board will not only assume the new role as an advisory board to the Combined Authority but will seek to recruit new board members with fuller representation across sectors and themes plus a new Chair, as Alex Plant the current Chair of the Business Board departs.

FOREWORD: ALEX PLANT (CHAIR OF THE BUSINESS BOARD)

It has been an honour to serve as Chair of the Business Board for the Cambridgeshire and Peterborough Combined Authority over a period of transition for the organisation, and during a time of significant instability for the national and local economy. Throughout this, the focus of the Business Board has been on helping our private, public and third sectors to work effectively together to rise to these challenges, to make the most of the opportunities that our unique local economy continues to generate, and to continue to play our role in supporting the sustainable growth of the UK as a whole. During this year, working closely with the Mayor and the Combined Authority Board, we have developed an implementation plan for our Economic Growth Strategy, whilst also contributing to a review of the role of the Business Board as we look to the future. I have also been pleased to support the work of the Independent Improvement Board to challenge and support the improvement work for the Combined Authority.

As a Board, we have been acutely aware of the difficulties facing businesses in our area from energy bill increases, inflation, labour market tightness and challenges to trade, and have contributed to key debates about the importance of maintaining and improving public transport options for employees, learners, businesses in our region. In that regard, we have supported efforts from the Combined Authority to maintain bus services, worked closely with colleagues in neighbouring areas to argue successfully for the Government to renew its commitment to East West Rail, and contributed to the Greater Cambridge Partnership's consultations on sustainable transport solutions for Greater Cambridge.

We also continue to recognise the important conclusions of the Cambridgeshire and Peterborough Independent Economic Review, and the Independent Climate Change Commission, which demonstrates the urgency of working together to deliver adaptation solutions to the impacts of climate change already being felt, whilst also continuing the drive to net zero carbon.

A particular highlight for me has been the ongoing success of ARU Peterborough. For example: in August 2022, University House (the first teaching building) was built on time and within budget, in September 2022 ARU Peterborough opened its doors to the first students and in January 2023 Peterborough Innovation & Research Centre was built on time and within budget.

For many years Peterborough has been a “coldspot” for higher education, but with the development of the university, with more learners expected year on year, this has been reversed. When combined with the very welcome news of £48m of funding being awarded to Peterborough from the Government’s Levelling Up Fund for the Station Quarter projects, I see huge potential for Peterborough to grow well over coming years, building on its success to date and further improving opportunities for the people who live and work here.

Our Growth Works Programme has continued to support businesses across the area with its wide-ranging support package for businesses, employees, skills providers and inward investment assistance. The programme has seen over 2,000 jobs created in year 2, with nearly 3,000 created accumulative for both years one and two. We have also seen: 251 apprenticeships in year two, with 317 accumulative for both years one and two, 1,077 companies provided with a Growth Diagnostic, £700k in revenue growth grants awarded, totalling over £1m for both years one and two, £4.4 million in capital grants to SMEs, stimulating a further £10 million match capital investment, 610 People upskilled in year two, with 857 accumulative for both years one and two, and 327 Companies in the inward investment pipeline, increased from 151 after year one.

The Business Board has also contributed to the framing of the CPCA approach, which recognises that all six capitals are important to delivering a better quality of life, and has sought work constructively with the Mayor, the Combined Authority, the constituent local authorities, and the business community to ensure that the efforts of the whole can be greater than the sum of the parts.

I want to give thanks to Faye Holland and Jason Mellad, who stepped down from the Business Board this year after their terms of office concluded. Both have been hugely influential and helpful to me as Chair, and to the efforts of the Business Board over the years.

And finally, I recently accepted an offer from Scottish Water to become their new Chief Executive, so will be moving to Edinburgh in May to take up that role and will therefore be standing down as Chair of the Business Board at the same time. I believe the Business Board and the Combined Authority have a real opportunity in the years ahead to make a very positive contribution to the aims of delivering good growth, and I will be cheering you all on from north of the border.



Alex Plant, Chair of the Business Board

KEY ACHIEVEMENTS 2022-23: BUSINESS BOARD BOOSTING

ECONOMIC RECOVERY AND GROWTH IN CAMBRIDGESHIRE & PETERBOROUGH

CONTINUED PERFORMANCE ACROSS THE YEAR FOR GROWTH WORKS

The Growth Works service combines business support and funding, inward investment and workforce skills and has completed its second year of the three-year programme. This flagship programme has achieved the following outputs in the two years which the table below sets out 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:

Growth Works 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	3,223	1,695
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

In summary the programme has delivered the following outputs in year two as per below:

- 2,069.5 Jobs created in year two, 2,974.5 accumulative for both years one and two
- 251 apprenticeships in year two, 317 accumulative for both years one and two
- 1,077 companies were provided with a Growth Diagnostic
- £700k in revenue growth grants awarded, totalling over £1m for both years one and two
- £4.4 million: In capital grants to SMEs, stimulating £10 million of match capital investment
- 610 People upskilled in year two, 857 accumulative for both years one and two
- 327 Companies in the inward investment pipeline increased from 151 after year one.

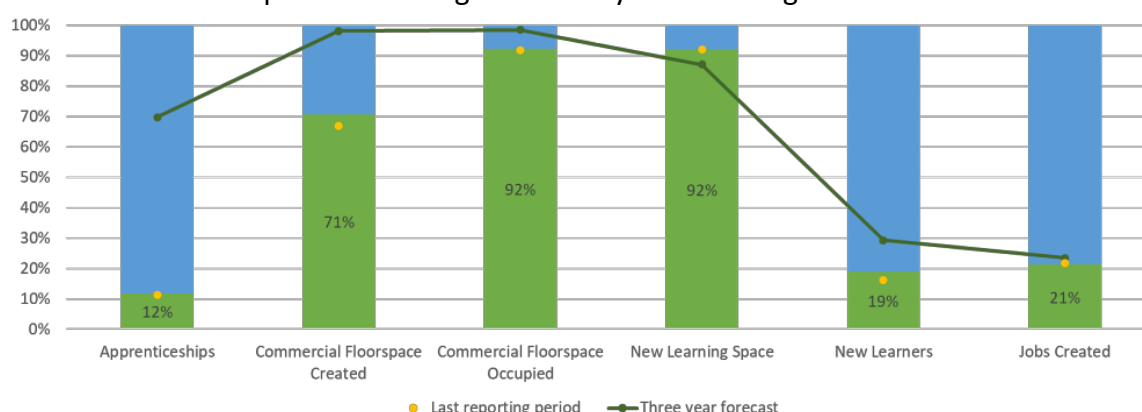
LOCAL GROWTH FUND PERFORMANCE

£155 million of investment into Cambridgeshire and Peterborough has come through the Local Growth Fund since 2015. Transport schemes, new skills facilities, business incubator space and business growth and innovation projects have all been supported. Economic benefits now stand at:

- 9559.5 jobs and 734 apprenticeships created
- 1934 people upskilled through courses and training

- £304 million further investment leveraged.

The table below shows performance against the 3 years LGF targets:



IMPROVING LGF INVESTMENT PER JOB

A second phase of LGF Evaluation has been undertaken by Metro Dynamics across the 9 projects, it is indicating a unit cost per job of £12,233 which 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).

LGF Case Study 1 - 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".

LGF Case Study 2 – Cambridge Regional College (Huntingdon Campus) converted existing college space to a state-of-the-art construction training facility enabling further developments in manufacturing training to be introduced over time, including in modular building and Modern Methods of Construction. The development of bespoke apprenticeships linked to modern construction methods are being pursued. There was also an upgrade to the IT infrastructure at the college site to support online learning which was extremely valuable during the pandemic.

"The project has been instrumental in re-invigorating learning in construction at the Huntingdon Campus. The facilities are excellent, so learners operate in an environment which is aspirational, welcoming, safe and where they are encouraged to contribute to their working environments to inspire future learners. Facilities accommodate full time students in carpentry, electrical and multi-skills and apprentices in carpentry. We are also excited to be taking on electrical

apprentices soon. We have already supported over 100 young people to gain strong skills for employment in such a critical industry and we expect this number to grow year on year, improving the life chances of those accessing the campus and furthermore benefitting the future workforce”.

LGF Case Study 3 - 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.”*

LGF Case Study 4 - 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 because of LGF funding. Having the support of the local government gives them more credibility while approaching foreign investors from Asia and the US. It also allows them to demonstrate that they can expand. 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”.*

GROWTH WORKS TO DELIVER SCHEMES FUNDED BY £3.4M COMMUNITY RENEWAL FUND

The Combined Authority was awarded Community Renewal Funding of £3.4 million for two projects. Growth Works delivered these schemes and both projects were successfully delivered.

START & GROW

Start and Grow was a programme focused on providing individuals thinking about starting a business, and micro-businesses looking to grow, with tailored, intensive support services delivered as part of a pre-qualification process for grant funding. In this sense the programme brought together two key elements: support for entrepreneurs and business owners on how to start or grow their business, and access to the capital that would enable growth to happen.

Area	Target (CRF + public match)	Grant Offer Letters Issued	Grant claimed	Private match leveraged	Total spend realised
Priority areas	£2,144,250	£1,943,637	£1,803,796	£347,914	£2,151,710
Non-priority areas	£729,045	£980,057	£944,429	£188,832	£1,133,261
Total	£2,859,000	£2,923,694	£2,748,225	£536,746	£3,284,971

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

TURNING POINT

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.

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%

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%

ARU PETERBOROUGH: HELPING MAKE PETERBOROUGH'S NEW UNIVERSITY A REALITY

Anglia Ruskin University (ARU) Peterborough will address one of the country's most significant "cold spots" for Higher Education. With a curriculum co-created by local employers it will give both students the skills they need for great careers and offer employers access to the talent they need to thrive in the modern economy.

The top-line objectives for the University programme are to:

- Improve access to better quality jobs and improve access to better quality employment, helping to reverse decades of relative economic decline, and increasing opportunities, aspiration, wages and social mobility for residents.
- Make a nationally significant contribution to Government objectives for levelling up, increase regional innovation, and accelerate the UK's net zero transformation.
- Accelerate the renaissance of Peterborough as a knowledge-intensive university city, increasing civic pride and satisfaction within Peterborough as a place offering a good quality of life with improved public facilities, and providing a tangible example of levelling up.
- Translate the resulting increase in individual opportunity, prosperity and social mobility into outcomes across wellbeing, health and healthy life expectancy from the programme, and on into people living happier, healthier lives.
- **Funding support:** £28.3 million total Business Board funding has been made available to enable the development of ARU Peterborough.

Key Milestones for 2022/23:

- August 2022 – University House (first teaching building) was built on time and to budget.
- September 2022 – ARU Peterborough opened its doors to the first students.
- January 2023 – Peterborough Innovation & Research Centre was built on time and within budget.
- *Autumn 2024 – Peterborough Living Lab (the second teaching building).

Key deliverables:

The estimated economic benefits over a 15-year appraisal period, in Net Present Value terms, amounts to £999m (based on Living Lab Final Business Case). Non-monetised benefits, on top of those accounted for in the BCR above, include:

- Improvements to health and wellbeing for residents in Peterborough and The Fens.
- Regeneration of open green space through creation of a new visitor location for the city
- Community benefits.
- New event space.
- Increased productivity.
- Reduced deprivation in a left-behind area with a persistent skills gap.
- Provide businesses access to academic expertise and research.

Progress measures to monitor the ongoing wider impact of the University, tied into broader strategic objectives for Peterborough and the wider Cambridgeshire and Peterborough region are being developed. Yet to be finalised, the type of measures that partners are considering are set out in the table below. It is anticipated that there will need to be an ongoing review of these measures and agreement on how and where they are reported.

Category	Measure	Basis
Supporting access to Higher Education	Year on year increase in total learners	<i>Annual HESA reporting</i>
	Percentage of 'home' undergraduate students from the region	<i>PE postcodes</i>
	Participation of young people in HE in underrepresented areas	<i>TUNDRA (tracking underrepresentation by area) data reports (or by POLAR)</i>
Student experience and employability	Student feedback on experience	<i>National Student Survey Results</i>
	Graduate employability	<i>Annual Graduate Outcomes report on employability</i>
	Longer term graduate outcomes, including salaries	<i>Longitudinal Education Outcomes (LEO) data</i>
	Alignment of curriculum to local sector requirements	<i>Annual review of curriculum developments</i>
Local engagement	Public engagement activity, including through the Living Lab	<i>Annual report on the volume and nature of outreach and inreach</i>
Wider economic benefits	Increasing progression rates post-18 into HE	<i>CPCA Employment and Skills Strategy progress measures (Peterborough-specific measures)</i>
	Increasing number of professional and technical jobs, at least at level 3	
	Reducing numbers of workers at level 1 and 2 and increasing at level 3 and 4	

Falling levels of economic inactivity and UC claimants
Reducing NEETs and un-sustained destinations after school

MARKET TOWNS PROGRAMME (PHASE 1)

In March 2023, the Combined Authority approved the last bid for funding under the Market Towns Programme. As a result of ten funding calls under the Programme, a total of £14.2 million has been awarded by the Combined Authority and a portfolio of 52 projects and bringing in over £12.5m of external match funding. This investment included funding contributions towards the areas two Future High Street Schemes in St Neots (£3.1m) and March (£2m).

District councils needed to demonstrate that their proposed projects would help to bring to life each town's Masterplan but, since the Covid-19 lockdowns, they have also had to show how they will drive good growth and regeneration to benefit and advance the community in a post-pandemic economy. More people live in our market towns than in our cities and many of the projects are about improving public space and assets for commerce, recreation and health, all contributing to Covid-recovery and the work to making the town centres vibrant and attractive.

ENTERPRISE ZONES – ALCONBURY WEALD & CAMBRIDGE COMPASS

The Combined Authority continues to work with the EZ teams to maximise the growth development of the EZ's and maximise benefits to increase retained business rates income that CPCA shares with each local collecting authority. The retained EZ business rate figure for 2022-23 was £851,184 and this will be reinvested back into the local economy.

ECONOMIC GROWTH STRATEGY

The new Economic Growth Strategy (EGS) for Cambridgeshire and Peterborough was agreed by the Combined Authority Board in summer 2022. The strategy aims to sustain the world-class, innovative, and dynamic economy of Cambridgeshire and Peterborough.

The EGS will guide Business Board focus and investment and aims include:

- Creating a stronger economy following Covid-19, Brexit and global turbulence, supporting the aim to double the region's economy.
- Putting public health and wellbeing and the environment and climate change at the core of that economic future.
- Reducing inequality between and within the sub-economies and increasing the productivity, skills and wages needed to do so.

Building on our progress in 2022/23, the Business Board is also driving new initiatives to meet the goals of our Economic Growth Strategy, as described in the 'Looking Forwards' section below.

EMPLOYMENT & SKILLS STRATEGY

The new strategy - approved by the Combined Authority Board in January - builds on the work of the Combined Authority's previous Skills Strategy Developing Talent: Connecting the Disconnect which was published in 2019 with an overarching imperative to deliver 'an inclusive, world-class local skills eco-system that matches the needs of our employers, learners and communities'. The intervening years have seen significant changes in the national and global

context. It has been essential to review and update the skills strategy, to reflect the changing skills needs and challenges in the current and predicted future economic context.

There are four core themes that the Strategy identifies for employment and skills in Cambridgeshire and Peterborough:

- Pre-work learning and formal education
- Employer access to talent
- Life-wide and lifelong learning
- Support into and between work

For each of these themes, long-term outcomes have been identified; underpinned by a sub-set of core short-term priorities and objectives that will move forward the process of delivering the long-term outcomes. Five-year delivery plans will accompany the strategy. It is recognised that to level-up the Combined Authority, a different approach is required, and significant work is being undertaken to work collaboratively with partners and stakeholders to work together as a system. A comprehensive Implementation Plan is currently in development to ensure all work and funding bids are aligned to the new strategy.

LOOKING FORWARDS 2023-24: DELIVERING A MORE PROSPEROUS, FAIRER AND RESILIENT FUTURE

ECONOMIC GROWTH STRATEGY IMPLEMENTATION PLAN

As noted above the Cambridgeshire and Peterborough Combined Authority published the Cambridgeshire and Peterborough Economic Growth Strategy (EGS) in May 2022, this being the region's plan to support inclusive economic growth developed in partnership and led by the Business Board. An implementation plan was developed and has been approved by the Business Board and Combined Authority Board that setting out the things that CPCA and its partners have agreed to do to work towards achieving the vision and objectives of the EGS from 2023 onwards.

The EGS is a live document, designed to provide a practical road map for realistic and achievable delivery, and will do 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.

EMPLOYMENT & SKILLS IMPLEMENTATION PLAN

The Employment and Skills Strategy is understood within the region and is a key driver in activity across the county. We have seen more change within the skills system, including the development of the Local Skills Improvement Plan (LSIP) via the Cambridgeshire Chamber of Commerce. To ensure consistency, we have worked with the Chamber of Commerce to embed the implementation of the strategy within the LSIP. Actions within the implementation plan will be delivered upon by the LSIP, via the UK Shared Prosperity Fund and by wider Local Skills Improvement Fund.

SHARED PROSPERITY FUND (SPF) & LEVELLING UP

The Business Board is working with regional partners to maximise the potential for sustainable growth and prosperity from SPF and the Levelling Up agenda by developing a strategy for the funding which will make the biggest impact on our key Economic Growth Strategy goals.

The SPF Local Investment Plan has been submitted to DLUHC we were approved in December 2022, and have since been working on the Implementation Plan which is due to be approved at CA Board in March 2023, the plan now contains 39 projects and currently there is a forecast 2022/23 spend of £1,198,134 and the remaining year 1 spend will be carried forward to Year 2. Since the plan Investment Plan was approved, we have worked with districts and unitary authority on the grant funding agreement and other areas of due diligence.

The Team has been working with Peterborough City Council on the Round 1 Levelling Up Fund project – Phase 3 of the ARU Peterborough university campus, which is for an additional teaching building incorporating a new public science centre to inspire future generations in the STEM careers of the future. Levelling Up Fund Round 2 has just closed for submissions with £2 million match funding secured through Recycled LGF awarded by the Business Board. This will

support the building of a new Net Zero Training Centre in Wisbech, giving people skills for the transition to a net zero carbon economy.

RURAL ENGLAND PROSPERITY FUND

DEFRA through DLUHC awarded funding £3,215,148 to the following districts subject to an approved addendum to the Local Investment Plan:

- East Cambridgeshire District Council - £652,511
- Huntingdonshire District Council – £957,788
- Fenland District Council - £436,714
- South Cambridgeshire District Council - £1,168,135

With support from CambsACRE the addendum was submitted, and we are awaiting approval of funds. In the meantime, we have been developing the delivery arrangements and districts are due to provide delivery plans by the 31st March 2023.

COMBINED AUTHORITY GAINSHARE - BUSINESS GROWTH & SOCIAL IMPACT FUND

The Full Business Case for the Equity Fund and drawdown of £10million Gainshare was approved by the Combined Authority Board in November 2022. The funding will be used to support local business growth, potentially through equity investment as a mechanism.

The Fund objectives:

- To provide a credible source of growth funding (£100,000 – £500,000) for 20-40 small to medium businesses that cannot otherwise access it, in key sectors including IT, Life Sciences, Agri-Tech and Advanced Manufacturing and emerging green-tech sector.
- To provide a credible source of smaller amounts of funding (up to £100,000) to support local third sector businesses providing new or continued community and social products and services.
- To increase growth of existing businesses in key sectors including IT, Life Sciences, Agri-Tech and Advanced Manufacturing as well as the emerging green-tech sector.
- To create new jobs and sustainment of existing jobs and community offers in areas in C&P which have the highest levels of deprivation and the lowest paying wage levels.

The Fund project will deliver the following key outcomes:

- Increase in business growth in key sectors, particularly outside of Cambridge where access to funding is more limited.
- Creation of high value jobs in green tech.
- Advancement of businesses towards net zero.

COMBINED AUTHORITY GAINSHARE - MARKET TOWNS PROGRAMME (PHASE 2)

In March 2023, the Combined Authority approved the business case for a continuation of the market towns programme and has committed £2.5m investment to strengthen local communities and groups and to support for social enterprises and community-owned businesses. The Programme is currently being mobilised and is due to be launched in June 2023. The Programme objectives are:

- Safeguard and enhance social capital, employment opportunities, and skills in market towns throughout Cambridgeshire and Peterborough by:
 - Boosting the local **Social Enterprise ecosystem** through the implementation of Social Enterprise Hub space.

- Support **Community ownership** of local assets and boosting young people's engagement with **STEM**.

The Programme will deliver the following key outcomes:

- **Stream 1 - Community ownership of local businesses** - to establish a dedicated support programme, community "support package" and bursary funding for community groups in Cambridgeshire & Peterborough, with a focus of revitalising assets in market towns and rural areas.
- **Stream 2 - Social enterprise hubs** - the creation of one or more social enterprise hubs in Cambridgeshire & Peterborough. The hubs will support the growth of social entrepreneurship and the social economy ecosystem across market towns and rural areas, providing co-working / business startup space for social enterprises alongside community space and a retail offer for residents and communities.
- **Stream 3 - STEM exhibition programme** - to support the capital element of an educational programme, to be delivered via pop-up science centres, located in publicly owned buildings, community or educational facilities in the Cambridgeshire & Peterborough market towns and rural areas. The pop-up centres will be accessed by children, families, schools, and adult groups and aim to raise awareness and aspirations for STEM related study and careers.

The expected benefits of the Programme include:

- Jobs created and safeguarded in the third sector, social enterprise ecosystem, and community interest groups.
- Revitalisation of market towns by bringing back vacant assets into use through community ownership.
- Driving footfall in market towns by restoring the service offer and increasing local amenity
- Increasing the local sense of pride in place.
- Increased educational aspirations of local school children in market towns and improved long term outcomes.
- Creation of community space for use by local people, increasing social vitality and reducing social isolation.

GROWTH WORKS REVIEW & FUTURE BUSINESS SUPPORT PROVISION

An objective review of the current Growth Works Programme is being undertaken and this includes an impact evaluation of the programme to date. As the Growth Works programme was the flagship business support intervention over last two years and this year work is also being undertaken to determine the options for provision of business support programme beyond the end of the current Growth Works package of support, this to take into consideration the provision of additional programmes on top of Growth Hub support, Business support programmes through the Shared Prosperity Fund and the Rural Prosperity Fund grant scheme.

BUSINESS BOARD GOVERNANCE REVIEW AND RECOMMENDATIONS

The Levelling Up White Paper highlights the need for public-private partnership in delivering the 12 levelling up missions locally and the parameters for business and skills support have

been recast with the coming of the UK Shared Prosperity Fund. National policy indicates a need for the purpose of LEPs to be focused on strategic direction, influence and delivery in close partnership or integration with local authorities. Integration guidance states the core function of the Business Board should be to:

- Engage business voice in local strategy
- Work with local leaders to carry out strategic economic planning and maintaining a local economic evidence base
- Deliver Growth Hub, Trade and Investment, Careers Hub and Skills Partnership activities
- Support Devolution deals.

The Combined Authority is taking the opportunity to reframe the role and function of its Business Board in a way that creates a stronger partnership between accountable local politicians and local businesses, one that will enable the business voice to be more embedded in the CPCA's strategy, structures and processes. It is important that the Business Board has the capability to deliver cross sector and regional geographical business representation for the Combined Authority and can engage appropriate business clusters as required by the Combined Authority for intelligence and consultation.

This year will see the purpose of the CPCA Business Board be recast and to transition from being an executive programme board to a strategic advisory one providing:

- Strategic business advice to CPCA's Board, Mayor, Committees, and officers across all policy areas
- Advice on the development and shaping of areas Economic Strategy and day to day oversight of progress on its implementation on behalf of the CPCA Board who decide on and own the strategy
- A business voice for Cambridgeshire and Peterborough.
- The Business Board will operate with embedded membership, where individual Business Board members lead on specific topics and are embedded within thematic CPCA committees (e.g. skills, transport) where they can contribute the business voice to decisions with elected members.
- The CPCA Board has approved key functions for inclusion in the Business Board Terms of Reference, noting that the Executive Director for Economy and Growth will, through close working with the Business Board, drive implementation and delivery of the CPCA Priority Area 'Achieving Good Growth' as set out in the CPCA Corporate Plan.

FINANCIAL SECTION

COMBINED AUTHORITY CORPORATE AND BUSINESS & SKILLS MEDIUM-TERM FINANCIAL PLAN 2022-23 TO 2025-26 AND WHOLE COMBINED AUTHORITY CAPITAL PROGRAMME.

Rows shaded in grey are not related to the work of the Business Board.

N.B. While the Mayor is a member of the Business Board, there is no remuneration linked to this responsibility and thus his allowance is not considered related for this purpose.

REVENUE - CEO

2022/23		2023/24	2024/25	2025/6	2026/27
£000's		£000's	£000's	£000's	£000's
	<u>Mayor's Budget</u>				
392	Total Mayoral Office costs	3,778	3,849	4,962	4,001
	<u>Chief Exec Office Net Staffing</u>				
1,028	Total CX Officer Staffing	1,692	1,796	1,897	1,993
	<u>Comms and Engagement</u>				
50	Total Comms and Engagement Costs	45	45	45	45
	<u>Monitoring and Evaluation Costs</u>				
102	Total Monitoring and Evaluation Costs	70	70	70	70
	<u>Response Funds</u>				
1,335	Total Response Funds	1,435	1,435	1,435	1,435
2,563	Total Chief Exec Office Approved Budgets	5,730	5,905	7,119	6,254
440	Total Chief Exec Office Subject to Approval	1,290	1,290	1,290	1,290
3,003	Total Chief Exec Office Revenue Expenditure	7,020	7,195	8,409	7,544

2022/23		2023/24	2024/25	2025/6	2026/27
£000's		£000's	£000's	£000's	£000's
2,107	Total Combined Authority Staffing Costs	2,297	2,503	2,647	2,793
	Other Employee Costs and Corporate Overheads				
717	Total Other Employee Costs	609	601	601	601
	Legal, Governance and Member Services				
309	Total Legal, Governance and Member Services Costs	309	309	309	309
	Finance and Procurement				
352	Total Finance and Procurement Costs	253	254	255	256
	Financing Income				
- 1,791	Net Financing Income	- 736	- 150	- 100	- 100
	Human Resources & Organisational Development				
122	Total Human Resources costs	122	122	122	122
	Digital Services and Support				
335	Total Digital Services and Support costs	335	335	335	335
	Workstream Budget				
61	Total Feasibility Budget	72	72	72	72
	Overhead Recharges				
- 473	Total Recharges to Grant Funded Projects	- 377	- 346	- 360	- 375
1,738	Total Resources and Performance Approved Budgets	2,884	3,699	3,880	4,013
-	Total Resources and Performance Subject to Approval Budgets	-	-	-	-
1,738	Total Resources and Performance Budgets	2,884	3,699	3,880	4,013

2022/23		2022/23	2023/24	2024/25	2025/6	2026/27
£000's		£000's	£000's	£000's	£000's	£'000
	<u>E&G Net Staffing</u>					
228	Exec Director	228	272	322	351	383
68	Business & Growth	68	286	341	358	374
-	Growth Hub	-	-	-	-	-
65	Skills	65	201	331	360	388
20	University of Peterborough	20	53	171	183	197
-	Adult Education Budget	-	-	-	-	-
382	Total E&G net staffing	382	812	1,165	1,252	1,343
	<u>Business Engagement and Growth</u>					
930	CRF Start and Grow Project	930	-	-	-	-
53	CRF Programme Management	53	-	-	-	-
41	Economic Rapid Response	41	-	-	-	-
4,947	Growth Co Services	4,947	1,429	-	-	-
-	Growth Hub	-	41	246	246	246
	Growth Works Additional Equity Fund (rev)					
61	Approved Expenditure	61	156	156	127	-
-	Subject to Approval	-	-	-	-	-
75	Insight & Evaluation Programme	75	75	75	75	75
426	Local Growth Fund Costs	426	242	-	-	-
35	Market Towns & Cities Strategies	35	-	-	-	-
45	Marketing and Promotion of Services	45	38	35	33	30
77	Shared Prosperity Fund Evidence Base & Pilot Fund	77	-	-	-	-
	UK Shared Prosperity Fund - Revenue					
-	Approved Expenditure	-	-	-	-	-
810	Subject to Approval	810	1,522	4,866	-	-
118	UK Shared Prosperity Fund - Management Costs	118	158	118	-	-
7,618	Total Business Engagement and Growth Costs	7,618	3,661	5,496	481	351
	<u>Skills</u>					
	Total Skills and Human Capital Costs	23,416	18,364	14,434	12,902	12,902
	<u>University of Peterborough</u>					
100	Total University of Peterborough Costs	100	-	-	-	-
6,808	Total Economy and Growth Approved Budgets	30,706	21,315	16,229	14,635	14,596
810	Total Economy and Growth Subject to Approval	810	1,522	4,866	-	-
7,618	Total Economy and Growth Revenue Expenditure	31,516	22,837	21,095	14,635	14,596
-	Net Revenue Cost Subject to Approval	-	-	-	-	-

CAPITAL – ECONOMY & GROWTH

Business and Skills	Approved Budget				Total approved to spend £'000	Subject to Approval				Total project budgets £'000
	2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000		2022-23 £'000	2023-24 £'000	2024-25 £'000	2025-26 £'000	
Advanced Manufacturing	487	-	-	-	487	-	-	-	-	487
Barn4 specialist growing facilities	400	-	-	-	400	-	-	-	-	400
Cambridge Biomedical MO Building	185	-	-	-	185	-	-	-	-	185
Cambridge City Centre	481	-	-	-	481	-	-	-	-	481
College of West Anglia - Net Zero	274	850	876	-	2,000	-	-	-	-	2,000
Expansion of Growth Co Inward Investment	400	-	-	-	400	-	-	-	-	400
FE Cold Spots (capital)	-	-	-	-	-	-	2,400	2,175	-	4,575
Fenland Hi-tech Futures	400	-	-	-	400	-	-	-	-	400
Growth Works Additional Equity Fund	-	2,850	3,325	3,325	9,500	-	-	-	-	9,500
GSE Green Home Grant Capital Programme Ph 2	16,634	-	-	-	16,634	-	-	-	-	16,634
GSE Green Home Grant Capital - LAD 3	29,842	-	-	-	29,842	-	-	-	-	29,842
GSE Green Home Grant Capital - HUG 1	10,824	-	-	-	10,824	-	-	-	-	10,824
IEG Student Space	7	30	260	99	397	-	-	-	-	397
Illumina Accelerator	1,700	-	-	-	1,700	-	-	-	-	1,700
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
Ramsey Food Hub	302	709	147	-	1,159	-	-	-	-	1,159
South Fen Business Park	-	-	-	-	-	-	-	-	-	-
St Neots Masterplan	285	-	-	-	285	-	-	-	-	285
Start Codon (Equity)	1,475	-	-	-	1,475	-	-	-	-	1,475
The Growth Service Company	5,135	3,000	-	-	8,135	-	-	-	-	8,135
University of Peterborough Phase 3	-	-	-	-	-	-	-	-	-	-
Total Business and Skills	77,553	9,399	4,608	3,424	94,984	3,052	3,845	2,175	-	104,056



Agenda Item No: 3.4

Business Board Expenses and Allowances 2022-23

To:	Business Board
Meeting Date:	15 May 2023
Public report:	Yes
Lead Member:	Alex Plant, Chair of the Business Board
From:	Domenico Cirillo, Business Programmes & Business Board Manager
Key decision:	No
Recommendations:	<p>The Business Board is recommended to:</p> <ul style="list-style-type: none">○ Note the summary of remuneration and expenses paid to members during 2022-23 under the Business Board Expenses and Allowances Scheme.

1. Purpose

- 1.1 To report on the remuneration and expenses paid to private sector members of the Business Board for the period 1st April 2022 to 31st March 2023 under the Business Board Expenses and Allowances Scheme.

2. Background

- 2.1 At its meeting on 31st July 2019, the Combined Authority Board considered the recommendations of an Independent Remuneration Panel and approved the adoption of an Expenses & Allowances Scheme for private sector members of the Business Board.
- 2.2 As a requirement of this Scheme, a summary of remuneration and expenses paid under the scheme each year shall be reported annually to the Business Board at its Annual General Meeting, and the summary shall subsequently be published on the Business Board's website within ten working days of the meeting at which it was considered.

3. Summary of Business Board Remuneration and Expenses paid for 2022-2023

- 3.1 The table below provides a summary of the period 1st April 2022 to 31st March 2023 (figures to the nearest £).

Member	Remuneration	Expenses	Total
Plant, Alex	15,384.62	0	15,384.62
Annells, Vic	5,000	0	5,000
Barsby, Tina	5,000	0	5,000
Clarke, Belinda	5,000	27	5,000
Herd, Mike	5,000	0	5,000
Holland, Faye (leaver)	5,000	0	5,000
Khalid, Aamir (foregone)	0	0	0
Kingsley, Al	5,000	0	5,000
Mellad, Jason (leaver)	5,000	0	5,000
Neely, Andy	18,000	0	18,000
Patel, Nitin	5,000	0	5,000
Stephens, Rebecca	5,000	0	5,000
Williams, Andrew	5,000	0	5,000
	83,384.62	27	83,384.62

Significant Implications

4. Financial Implications

- 4.1 Business Board remuneration and expenses are paid under the Members Allowance Scheme adopted by the Combined Authority in July 2019.

5. Legal Implications

- 5.1 The expenses and remuneration made to Business Board Members adheres to the Business Board Members Expenses and Allowances Scheme.
- 5.2 Local Enterprise Partnerships (LEPs) should make the expenditure and/or remuneration policy for Chairs and Board Members clear on their websites. (National Local Growth Assurance Framework, paragraph 80).
- 5.3 The Constitution states that “Allowances or expenses shall be payable to Business Board members, in accordance with a scheme approved from time to time by the Combined Authority.” (Appendix 5 – Business Board, paragraph 17.1).

6. Public Health implications

- 6.1 The report recommendations have neutral implications for public health.

7. Environmental and Climate Change Implications

- 7.1 The report recommendations have neutral implications for the environment and climate change.

8. Other Significant Implications

- 8.1 None.

9. Appendices

- 9.1 None.

10. Background Papers

- 10.1 [Business Board Expenses and Allowances Scheme \(July 2021\)](#)
- 10.2 [Combined Authority Board Report July 2021 - Item 4.4 refers](#)
- 10.3 [Cambridgeshire & Peterborough Combined Authority Constitution \(March 2021\)](#)
- 10.4 [Cambridgeshire & Peterborough Combined Authority Local Assurance Framework \(approved March 2022\)](#)
- 10.5 [National Local Growth Assurance Framework](#)



Agenda Item No: 3.5

Nomination of Business Board Representatives for the Combined Authority Board

To:	Business Board
Meeting Date:	15 May 2023
Public report:	Yes
Lead Member:	Alex Plant, Chair of the Business Board
From:	Domenico Cirillo, Business Programmes & Business Board Manager
Key decision:	No
Recommendations:	<p>The Business Board is recommended to:</p> <ul style="list-style-type: none"> a) Nominate the Chair of the Business Board to be a member of the Combined Authority Board for the municipal year 2023/24; b) Nominate the Vice-Chair of the Business Board to be substitute member of the Combined Authority Board for the municipal year 2023/24; c) Note the requirement to appoint 2 Business Board representatives to each of the following Committees: <ul style="list-style-type: none"> • Transport & Infrastructure Committee • Skills & Employment Committee • Environment & Sustainable Communities Committee d) Subject to recommendations (a) and (b) being agreed, recommend the nominations to the Combined Authority Board.

1. Purpose

- 1.1 The purpose of this paper is for the Business Board to nominate a member and substitute member for the Combined Authority Board for the municipal year 2023/24.

2. Background

- 2.1 The Local Enterprise Partnership must nominate one of its members to be a member of the Combined Authority Board. The Business Board member will have an official seat on the Combined Authority Board with voting rights to enable a smooth flow of information and views between the two Boards. This is a vital role connecting the business community and feeding in the business, commercial perspective, and expertise to the Combined Authority Board.

- 2.2 The nominated member will be expected to attend all Combined Authority Board meetings and will also be invited to attend the Leaders Strategy Sessions held prior to every Combined Authority Board meeting.

- 2.3 These nominations are made in accordance with the Cambridgeshire & Peterborough Combined Authority Order (2017) and the Combined Authority's Constitution as set out below.

- 2.4 Cambridgeshire & Peterborough Combined Authority Order (2017):

(3) The Local Enterprise Partnership must nominate one of its members to be a member of the Combined Authority.

(4) The Local Enterprise Partnership must nominate another of its members to act as a member of the Combined Authority in the absence of the member appointed under sub-paragraph (3) ("the substitute member").

(5) The Combined Authority must appoint the member nominated by the Local Enterprise Partnership under sub-paragraph (3) as a member of the Combined Authority ("Local Enterprise Partnership Member").

(6) The Combined Authority must appoint the member nominated by the Local Enterprise Partnership under sub-paragraph (4) to act as a member of the Combined Authority in the absence of the member appointed under sub-paragraph (5) ("the substitute member").

- 2.5 Cambridgeshire & Peterborough Combined Authority Constitution – Chapter 2 – Membership of the Combined Authority:

3.1. The Business Board will nominate one of its Members, normally the Chair, to be a Member of the Combined Authority and another Member to act in the absence of the appointed Member (the Substitute Member).

3.2. The Combined Authority will consider the nomination and appoint the Business Board Member and the Business Board Substitute Member. Each appointment shall be for a one-year term.

- 2.6 The Business Board are therefore asked to nominate the Chair to be a member of the Combined Authority, and to nominate the Vice-Chair to act in the absence of the appointed member. The Combined Authority will consider the nomination and appoint the members for a one-year term to May 2024.
- 2.7 Members are reminded that changes within the CPCA Governance Arrangements will have membership implications for the Business Board and moving forward the CPCA representation on the Business Board will change from 2 to 3 to include the Mayor of the Combined Authority, the CPCA Lead Member for Economic Growth, and the CPCA Member for Skills & Employment.
- 2.8 As a result of new CPCA Governance Arrangements, it is intended that the Business Board will operate with embedded membership, where individual Business Board members lead on specific topics and are embedded within thematic CPCA committees where they can contribute the Business voice to decisions with elected members. The Business Board is requested to appoint 2 representatives from its membership to each CPCA Thematic Committee at its Annual General Meeting on 15 May 2023. Those Committees are Skills & Employment Committee, Transport & Infrastructure Committee, and Environment & Sustainable Communities Committee.

Significant Implications

3. Financial Implications

- 3.1 None.

4. Legal Implications

- 4.1 The nominations are made in accordance with the Cambridgeshire & Peterborough Combined Authority Order 2017 and Constitution.

5. Public Health implications

- 5.1 The report recommendations have neutral implications for public health.

6. Environmental and Climate Change Implications

- 6.1 The report recommendations have neutral implications for the environment and climate change.

7. Other Significant Implications

- 7.1 None.

8. Appendices

8.1 None.

9. Background Papers

9.1 [The Cambridgeshire and Peterborough Combined Authority Order 2017 \(legislation.gov.uk\)](https://legislation.gov.uk)

9.2 [Cambridgeshire & Peterborough Combined Authority Constitution \(March 2021\)](#)



Agenda Item No: 3.6

Tour of Britain Cycling Event – Cambridgeshire Stage

To:	Business Board
Meeting Date:	15 th May 2023
Public report:	Yes
Lead Member:	Alex Plant, Chair of the Business Board
From:	Domenico Cirillo, Business Board & Business Programmes Manager
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Business Board is asked to:</p> <ul style="list-style-type: none">a) Consider the funding request received from Cambridgeshire County Council to contribute towards the cost of hosting a Cambridgeshire stage of the Tour of Britain, andb) Recommend the Combined Authority Board approve grant funding of £100,000 towards hosting costs (£84,000 plus VAT and associated fees) from CPCA Enterprise Zone Funds.

1. Purpose

- 1.1 This report requests the Business Board consider the funding proposal received from Cambridgeshire County Council to contribute towards the costs of hosting a Cambridgeshire start stage of the Tour of Britain cycling event. CPCA grant funding of £100,000 is requested towards hosting costs of £84,000 plus VAT and associated fees. The associated fees are in relation to supporting Start Points 1, 2 and 3 as highlighted in Schedule 6 attached as Appendix 1 to this report.
- 1.2 This report asks that the Business Board recommend the Combined Authority approve the requested funding from the CPCA Enterprise Zone Funds.

2. Background

- 2.1 The Tour of Britain is an annual cycling event with stages being hosted across the UK. The tour is the Country's biggest cycle race event and is free-to-attend for spectators and on national television broadcasts.
- 2.2 The Combined Authority has been approached by Cambridgeshire County Council and events team to contribute towards hosting a Cambridgeshire stage start for this year's Tour of Britain.
- 2.3 The start stage is likely to take place on Wednesday 6th or Thursday 7th September. The event has an agreed finish in Felixstowe, Suffolk. The cyclists would ride from 80 – 100km within Cambridgeshire before entering Suffolk. The Tour of Britain promotional brochure is attached for information and included as Appendix 2 to this report.
- 2.4 Unless Cambridgeshire County Council can raise the required funds to cover the hosting cost, then the event would need to locate an alternative start location for the stage out of County. Yes, the overall Tour of Britain event would still take place however no part of it would be in Cambridgeshire.
- 2.5 The start locations are open to discussions and there is no fixed point as to where along the County borders the event should cross. No route has been agreed however Cambridgeshire County Council would like to keep to roads that require little or no additional maintenance given the time and budget constraints.
- 2.6 As a co-funder of the event, the CPCA will have opportunity to input on route discussions and logo displayed on event material. It is suggested the CPCA lead a working group that would also include Cambridgeshire County Council and District of the start location. The event provides an opportunity for the organisations to engage with the local community.

Significant Implications

3. Financial Implications

- 3.1 The £100,000 funding towards the hosting costs associated for a Cambridgeshire stage will be charged to Enterprise Zone Funds.

4. Legal Implications

- 4.1 No legal implications. Any approved funding will be administered by CPCA Grant Funding Agreement.

5. Public Health implications

- 5.1 The event would be expected to attract over 200,000 spectators which would boost the local economy by more than £4m of visitor expenditure. Furthermore, the hosting of a start stage would not only showcase the County of Cambridgeshire but would also promote cycling and healthier lifestyle as 64% of event spectators are likely to cycle more.

6. Environmental and Climate Change Implications

- 6.1 No environmental or climate change implications.

7. Other Significant Implications

- 7.1 None

8. Appendices

- 8.1 Appendix 1 – Tour of Britain – Schedule 6
8.2 Appendix 2 – Tour of Britain – Promotional Brochure

9. Background Papers

- 9.1 None

SCHEDULE 6

Services to be Provided by the Host Region/Venue(s)

Start

1. Provision of a start area to include:
 - a) Suitable start straight of approx. 300m in length and approximately 7m wide
 - b) Parking for approx. 150 vehicles including at least 60 team cars and up to 20 52 seater coaches – Potential car park hire fee (location dependant)
 - c) Technical zone approx. 600m² (area that surrounds the start line) Potential land hire fee (location dependant)
 - d) Access to start area from 16:00hrs on the evening prior to start build up (where local support activity / pre-race festival is required)
 - e) Provision of a suitable area for cycling teams to park (i.e. exclusive use of road(s) to accommodate team vehicles as per above or closure of large public car park in vicinity of start area. Area of at least ¾ mile of straight road, or surface car park(s) equivalent to 3 hectares in size with adequate access and egress (location dependant)
 - f) Provide and cover costs of local First Aid group for spectators (as defined within Sweetspot's event site Risk Assessment). 4X first responders for 3 hours upto 2000 people (Est £300.00)
 - g) Supply of 4,000 litres of water for gantry ballast (dependant on type of gantry used)
 - h) Local Policing costs if required (generally, 1-2 officers to oversee public order during the build up and start) 2x officer Est £500.00
 - i) Presence of senior venue representative during the build-up periods (from 04:00 race day).
 - j) Provision of meeting room and co-ordination of planning groups (normally 3 meetings).
 - k) Provision of 30 trained PAID stewards for race day from a professional stewarding company. 5 of these stewards should hold SIA Front Line Licenses, the remaining 24 need to be SIA accredited, NVQ trained or equivalent. (TOB to provide onsite briefing) 30 x £20.00 per hour. 3 hours = £1800.00
 - l) Suitable area for 'promo' village (stalls/gazebos including Tour sponsors, plus local council organisations – typically 5-10 exhibitors). All associated trading licences to be provided free of charge by host venue including for Official TOB Coffee retailer
 - m) Venue for local launch/press reception (if required).
 - n) Provision of Civic Dignitary to the stage start to drop the start flag
 - o) Provision of 10 x portaloos for rider use and 1 for hospitality 11x £90.00 = £990.00
 - p) Provision of crowd control barriers (number TBC at technical planning meetings) for use in team parking areas to allow safe viewing areas Location dependant.
2. Traffic management to include:

- a) To cover the costs of all associated Road Closure processing to cover ALL roads within host county/district – CCC would cover TTRO costs.
- b) Road closures in the defined start area from 04:00 on the day of the race until 15:00 or before if all associated vehicles & equipment have left the area
- c) All road closure signage in the defined start area – **THESE MUST BE MANNED BY TRAFFIC MANAGEMENT PERSONNEL Location dependent suggested £3000.00**
- d) Local diversions (where appropriate)
- e) Supply & deployment of "No Parking Cones" if required the evening prior to the stage start (location dependant)
- f) Supply & deployment of "No Parking Cones" to cover ALL restrictions within host county/district (location dependant)
- g) Bus Stop suspensions (location dependant)
- h) Other transportation notifications (taxi, tram, deliveries emergency vehicle access, etc.)
- i) Parking suspensions to be put in place from 23:00 the day prior to enable immediate build on morning of stage
- j) Removal of any illegally parked vehicles within the defined start area and first 2km where road closure orders are in force that would prohibit the build-up of the start area and a clear safe start for the race. For clarity, the whole of neutralised route needs to have parking restrictions, unless 'off-carriageway' parking bays are present
- k) Supply of street plans of the start area at a minimum scale of 1:1250 in a DWG/DXF electronic format. (required upon signing of contract)
- l) Notification to churches, hospitals, taxis, bus companies, emergency services, local businesses and any local residence impacted the passage of the stage and also the building of the finish area & technical zone

3. Street & Highway Services to include:

- a) Pot hole repairs deemed necessary by the technical team and making safe of raised/ iron work
- b) Opening of gates/barriers and access to other controlled areas as required by The Tour
- c) Street cleansing, litter bin collection prior to during and post-race
- d) Permission to erect structures over the highway i.e. start gantry
- e) Grass cutting, hedge trimming and tree pruning (if applicable)
- f) The erection of pre-publicity banners (approx. 5mtrs x 1mtr) ToB to provide the banners.
- g) Provision of recycling bins (numbers TBC at planning meetings) to enable TOB organisers and spectators to recycle waste, so avoiding it going to landfill

Finish

1. Provision of a finish area to include:

- a) Suitable finish straight of approx 400-500m in length with an unobstructed approach approximately 6-8m wide. Safe run off area for riders after the finish line (at least 200 metres and not downhill).
- b) Final kilometre to be clear of obstructions such as traffic islands and speed humps, minimum width of 6m to be maintained +200m after the finish line

- c) Parking for approx 180 vehicles of varying sizes
- d) Technical zone approx 5000m²
- e) TV production area of a minimum of 700m² easily accessible by large vehicles, available from night prior to race
- q) Suitable area for Tour Village estimated 5000m² (stalls/gazebos including ToB sponsors, plus local council organisations – typically 5-10 exhibitors). All associated trading licences to be provided free of charge by host venue including for Official TOB Coffee retailer and Official TOB Bar
- f) Team Parking for approx. 20 coaches, 60 motorcycles and 60 cars – accessible via 'deviation' from the route
- g) Access to finish area from 20:00 from the day prior to start build up and positioning of technical facilities (if required) Overnight onsite parking for a variety of (large) vehicles.
- h) Sterile route for final 8km up to 2 hours before expected finish schedule of stage (i.e. no parked vehicles or deliveries (designated clearway))
- i) Water supply (mains pressure or bowser 1000ltr) for hospitality (prior to completion of build; 0600hrs).
- j) Provision of 6 x 1100ltr bins for ToB to manage hospitality waste 0600hrs, and recycling bins
- k) Provision of 4 bouquets for prize winners
- l) Provision of 2 x flower troughs to dress podium
- m) Arrangements with the local Fire & Rescue service or similar body to supply approx. 4000ltrs water for ballast purposes for the finish gantry, 0730hrs
- n) Provision of 7 x porta loo's to be located within technical zone (unless fixed facilities are available 0500hrs
- o) Provision and servicing of suitable toilet facilities within hospitality area 0600hrs
- p) Provide and cover costs of local First Aid group and porta loos (unless fixed facilities are available) for spectators (as defined within event site Risk Assessment).
- q) Local Policing costs (generally, 1-2 officers to oversee public order during the build-up).
- r) Presence of senior venue representative during the build-up periods (from 0500 race day).
- s) Provision of meeting room and co-ordination of planning groups (normally 3 meetings).
- t) Provision of 36 trained stewards for race day 0900-1700. 6 of these stewards from 0700 – 1800 and should hold SIA Front Line Licenses, the remaining 30 need to be SIA accredited, uniformed and with radio comms (TOB to provide onsite briefing)
- u) Venue for local launch/press reception (if required).
- v) Provision of Civic Dignitary to host stage at the finish and to be present at the prize giving ceremony.
- w) Provision of venue for press office on race day, open from midday until approx. 20:00 (within 250m of finish line) Suitable for a press conference of 20-30 people with provision of power and WiFi. To permit national and international press to relay stories and images
- x) Appropriate licenses for Tour Village trading and sampling.

2. Traffic Management to include:

- a) To cover the costs of all associated Road Closure processing to cover ALL roads within host county/district
- b) Full road closures in the defined finish area (200m after finish line and at least 750m before finish line) from 0445 on the day of the race until 2100, closures can be lifted before if all associated vehicles & equipment have left the finish area **THESE MUST BE MANNED BY TRAFFIC MANAGEMENT PERSONNEL**
- c) All road closure signage and TM stewarding (including all traffic splitters and bollards) from 8km to go up to & including the defined finish area
- d) Traffic management support to manage traffic whilst setting up and dismantling timing system at 3km to go point
- e) Traffic management support for final 3km or more of race to assist in enforcing road closure
- f) Local diversions (where appropriate)
- g) Supply & deployment of "No Parking Cones" to cover ALL restrictions within host county/district
- h) Parking meter bagging/suspension of bays (if required)
- i) Bus Stop suspensions (if required)
- j) Other transportation notifications (taxi, tram, deliveries, emergency vehicle access, etc) also to cover whole route within host county/district
- k) Parking suspensions to be put in place by 2200 the day prior to enable immediate build on morning of stage
- l) Removal of any illegally parked vehicles from 0500 within the defined finish area where road closure orders are in force that would prohibit the build-up of the finish area and a clear safe finish for the race also to cover ALL parking restrictions within host county/district
- m) Supply of street plans of the finish area (final km) at a minimum scale of 1:1250 in a DWG/DXF electronic format. (required upon signing of contract)
- n) Notification to churches, hospitals, taxis, bus companies, emergency services, local businesses and any local residence impacted the passage of the stage and also the building of the finish area & technical zone also to cover whole route within host county/district

3. Street & Highway Services to include:

- a) Pot hole repairs deemed necessary by the technical team and making safe of raised/ iron work to cover ALL roads within host county/district – to be inspected 4 weeks prior to event, to be available on race day to make any emergency repairs.
- b) Removal of street furniture to facilitate access, a clear safe build-up of the finish area
- c) Provision of portable roadways on surfaces that may become soft and water logged at the finish area
- d) Removal of cat's eyes in the finishing straight 200m before the finish and 50m beyond the line
- e) Opening of gates/barriers and access to other controlled areas as required by The Tour
- f) Street cleansing, litter bin collection prior to during and post-race

- g) Permission to erect structures over the highway i.e. finish gantry and to cover all associated costs
- h) Grass cutting, hedge trimming and tree pruning (if applicable) to ensure access and visibility
- i) The erection of pre-publicity banners (approx. 5mtrs x 1mtr) ToB to provide the banners.
- j) Provision of recycling bins (numbers TBC at planning meetings) to enable TOB organisers and spectators to recycle waste, so avoiding it going to landfill

4. Event Control

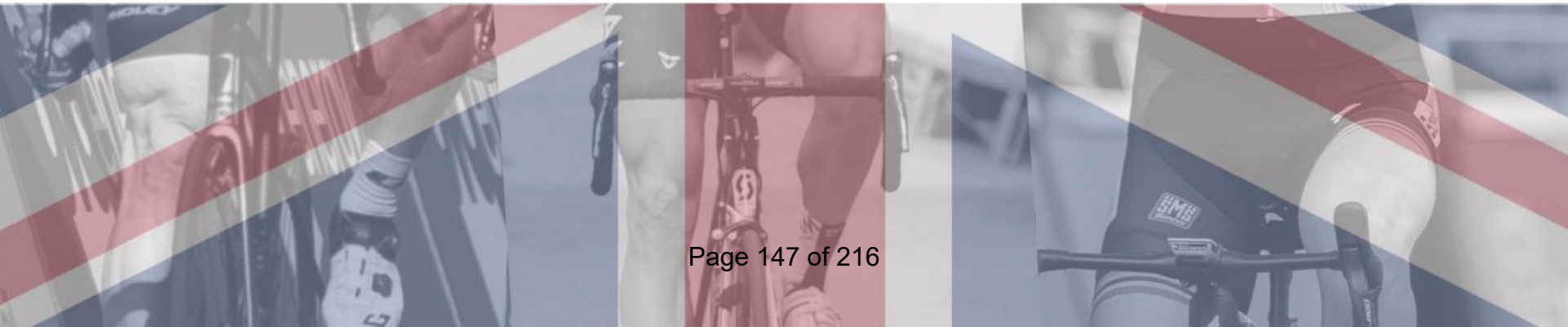
- a) Liaison with Police, Ambulance, Fire Service, Highways etc to co-ordinate their presence at meetings and in Event Control at finish line on the day



BRITAIN'S GREAT TOURS



THE TOURS





DELIVERING CYCLING EVENTS SINCE 2004

- 2004 Inaugural edition of the Tour of Britain
- 2007 Grand Départ of the Tour de France (London) delivery partner
- 2009 The Tour Series - city centre televised cycle races introduced
- 2010 Introduction of The Great Tour - a 64-day circumnavigation of the British coastline
- 2012 Prudential RideLondon - Olympic legacy cycling events and world's greatest festival of cycling delivery partner
- 2014 First edition of The Women's Tour
- 2019 The Women's Tour - expands to six stages for the first time in its history
- 2021 Successfully deliver 17 days of events during August to October, including first UCI events in UK since pandemic

THE GREAT TOURS

SIMPLY UNIQUE

- Britain's Great Tours include the Tour of Britain, Tour Series and the Women's Tour
- Covering the length and breadth of Britain they bring free-to-watch road cycling to millions of people every year
- 2019 was a hugely successful year, with record crowds lining the Tour of Britain final stage (600K) and recognition of the Women's Tour as the gold standard event in women's cycling
- Despite the unprecedented challenges faced in 2020 and the postponement of our races, 2021 saw a successful Tour Series delivered in August, the Tour of Britain in September – widely acclaimed as the 'best ever' – and the return of the Women's Tour in October to huge crowds.
- 2022 has so far seen the Tour Series and the Women's Tour take cycling all across the country, and both have been Live Broadcast for the first time. The Tour of Britain in September will be a fitting culmination to the season with the race starting in Aberdeen and travelling down through the UK, finishing on the Isle of Wight on Sunday 11th September.



JOIN THE CYCLING REVOLUTION



FUNDING

£2 billion government package to create new era for cycling and walking – funding will improve infrastructure to encourage healthier and greener travel habits
(Gov.uk May 2020)

FIGHTING OBESITY

Govt Better Health campaign will aim to reach **35m** people in a bid to help them lose weight and live healthier lives. Doctors to prescribe cycling in new obesity strategy
(BBC News July 2020)



MENTAL HEALTH

Cycling is proven to reduce anxiety and stress – **18%** more of people who ride a bike every day consider their life happy, compared to people who tried and stopped cycling
(British Cycling April 2019)



BIKE BOOM

Explosive growth in bike sales, with a **60%** rise seen in April 2020. **1.3m** Brits bought a bike during lockdown, this accounts for almost **5%** of all UK consumers
(Bicycle Association / Cycling Weekly)



ACCESSIBILITY

42% of people in England aged 5+ own or have access to a bicycle, that's **c.20m** people. Govt vouchers will be issued for cycle repairs, to encourage people to get their old bikes out

(CyclingUK.org/statistics / Gov.uk May 2020)



WE HAVE A BOLD VISION FOR THE TOURS

Inspire the **next generation** of riders

Increase the **scale and global recognition** of the events

Provide seamless **connectivity** and best in class **content** from the races

Spearhead initiatives to reduce the **carbon footprint** of cycling events

Improve the **health and wellbeing** of Britain through cycling



THE NEXT
GENERATION



LIVE TV COVERAGE OF
WOMEN'S TOUR



DATA AND
INSIGHTS



OUR
GREEN PLAN



'WOMEN ON
WHEELS'

PARTNERSHIP BENEFITS

HELPING TO DELIVER ON YOUR OBJECTIVES



NATIONAL AND GLOBAL COVERAGE

Largest free-to-watch event in the UK, roadside spectators and global TV broadcast



GENDER PARITY

Committed to gender equality in all aspects of the events



PROUDLY BRITISH

Celebrate and support Britishness and our heritage



COUNTYWIDE REACH

Activate across all regions as we visit new locations every year



EXCLUSIVITY

Money can't buy experiences – guest cars, podium, bespoke events



HEALTHY LIVING

Promote healthy body and mind through cycling messaging



INSPIRED AUDIENCE

Over 60% of spectators are inspired to get out on their bikes



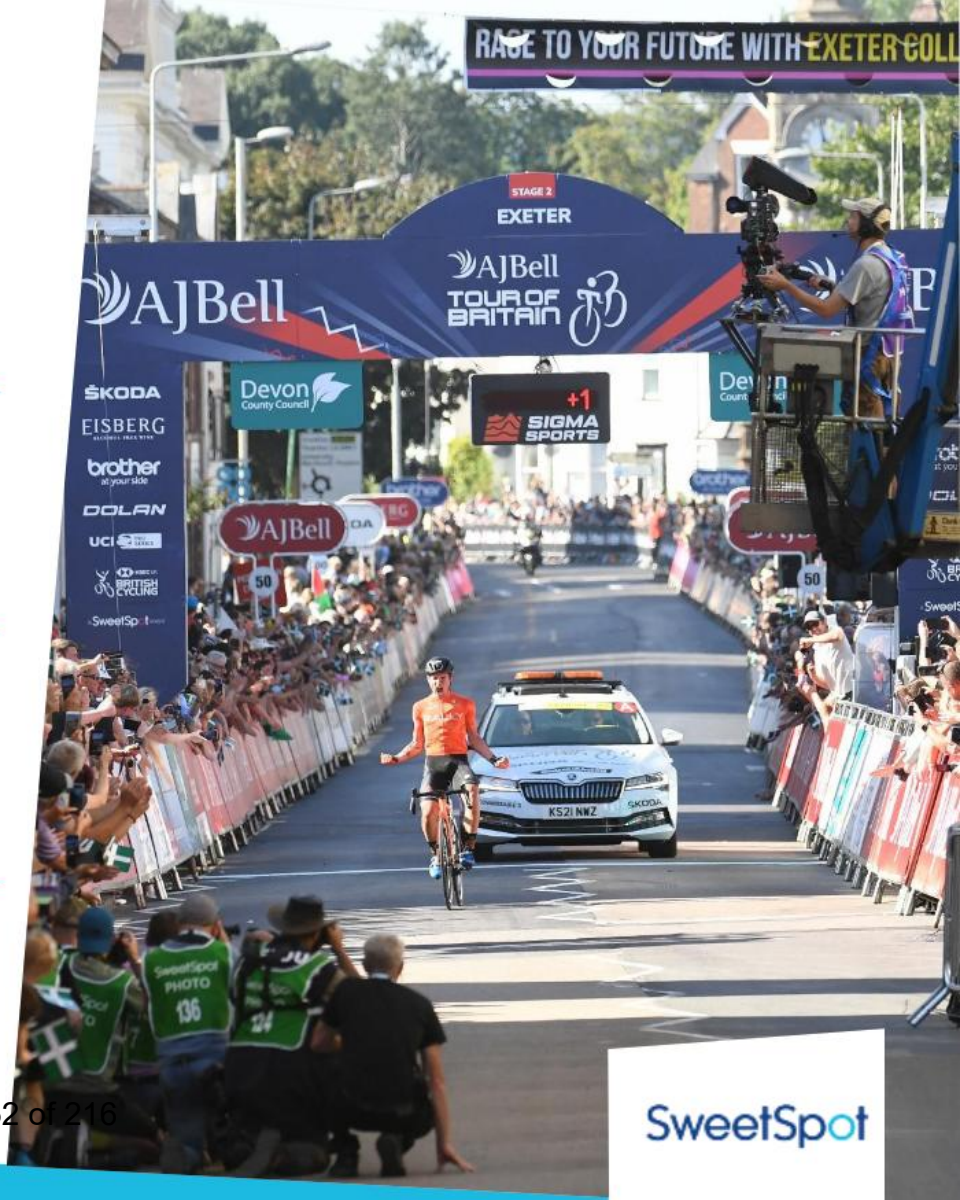
COMMUNITY PARTICIPATION

Engage communities through school, business and cycling club programmes



SUSTAINABILITY

Join the movement to create a greener sustainable future through cycling







WHAT IS THE TOUR OF BRITAIN?

Relaunched in 2004, the Tour of Britain is a cornerstone of the British sporting calendar. The UK's national cycling tour, and the country's biggest and most prestigious cycle race.

The Tour of Britain is free-to-attend for spectators and free to watch on ITV4, making it a hugely popular free-to-attend community event.

Global cycling stars such as Julian Alaphilippe, Wout van Aert and Mathieu van der Poel plus British heroes Geraint Thomas, Mark Cavendish, Chris Froome competed in recent editions.

THE TOUR OF BRITAIN



8-DAY STAGE

UCI SANCTIONED
ROAD RACE



20 TEAMS
INC. 5 OF THE
**BEST
BRITISH
TEAMS**



BRITAIN'S
**LARGEST
FREE**
TO ATTEND EVENT



£30M

VALUE TO UK
ECONOMY



1M

ROADSIDE
SPECTATORS



16M

CUMULATIVE TV
AUDIENCE*

*Does not include demand or catch-up TV



RETURN ON INVESTMENT

UP TO £4M
BOOST TO
THE
ECONOMY

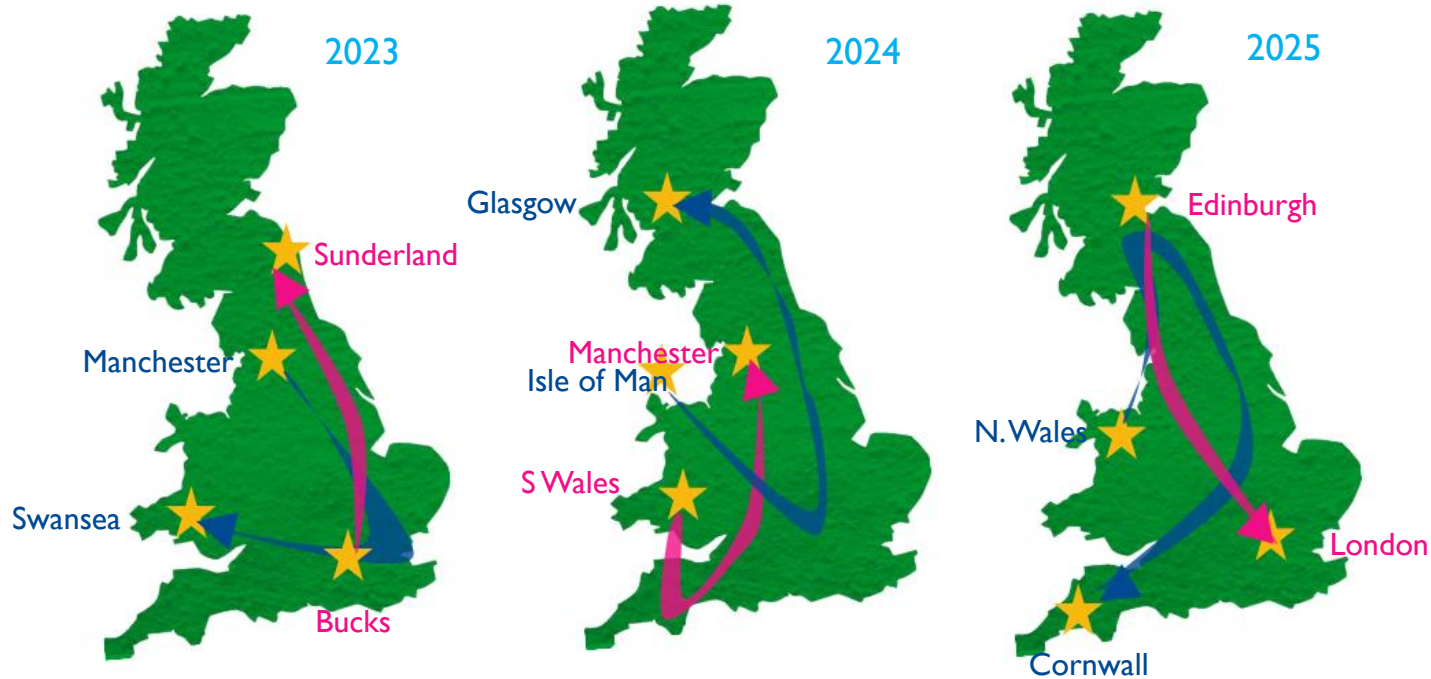
PLATFORM TO
ENGAGE
LOCAL
COMMUNITY

MEDIA
VALUE
£1.2M FOR
THE AREA

64% OF
SPECTATORS
ARE
INSPIRED TO
CYCLE
MORE



THE NEXT 3 YEARS



OPPORTUNITIES AND HOSTING FEES

- September | A stage of the Tour of Britain
 - Stage Start £84K, Stage Finish £126K

£210K + VAT

Discounts available for multi year agreements

Host venues have the rights to find local sponsors to offset the hosting fee

LOCAL SPONSORSHIP

- A range of ways for local businesses to get involved and support the stage
- From taking ownership of the stage with associated branding and media rights through to packages designed to help support the event and legacy in the area
- Supporters packages specifically aligned with CSR objectives and community activity related to the event
- Corporate packages to take part and experience the event first hand
- Packages can be tailored to fit specific needs, requirements and interests
- SweetSpot will attend business breakfasts, presentations and meetings to assist in the process



SWEETSPOT PROVIDES

- Full technical meetings and support for all event logistics and planning with the host venue team
- Nominated project manager at SweetSpot including additional support with PR and B2B conversations around sponsorship opportunities
- Risk assessments and health and safety checks and reports
- Security management
- Event management delivery on the day
- Barriers, hospitality, signage, structures, logistics, infrastructure and branding
- Photo finish facilities
- Placement of television coverage and full TV production including interview and postcard opportunities for the host destination
- Riders and teams
- Prize money





....ALSO...

Full national PR and Marketing plan and delivery, including:

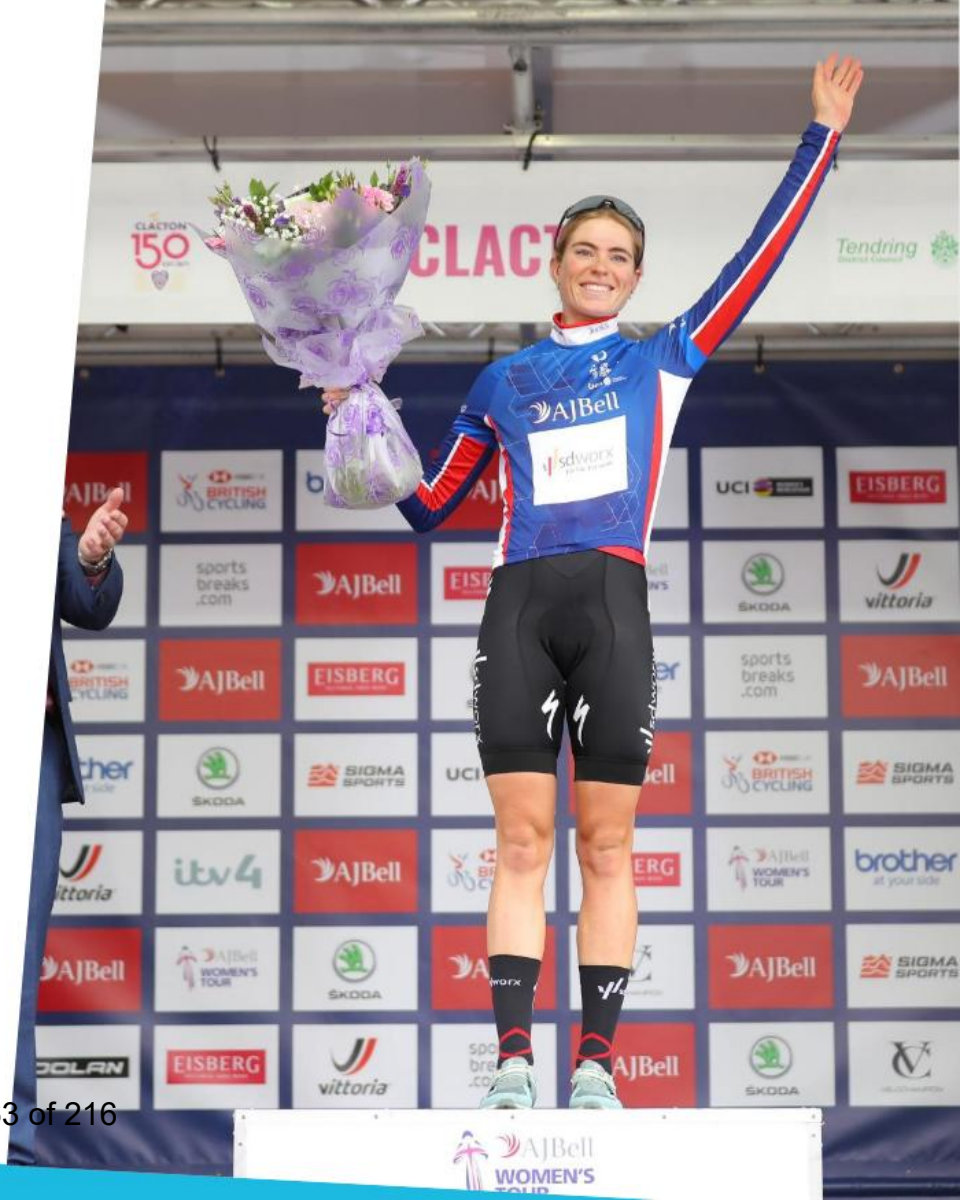
- National launch event / announcement
- Local/regional promotional events
- Regular press releases announcing race developments, teams, sponsors and rider updates

Marketing Support and Promotion:

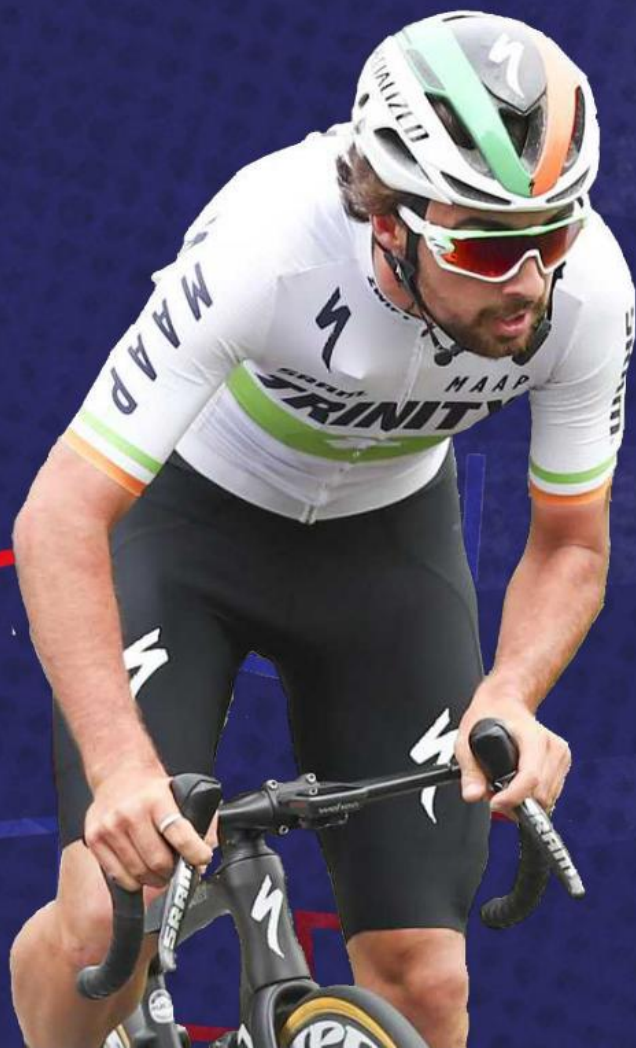
- Event website and digital channels
- Bespoke marketing materials
- Community engagement support for schools, businesses, cycling clubs and the wider community
- Competitions and activations

HOST VENUE RESPONSIBILITIES

- Start/finish road closures and suspension of parking on race route (for stage races) or full closure (for Tour Series).
- Public order policing
- Road closure application and advertising
- Traffic management
- Road quality: sweeping, pot holes (if necessary)
- First aid cover (for the public)
- 30 stewards and 6 SIA accredited marshals (at both start and finish)
- Water supply for start/finish gantry and hospitality
- Flower bouquets for the winner
- Temporary structure permissions over highways
- Merchandise and license permissions applicable to event
- Provision of suitable venue for media centre








7

TESTIMONIALS

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“Made the final podium. We tried every day, we gave everything. Happy to be back in this beautiful country... stage four was like a classic!”

JULIAN ALAPHILIPPE
Deceuninck – Quick-Step



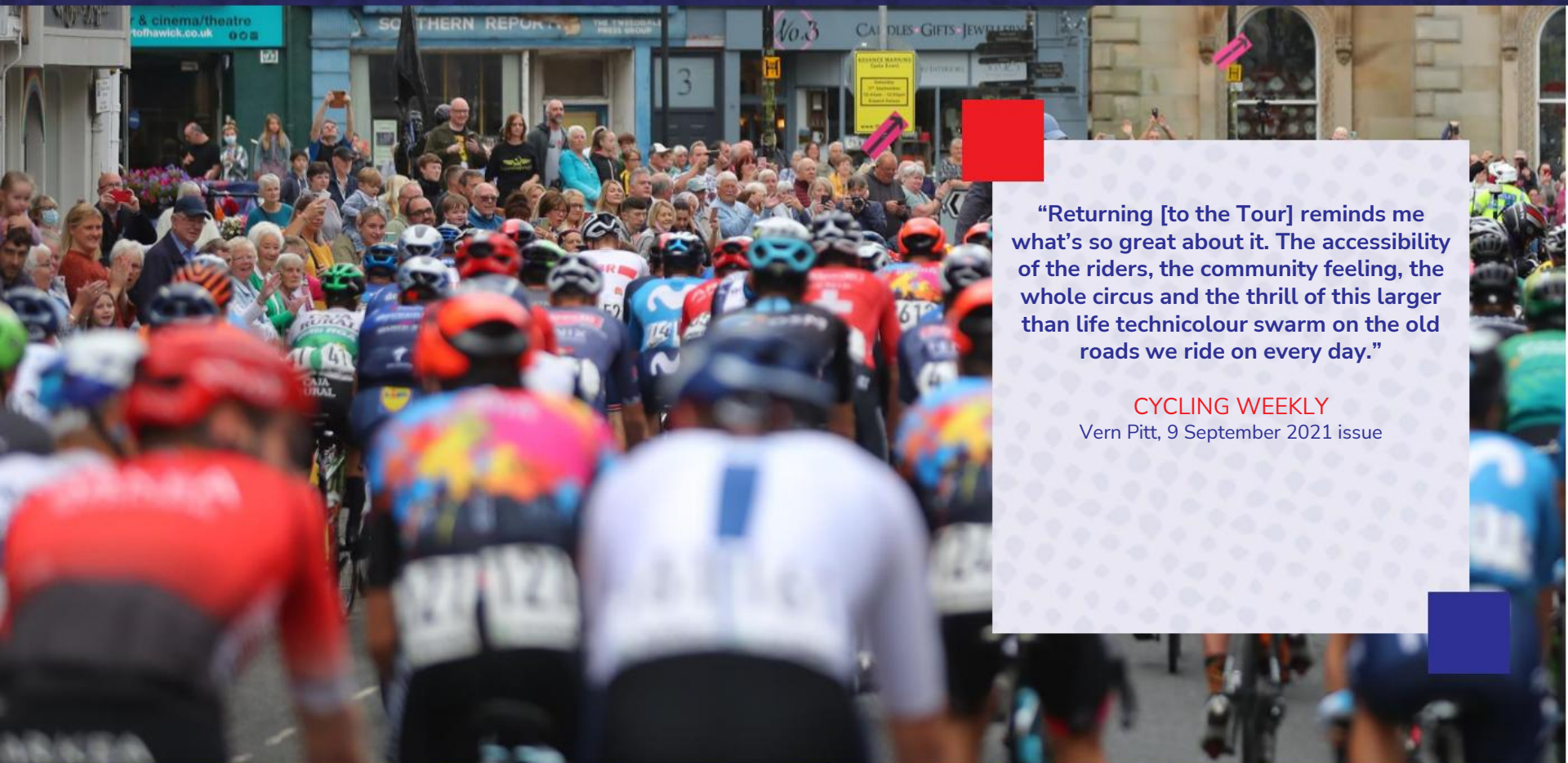
"I have to say congratulations to the organisers, SweetSpot. The race's reputation has grown over the years and the list of recent winners is beginning to resemble a who's who of cycling..."

DAN MARTIN
Israel Start – Up Nation

“In the end, [Wout] van Aert edged [Ethan] Hayter by six seconds, with world champion Julian Alaphilippe completing a stellar podium. In just eight days, fans were treated to some edge-of-the-seat racing a genuine GC battle of the kind lacking during the previous 21 days [during the Vuelta a Espana...]

CYCLIST
November 2021 issue

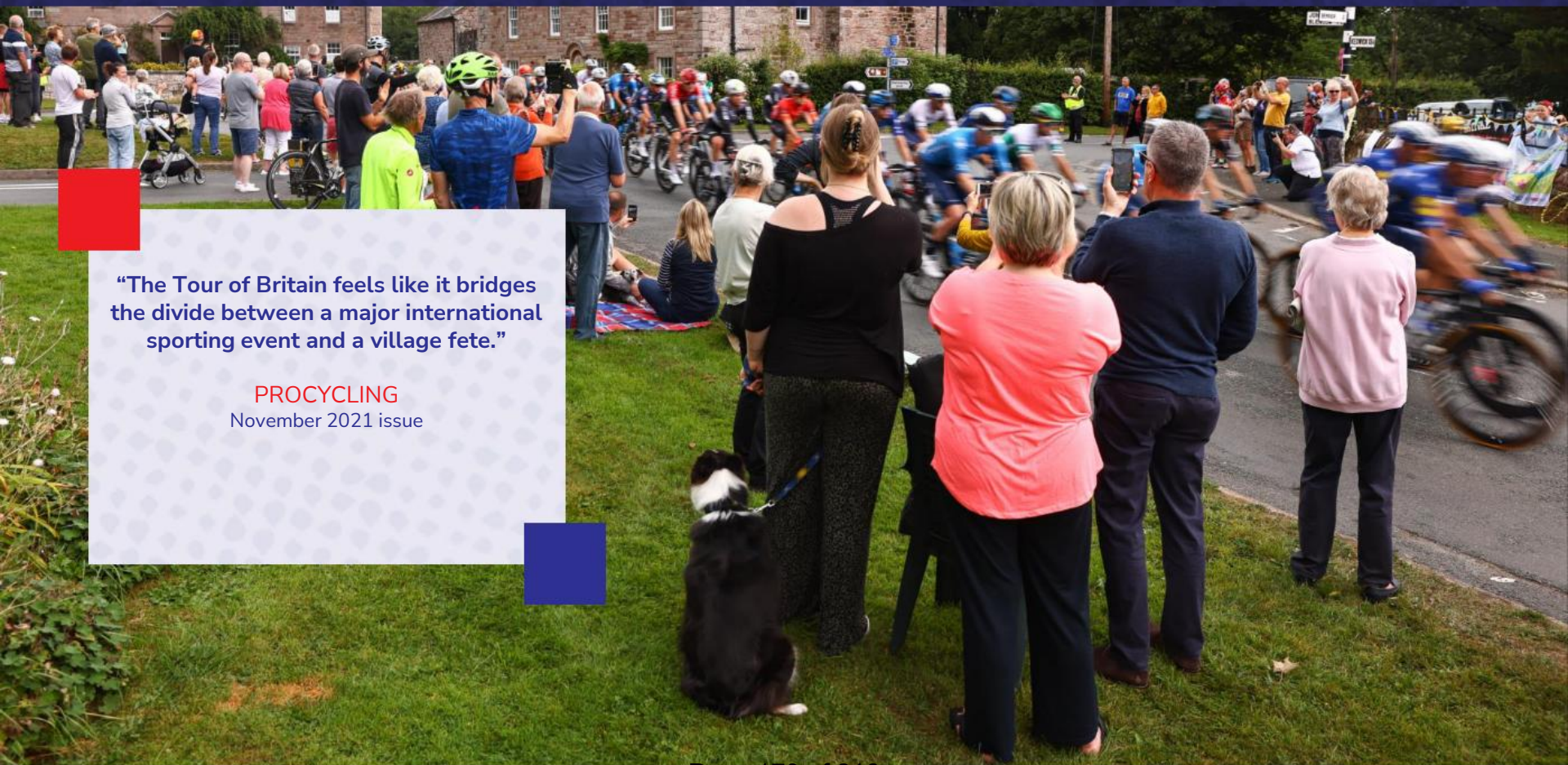




“Returning [to the Tour] reminds me what’s so great about it. The accessibility of the riders, the community feeling, the whole circus and the thrill of this larger than life technicolour swarm on the old roads we ride on every day.”

CYCLING WEEKLY

Vern Pitt, 9 September 2021 issue



“The Tour of Britain feels like it bridges the divide between a major international sporting event and a village fete.”

PROCYCLING
November 2021 issue



For more information, please contact:

Jonathan Durling | Partnerships Director

JonathanD@thetour.co.uk & 07771 725 878

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SweetSpot



Agenda Item No: 3.7

Governance Arrangements

To: Business Board

Meeting Date: 15 May 2023

Public report: Yes

Lead Member: Chair of the Business Board, Alex Plant

From: Jodie Townsend, Improvement Lead

Key decision: No

Recommendations:

Business Board is recommended to:

- a) Note the changes to Governance Arrangements at the Combined Authority set out in section 3;
- b) Appoint 2 Business Board representatives to each of the following Committees:
 - i) Transport & Infrastructure Committee
 - ii) Skills & Employment Committee
 - iii) Environment & Sustainable Communities Committee;
- c) Note the change in role of the Business Board set out in section 5;
- d) Note the change in CPCA representation on the Business Board set out in section 5;
- e) Note the Business Board key functions set out in paragraph 5.4;
- f) Agree proposed next steps in developing the Business Board element of the CPCA Constitution as set out in paragraph 5.6;
- g) Endorse improvement actions set out in paragraph 5.8; and
- h) Consider its response to matters raised by the CPCA Board in paragraph 5.12.

1. Purpose

- 1.1 The CPCA review of governance (which included Business Board engagement), endorsed by CPCA Board in July 2022, provided recommendations designed to reshape the governance framework at the Combined Authority. The Improvement Plan that followed, which was endorsed by the CPCA Board on 19 October 2022, incorporates and builds upon the majority of those recommendations.
- 1.2 On 22 March 2023 (following extensive engagement with the Mayor, Leaders and Chief Executives of Local Authorities, partners and the Business Board) a report was considered and endorsed in full by CPCA Board setting out changes to the Combined Authority Governance Arrangements.
- 1.3 These proposed changes are part of a set of improvement actions to bring alignment between the Corporate Plan, Medium Term Financial Plan and supporting governance arrangements at the Combined Authority.
- 1.4 This report provides an overview of the changes to governance at the Combined Authority and the elements specific to the Business Board, as well as seeking appointments to Thematic Committees and an agreed approach to next steps in developing the governance of the Business Board.

2. Context

- 2.1 The Governance Arrangements report endorsed by CPCA Board on 22 March 2023 provides a significant response to the review of governance, concerns raised by the CPCA external auditors and demonstrates to Government a commitment to improved operation and delivery by the Combined Authority.
- 2.2 The governance arrangements were developed in alignment with work to develop the CPCA Corporate Strategy and drive delivery of agreed strategic objectives. The Governance Framework must reflect the Strategic Framework and should provide the platform for effective decision-making, strategy development, implementation and appropriate monitoring in line with the Strategic Objectives of the Combined Authority.
- 2.3 The report was also developed within the context of developing the role of the Business Board in line with the 2021 LEP integration guidance, the guidance states the core functions of LEPs should be:
 - Engaging business voice in local strategy
 - Working with local leaders to carry out strategic economic planning and maintaining a local economic evidence base
 - Deliver Growth Hub, trade and investment, Careers Hub, SAP, LSIP and skills evidence, local Digital Skills Partnership activities
 - Support devolution deals
- 2.4 The Business Board and the CPCA commissioned Metro Dynamics to undertake a review into its future role and responsibilities, this report was considered in drafting the governance arrangements report endorsed by CPCA Board, alongside work undertaken in the CPCA Improvement Plan under workstream C which required the development of the future role and functions of the Business Board in line with Government requirements.

3. Overview of CPCA Governance Arrangements

Item 3.7

- 3.1 The governance arrangements approved by CPCA Board are centred around the principle of alignment with the CPCA Board focused on its role as the strategic decision-maker with clarity on the following key roles and responsibilities as follows:

Set Strategic Objectives	-	CPCA Board
Approve Strategy	-	CPCA Board
Strategic Decision-Maker	-	CPCA Board
Develop strategy proposals	-	Thematic Committees
Implement agreed strategy	-	Thematic Committees
Operational & Delivery Oversight	-	Thematic Committees
Strategic Scrutiny	-	Overview & Scrutiny

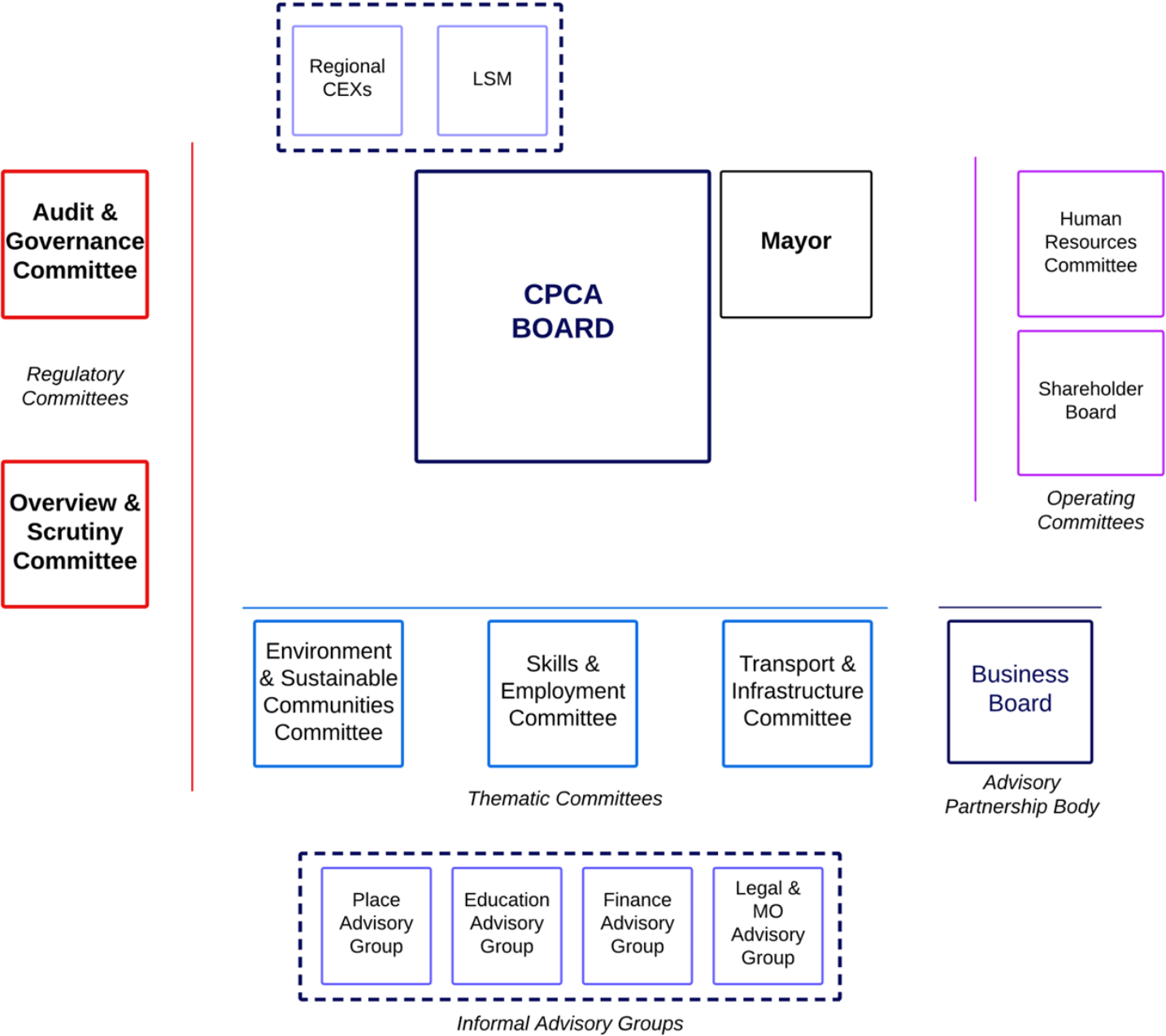
- 3.2 The changes include:

- New Terms of Reference for Board placing it as strategic body
- New Committee structure
- Delegated authority to Thematic Committees to implement as well as develop strategy, have an operational and delivery oversight role, approve projects identified in MTFP
- Thematic Committees chaired by Board appointed Portfolio Lead
- New Terms of Reference for each Thematic Committee focused on Corporate Plan responsibilities
- Membership changes to allow Mayor to act as Mayor rather than Board representative at Thematic Committees and Business Board representation on Thematic Committees to drive Economic Growth and Business link
- New strategic advisory and partnership engagement role for the Business Board
- Repurposed Human Resources Committee
- Reenvisioned Leaders Strategy Meeting
- Supporting CA/ LA Officer Groups

- 3.3 The changes to the governance arrangements are intended to:

- Focus the CPCA Board as a Strategic body supported by Thematic Committees
- Reduce the burden of work on the Board and on Board Members
- Empower Thematic Committees, through appropriate delegation, to implement agreed strategy as well as develop proposals for Board consideration
- Address 'thematic gaps' identified in the Governance Review by creating an Environment & Sustainable Communities Committee which will pick up ongoing Housing issues
- Clarify the role and functions of the Business Board

3.4 The changes made have created the following governance structure at the CPCA: Item 3.7



**LSM refers to Leaders Strategy Meeting*

3.4 The full detail of the agreed changes to the Combined Authority Governance Arrangements can be viewed in the report that went to the 22 March CPCA Board meeting, this can accessed via this link: [Document.ashx \(cmis.uk.com\)](Document.ashx (cmis.uk.com))

4. Business Board Representation

4.1 The changes within the CPCA Governance Arrangements have membership implications for the Business Board, the first of those being a change in CPCA representation at the Business Board. Moving forward the CPCA will be represented at the Business Board by the following:

- The Mayor of the Combined Authority
- The CPCA Lead Member for Economic Growth
- The CPCA Member for Skills & Employment

4.2 This change will see an increase in CPCA representation on the Business Board from 2 to 3.

4.3 The changes also involve the creation of 2 co-opted roles on each Thematic Committee for Business Board appointees. This was proposed to CPCA Board following engagement at the joint CPCA Board/ Business Board workshop that was undertaken in December 2022, the roles were supported by Business Board and CPCA Board membership as a way of:

- Driving economic growth considerations at each Thematic Committee
- Representing Business Community within each Thematic area
- Provide link between Business Board work programme and Thematic Committee work programmes

4.4 It is intended that the Business Board will operate with embedded membership, where individual Business Board members lead on specific topics and are embedded within thematic CPCA committees (e.g. skills, transport) where they can contribute the Business voice to decisions with elected members.

4.5 The Business Board is requested to appoint 2 representatives from its membership to each CPCA Thematic Committee at its Annual General Meeting on 15 May 2023, those Committees are as follows:

- Skills & Employment Committee
- Transport & Infrastructure Committee
- Environment & Sustainable Communities Committee

5. Role of the Business Board

5.1 The governance arrangements considered and approved at March CPCA Board took into account the review of governance, the Metro Dynamics review into the future role of the Business Board (attached as Appendix 1 to this report) and feedback from the joint CPCA Board/ Business Board workshop and engagement with the Business Board Chair.

5.2 The CPCA Board approved that the purpose of the Business Board is recast, to transition from being an executive programme board to one providing:

- strategic business advice to CPCA's Board, Mayor, Committees and officers across all policy areas
- advice on the development and shaping of economic strategy and day to day oversight of progress on implementation, on behalf of the CPCA Board who decide on and own the strategy

- a business voice for Cambridgeshire and Peterborough.

Item 3.7

5.3 The CPCA Board approved key functions for inclusion in the Business Board Terms of Reference, noting that the Executive Director for Economy and Growth will, through close working with the Business Board, drive implementation and delivery of the CPCA Priority Area 'Achieving Good Growth' as set out in the CPCA Corporate Plan.

5.4 The key functions for the Business Board, approved by CPCA Board, are as follows:

Purpose of the Business Board:

- sits as the strategic business voice to the Combined Authority, Mayor, Committees and Officers. Providing strategic business advice on economy, business, skills, transport, housing, UKSPF and future devolution deals
- act as the lead business voice to the Combined Authority for the region, representing business to the CPCA
- take the lead role in developing economic growth strategy iterations for the CPCA through close working with the Executive Director for Economic Growth and the relevant Combined Authority Lead Member for Economic Growth
- develop proposals for strategy and key policy for Combined Authority Board consideration, engaging key stakeholders and partners in order to assist delivery of the CPCAs strategic objectives
- provide advice on the development and shaping of economic strategy and day to day oversight of progress on implementation, on behalf of the CPCA Board who decide on and own the strategy
- engage specific business sectors as and when required to provide advice, guidance and responses to consultation to the Combined Authority
- members individually act as sector champions for their areas of expertise – leading on engaging with local and national networks, bringing insight into CA discussions, and supporting stakeholder engagement with CA officers on specific pieces of work
- works with the Combined Authority to identify key opportunities to engage the business community on influencing priorities with Government and maintain a role of developing local networks to support this

Key Functions of the Business Board

- Strategic business voice to the Board, Mayor and CA committees on economy, business, skills, transport, housing, UKSPF and future devolution deals
- Engagement with Government and national bodies/networks as agreed with CPCA
- Oversight and strategic direction of business support (currently delivered through Growth Works programme), inward investment, R&D and innovation
- Lead partnerships on good business practices and inclusive growth – e.g. a Good Employment Charter, Living Wage commitments for local businesses
- Contribute to and advise on CPCA economic and skills evidence base, playing a lead role in the development of state of the region assessments
- Supporting implementation of CPCA strategies

Business Board Key Functions regarding CPCA Corporate Plan

- support the Executive Director for Economic Growth to drive implementation and delivery of CPCA Priority Area – Achieving Good Growth as set out in the CPCA Corporate Plan
- provide operational oversight of Achieving Good Growth Priority Area and associated strategy, policy and performance

- Through close working with the CPCA develop, manage and implement key sector strategy such as:
- Agri-Tech Sector Strategy
- Life Sciences Sector Strategy
- Advanced Manufacturing and Materials Strategy
- Digital Sector Strategy
- Provide operational oversight of implementation of key deliverables and performance measures of CPCA Priority Area – Achieving Good Growth as set out in the CPCA Corporate Plan

5.5 The Business Board is asked to note the key functions identified above in 5.4 which were developed through engagement with the Business Board and CPCA.

5.6 The changes agreed by the CPCA Board have been made with an intention to strengthen the impact that the Business Board can have on CPCA business and seek to fully embed the business voice into regional democratic conversations.

5.7 The changes to the key functions and purpose of the Business Board do not just recognise the existing representation of the business voice through the Business Board but go further by seeking to ensure that business voice is strengthened and part of regional efforts to lobby government and external bodies on business matters.

5.8 The changes seek to ensure the Business Board takes a lead role in putting an economic lens across all CPCA activity as well as taking a lead on the 'achieving good growth' priority area within the Corporate Plan. The Business Board will also lead on a raft of important core economic strategies on economic growth across the four priority sectors, trade and investment as well as contribute the business voice across skills, transport, infrastructure, climate change and community conversations.

5.9 The Business Board constitution will need to be updated to reflect the changes detailed above for inclusion within the CPCA Constitution, this will need to be part of a wider piece of work that is driven by the Business Board in shaping its operational arrangements and its own governance. **It is proposed that a draft Business Board Constitution with highlighted areas for development be brought to the next informal Business Board meeting for further discussion.**

5.10 This work will require drafting a new Terms of Reference and functions that reflects its new purpose, Government's expectations for the functions of an integrated LEP and its role in shaping and supporting implementation of economic strategy.

5.11 The CPCA Board also endorsed at its meeting on 22 March 2023 the following in support of progressing the new role and functions of the Business Board:

- The Business Board be requested to work with the CPCA public affairs function to identify key opportunities to engage the business community on influencing priorities with Government and maintain a role of developing local business networks to support this.
- The Chair, Vice Chair and members' roles and responsibilities on the Business Board should be reviewed accordingly to appropriately reflect the content of the Governance Arrangements report.
- A partnership approach and culture should be established between Boards whereby the Business Board can provide timely advice on decisions to be taken by the CPCA Board.
- Business Board members create space to have policy and strategy discussions with the CA Board and officers

- The Business Board and CPCA Board should have strategic joint meetings ~~there~~ ^{three} 3.7 yearly to exercise oversight over the development and implementation of economic strategy.
- The new Executive Director for Economy and Growth work closely with the Business Board Chair to set strategic direction for the Board along with the Chief Executive and Mayor to align decision-making.
- A forum is established for officer scrutiny and management of funding and project delivery with appropriate member oversight

5.12 The Business Board is asked to endorse the actions detailed above in 5.8.

5.13 The CPCA Board, whilst noting that the workings of the Business Board are a matter for the Business Board itself, agreed that it is important that the Business Board be able to assure the CPCA Board that it is best placed to be the lead business advisory and engagement body to the Combined Authority.

5.14 The CPCA Board noted that it was important in delivering its new role that the Business Board has the capability to deliver cross sector and regional geographical business representation for the Combined Authority and can engage appropriate business clusters as required by the Combined Authority for intelligence and consultation.

5.15 The CPCA Board requests that the Business Board:

- **consider its membership approach and how it can specifically deliver appropriate sector representation in line with CPCA Corporate Plan requirements, wider geographical and small business representation and matters raised within the Governance Arrangements report and in the Metro Dynamics Review into future role and functions of the Business Board)**
- **consider how it will demonstrate that it can develop the necessary relationships with other business forums in the region such as the Chamber of Commerce and that it has the capability to engage appropriate business sectors/clusters as required by the Combined Authority for key consultations.**

6. Next Steps

6.1 The Business Board is asked to consider its next steps in response to the agreed new CPCA Governance Arrangements, responding to matters raised by the CPCA Board and in developing its own governance. It is also asked to note the following additional next steps in continuing improvement of the CPCA governance arrangements.

Programme Board Role

6.2 The Business Board has to date had oversight, reporting to Government and responsibility for monitoring and evaluation of various Growth Funding which the Government has awarded through LEP's, this has included the Local Growth Funding (LGF) and Getting Building Funding (GBF) in recent years, but also the Business Board has provided oversight over funding decisions involving other funding streams attributed to LEP's such as Enterprise Zone (EZ) business rate retention funds. Government reporting requirements have lessened to twice annual returns as those Growth Funds programme investing period has long since closed and the expectation is that the programme returns will eventually cease, possibly with the closure of LEP's.

- 6.3 The Business Board will continue to have a role in determining recommendations 3.7 awarding the funding that remains to be deployed, this mainly comprises the recycled LGF and the EZ business rates income, but this activity may well lessen and change over the coming year as those available funds reduce and the decision-making transitions to processes under a new Single Assurance Framework (SAF) and the Business Board becomes more advisory in its work. Monitoring and evaluation of the various programme and project funds already invested by the Business Board will also likely transition to the Programme Management Office (PMO) function within the CPCA also as part of a new SAF.

Economic Development Advisory Group

- 6.4 A key intention of the next steps in the evolution of governance ways of working at the Combined Authority is the creation of an Economic Development Advisory Group to support the governance framework and the policy framework. This group would be an Advisory Body to the CPCA that consists of both CPCA Officers and Local Authority Economic Development leads, plus additional membership from partners and stakeholders yet to be determined.

- 6.5 The role of the Advisory Group will be as follows:

- To feed policy guidance, advice, and suggestions into the CPCA policy process (via Leaders Strategy Meeting)
- To provide economic development link to the CPCA Governance framework including the Business Board
- to support the work programmes of CPCA Thematic Committees for example the implementation of the Economic Growth Strategy and Priority Sector Strategies
- To coordinate and monitor delivery of Thematic specific action plans for example Economic Growth Strategy Implementation Plan
- To advise and support co-creation of business cases and bids for new programmes and projects
- ensure appropriate links and communication channels are developed and maintained between constituent authorities, CPCA, Business Board, key partners, and government agencies
- Ensure links and briefings on key topics are provided within own organisation/ local authority
- sharing information and good practice as necessary to ensure effective joined up, cross-local authority boundary working and improved performance - forward planning effectively, to ensure the timely consideration of issues within the Thematic Committees remit and to allow for analysis of emerging opportunities and risks and consideration of steps to either exploit or minimise their impact
- formulate advice to Members of Committees on areas within its remit

- 6.6 The Economic Advisory Group would have a key relationship with the Business Board in delivering its role as set out above.

Assurance Framework

- 6.7 To date the Business Board has been working in compliance with the Local Assurance Framework. The Business Board have previously been briefed on the CPCA Improvement Framework, a key element of which includes the development of a Single Assurance Framework (SAF) that reflects agreed organisational values, drives standards and future proofs the organisation. This will replace the Local assurance Framework.

- 6.8 A SAF is a set of systems, processes and protocols designed to provide a consistent approach to lifecycle stages (initiation/ development/ approval), appraisal, assurance, risk management and performance throughout the lifecycle of projects and programmes. Having a consistent approach will enable the development of proportionate routes and approval considerations based around a core set of standards which in turn allows for specific layers to account for complexity. The consistency allows for simplicity and greater understanding of intent, requirements and quality of consideration.
- 6.9 A SAF will also set out key processes for ensuring accountability, probity, transparency and legal compliance and for ensuring value for money is achieved across its investments. It will also provide 'plug-ins' to governance and internal systems of control. A SAF would be applied across the lifecycle of all projects and programmes that incur a financial liability upon the CA.
- 6.10 A SAF is a key requirement in assuring Government that the Combined Authority has robust processes in place to drive standards within projects in order to seek to maximise delivery impact. It will seek to ensure that the Combined Authority is fit for the future and supportive of future devolution by providing the standards, checks and balance, accountability and robustness referred to in the English Devolution Accountability Framework.
- 6.11 A significant amount of engagement has already begun on developing the SAF with Constituent Authority Chief Executives and wider colleagues, it is proposed that an update on SAF development and discussions on how to utilise the expertise of the Business Board come to the next informal meeting of the Business Board.

Significant Implications

7. Financial Implications

- 7.1 The financial exposure due to the change is expected to be minimal as additional extra travel costs will be incurred when the Board Members will be attending any activities in person.
- 7.2 Although, the overall financial impact of the change in the region cannot be assessed at present. The expectation is that the changes will bring financial benefit in our area, thanks to the involvement of the new member who will provide their business skills knowledge and expertise.

8. Legal Implications

- 8.1 Decisions relating to amendment to the Combined Authority's Constitution which includes the Business Board's Constitution, are for Combined Authority Board to make. As a result, the adoption of a new Constitution must be agreed by Combined Authority Board.
- 8.2 As detailed in the body of the report the Combined Authority Board has endorsed and adopted the revised governance arrangements and amendments to the Constitution.

9. Public Health implications

- 9.1 No Public Health implications have been identified within the content of this report.

10. Environmental and Climate Change Implications

Item 3.7

- 10.1 No Environmental and Climate Change implications are identified within the content of this report. The new Combined Authority Governance Arrangements seek to ensure a greater focus on environmental and climate change matters, supported by the creation of the Environmental and Sustainable Communities Thematic Committee.

11. Other Significant Implications

- 11.1 No other significant implications have been identified within the content of this report.

12. Appendices

- 12.1 Appendix 1 - Metro Dynamics Review of Future Role of the Business Board

13. Background Papers

- 13.1 Governance Arrangements Report to CPCA Board, 22 March 2023
[Link: [Document.ashx \(cmis.uk.com\)](#)]
- 13.2 CPCA Improvement Plan
[Link: [Document.ashx \(cmis.uk.com\)](#)]



CPCA Business Board review

Final report

Purpose of this report

This is the final report of a review into the CPCA Business Board, and it sets out findings and recommendations for consideration and discussion among Business Board and CPCA Board members.

In carrying out this review we have engaged with Business Board members as well as CA Board members and senior officers, reviewed CA strategies and priorities, and looked at experience from other CA areas in England. The findings were discussed and further developed at a Joint CPCA and Business Board meeting in December 2022.

Metro Dynamics was commissioned to undertake this review on behalf of CPCA with the aim of reviewing the role and purpose of the Business Board and to plan for the next phase of its work. We agreed with officers and the Business Board Chair at the outset of this work that the key question to be addressed was what should the public, private, business and economic partnership look like in the CPCA in the context of policy and governance change, and economic uncertainty?

In addressing this question, we have covered the following aspects of the Business Board's role:

- the strategic context – CPCA's improvement agenda and governance reforms, implementation of its economic strategy, and evolving Government policy on LEPs, devolution and local economic strategy
- the purpose and functions of the Business Board in a changing policy and economic environment
- decision making and democratic mandate – how the Board makes decisions with CPCA and on what subjects
- role in shaping and delivering on CA priorities
- relationship with the CA Board
- relationship with CA Executive Committees
- membership of the Business Board
- business and employer engagement
- Government engagement on CA priorities, funding, and further devolution

Key themes

The evidence and analysis we gathered through engagement conversations and reviewing relevant documents has highlighted the following as being core to the future purpose and functions of the Business Board. These points then inform the recommendations we make:

- **Economic strategy and strategic direction.** A core function of the Business Board, working with the CA Board and Committees, is to use its business leadership perspective to advise the CA Board on economic strategy, with clarity over the respective roles of the two Boards – the Business Board shaping and developing, the CA Board owning and deciding.

- **Advisory.** Given that responsibility for funding decisions has been moved away from the Business Board and to the Combined Authority Board, the core purpose of the Business Board should broaden out to providing strategic advice from local the perspective of the local business leadership to CPCA in its delivery of economic growth strategy and interventions. This should include the Business Board taking a day to day overview of delivery of the economic growth strategy on behalf of the CPCA Board, bringing business expertise to unblocking relevant issues and supporting making the case for investment into the Cambridge and Peterborough (see below)
- **Clear business voice.** To strengthen the impact of this advisory role, feedback highlighted that the Business Board could do more to use existing networks and professional bodies to bring a wide range of business insights to the development of ideas and advice to the CA.
- **Business engagement.** Similarly, it was felt that the Business Board could also helpfully be more active in helping the CA engage with businesses, for example to promote relevant interventions or funding programmes to targeted sectors, including the third sector, and creating alignment with other business bodies such as the Chamber of Commerce, Cambridge Ahead and Opportunity Peterborough.
- **Lobbying Government.** By focussing on this advisory role and strengthening the business voice, the Business Board could further leverage the influence of its members to strengthen the region's lobbying work with central government to secure the policy and investment needed to tackle economic growth challenges. This role will also be critical for any future devolution deal.
- **Relationship with the CA Board and ways of working.** The Business Board should aim to provide independent, business-led advice in a form and timely manner that has the greatest value to Cambridgeshire and Peterborough and the CA Board. To be effective this needs some changes in ways of working, including ensuring that the Business Board agenda and workplan enables it to consider issues and provide advice in a timely way, including engaging with other CA Committees. Regular engagement between Business Board members and the CA leadership and operational management is also important. There is also a strong case to review the voting rights of the Chair on the CA Board, given the uniqueness of this arrangement compared with other combined authorities.

Summary of recommendations

Role and purpose of the Business Board

- We recommend that the purpose of the CPCA Business Board is recast, to transition from being an executive programme board to one providing:
 - **strategic business advice to CPCA's Board**, Committees and officers across all policy areas.
 - **advice on the development and shaping of economic strategy** and day to day **oversight of progress on implementation**, on behalf of the CPCA Board who decide on and own the strategy.
 - **a business voice** for Cambridgeshire and Peterborough.
- The Chair, Vice Chair and members' roles and responsibilities to the Board should be reviewed accordingly.

Functions of the Board

- The Business Board should **establish new terms of reference and functions** that reflects its new purpose, Government's expectations for the functions of an integrated LEP and its role in shaping and supporting implementation of economic strategy.
- A **partnership approach and culture** should be established between Boards whereby the Business Board can provide timely advice on decisions to be taken by the CPCA Board.
- Business Board members engage in creating space with the CA Board and officers to have policy and strategy discussions (see recommendation on committee attendance below)

Future decision-making arrangements

- The **Business Board should meet as an advisory Board** with improved sequencing and meeting timetabling aligned to the CPCA Board. The Business Board would meet before the CA Board so that it can make recommendations on decisions to be taken at the CA Board.
- The **Business Board should operate with embedded membership**, where individual Business Board members lead on specific topics and are embedded within thematic CPCA committees (e.g. skills, transport) where they can contribute to decisions with elected members. This will require additional time from Business Board members.
- The **Business Board and CPCA Board should have strategic joint meetings**, with similar decision-making mechanisms to current arrangements, perhaps twice yearly to exercise oversight over the development and implementation of economic strategy.

Business and employer engagement

- **Business Board members individually act as sector champions** for their areas of expertise – leading on engaging with local and national networks, bringing insight into CA

discussions, and supporting stakeholder engagement with CA officers on specific pieces of work.

- **Recruitment of new members** to fill gaps in Business Board membership should be better informed by the need to represent the breadth of sectors in the CPCA.
- The Business Board works with the Business Advisory Panel to establish an **annual conference for employers and business leaders** across Cambridgeshire and Peterborough to develop networks and raise the profile of the CA's work

Government engagement

- The Business Board works with the developing CA public affairs function to identify key opportunities to **engage the business community on influencing priorities with Government** and maintain a role of developing local networks to support this.

Officer level capacity

- **The new director responsible for economic growth** works closely with the Business Board Chair to set strategic direction for the Board along with the Chief Executive and Mayor to align decision-making.
- **Officer capacity** is invested in to manage streamlined agenda and paper processes for the Business Board, linking into the public affairs function and working with Local Authority partners as part of a wider collaborative approach to economic development and strategy.
- **A forum is established for officer scrutiny** and management of funding and projects with appropriate member oversight

Strategic context for the Business Board review

CPCA economic strategy

The core purpose of the CPCA is to improve the lives of its residents, including through supporting inclusive growth across its three sub-economies. Economic strategy for the area is underpinned by a clear narrative and spatial story, reflecting the need for all parts of the economy to function effectively and together if the region as a whole is to succeed. Integrating activity and aims across different policy and spending areas, such as skills and connectivity, for example, is key to creating stronger opportunities for economic inclusion, including through the region's national and global links and wider Government activity such as the OxCam arc and the ambitions for East-West Rail.

A great deal has happened nationally and locally since the CPIER report in 2018 and during the period ahead significant work will be needed to further understand the long-term impacts of Brexit, Covid and more recent global economic pressures. The CPCA has agreed to commission a further review of the region's economy, including looking at what has changed

since the CPIER report, updating the evidence base and providing a platform for revision of the region's inclusive and sustainable economic objectives. This will also provide an opportunity to further develop and strengthen a collaborative approach across Cambridgeshire and Peterborough, with clear CPCA, local authority and Business Board ownership from the start and a process that builds buy in to an engagement with its recommendations, as they are being developed.

The building blocks for this new approach are being put in place. CPCA's corporate strategic priorities, agreed by the CA Board at the end of 2022, are synthesised into four themes under which specific strategies, plans and programmes sit:

- **Achieving good growth**
- **Increasing connectivity**
- **Ambitious skills and employment opportunities**
- **Enabling resilient communities**

CPCA developed and agreed an Economic Growth Strategy in 2022 that committed to taking a six capitals approach around people, climate and nature, infrastructure, innovation, reducing inequalities and our institutions. The stated aim of this strategy and subsequent implementation plan was to identify the actions that were achievable largely from within existing funding to achieve economic growth and productivity in way that would also creating healthy lives for residents, improving quality of life and the environment, and reducing inequality between Greater Cambridge, the Fens, and Greater Peterborough. It also emphasised the importance of further analysis and evidence, given the uncertain state of the economy. Core to CPCA's future are the strengths of the three different but increasingly interlinked areas of the economy:

- Greater Peterborough – a fast growing centre of green engineering and manufacturing, with close economic links with the midlands
- The Fens – high tech agriculture and innovative environment management
- Greater Cambridge – a global driving force for discovery in human science and digital fields, advanced manufacturing, with strong investment by supply chain firms

CPCA's Employment and Skills Strategy, agreed in 2021, set out ambitions for a local skills system that supports residents through lifelong and life wide learning to access opportunities and drive career progression, employers to create and design good quality jobs and access the right skills and talent, and providers to work collaboratively and responsively to the local economy.

As it moves to an advisory role, the Business Board should also support the implementation of the CPCAs transport strategy to increase sustainable connectivity and modal shift priorities, and regional climate change strategy. Bringing the business voice to how strategies are implemented could significantly increase the impact of the Board.

Implementing these strategies in a way that promotes good growth, wellbeing and the transition to a green low-carbon economy, will require a strong business voice supporting local decision making and collaboration between institutions, businesses and employers, and public and VCSE sector partners across Cambridgeshire and Peterborough.

Further devolution

Further devolution of powers and responsibilities from Whitehall is a key medium-term priority for CPCA, in line with planned further waves of devolution to existing and new combined authorities. Early conversations have indicated that the proposals for further devolution to CPCA could include skills, employment support, business support, innovation and inward investment, all of which rely upon strong local relationships with local employers and businesses to be successful.

Future further devolution will be important for Cambridgeshire and Peterborough to have the local levers and influence to support economic growth ambition, and to target resources to ensure good growth for all residents. Governance arrangements and structures, including the way in which the Business Board works in partnership with CA members and officers, should be aligned with the devolution of these economic functions. This will require clarity about the requirement for decision making to sit with the democratically accountable body, i.e. the CPCA Board.

Improvement agenda and CA governance review

CPCA is currently subject to a Government Best Value notice and is implementing Improvement Plan, including with a Panel chaired by Lord Kerslake, and is currently discussing new governance arrangements following a review in 2022.

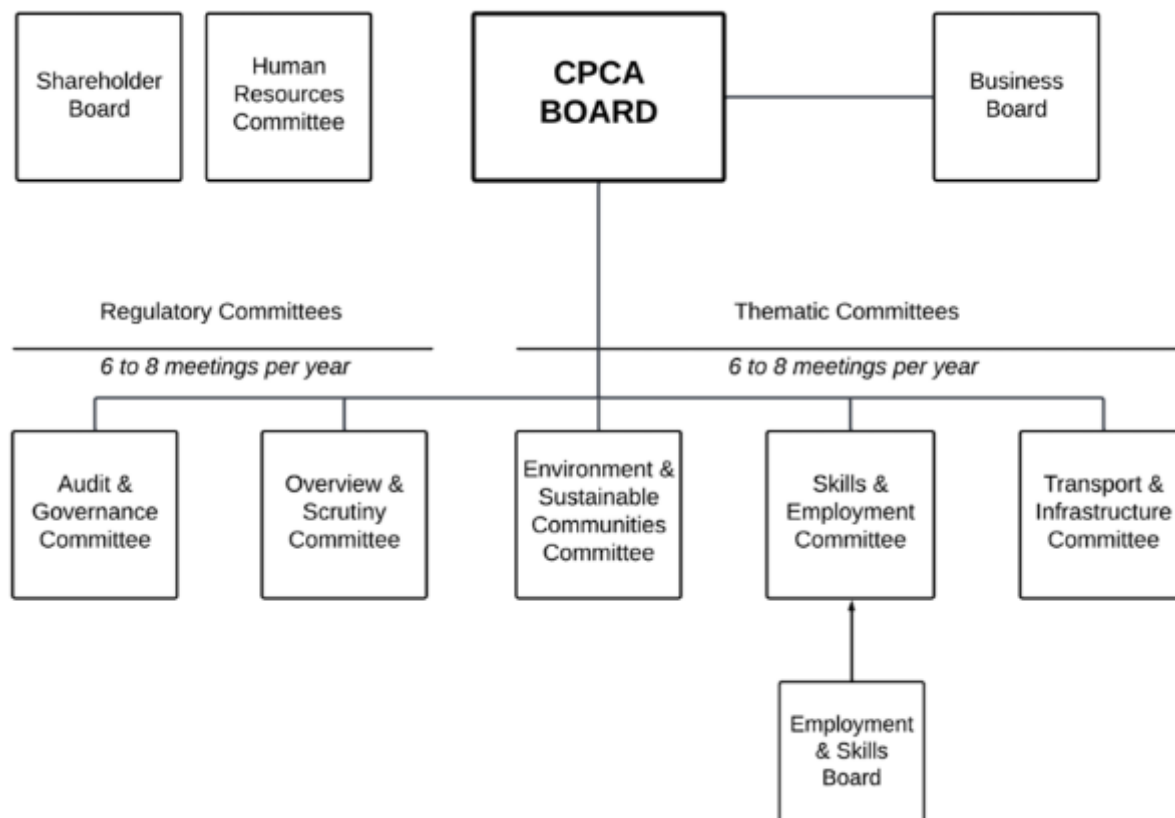
The priorities from this work aim to result in:

- An effective and focused policy development process to respond to new opportunities and challenges and a cohesive approach to strategy
- A collaborative culture, where members feel that debate is productive and discursive
- Wider engagement with business and local partners – co-producing priorities for the local economy
- Engagement with Government ministers to facilitate future investment and a future devolution deal through a public affairs function
- Clarity of purpose – with a strategy for the CA that Board members own and drive forward
- Clarity of roles and responsibilities of the Mayor, Leaders and elected representatives
- Bolstered staffing capacity

The governance review undertaken in 2022 recommended refreshed governance arrangements, currently under consideration by the CA Board. Members are asked to agree a refreshed terms of reference for the CA Board with working arrangements that include more standardised reports and papers submitted to the Board and a forward look cycle to enable more strategic discussion. They are also considering the proposal for renewed thematic Committees with delegation down from the CA Board on environment and sustainability, employment and skills, and transport and infrastructure. The recommendations

in this paper align with proposed CA governance reforms, and these will support the strategic direction for the Business Board we have set out in our review.

Figure 1. Proposed refreshed Committee and governance structure in CPCA governance report to CA Board in January 2023



Evolution of Government policy and LEPs

The Business Board was established in 2018 following the integration of the LEP into the Combined Authority. Since this time, the Board has taken responsibility for specific business-focused programmes. The Board's flagship programme was the Local Growth Fund, which provided government capital funding to be invested in local projects which help overcome strategic barriers to growth – from road improvements and incubator space, through to new skills facilities and space for innovation. To date, over £150m of LGF funding has been invested in local projects.

Funding, including the LGF, has been significantly reduced as a result of changes in Government policy. New and complex challenges now facing the local economy, along with recent leadership incidences and changes within the Business Board together pose an opportunity to rethink the purpose, role and functions of the Board.

National policy changes, local strategic priorities and feedback on strengths and relative weaknesses of the current LEP arrangements together highlight future requirements for the purpose and functions of the Business Board.

LEP integration policy

Current government policy indicates several clear requirements for LEPs in terms of the role they should play in local economic development. The Levelling Up White Paper highlights the need for public-private partnership in delivering the 12 levelling up missions locally and the parameters for business and skills support have been recast with the coming of the UK Shared Prosperity Fund. Specifically in terms of purpose and functions:

The 2021 LEP integration guidance states the core functions of LEPs should be:

- Engaging business voice in local strategy
- Working with local leaders to carry out strategic economic planning and maintaining a local economic evidence base
- Deliver Growth Hub, trade and investment, Careers Hub, SAP and skills evidence, local Digital Skills Partnership activities
- Support devolution deals

The Skills and Post-16 Education Act placed an emphasis on skills strategy in places being engaged with employers, and a stronger role for employer representative bodies such as Chambers of Commerce including in leading new Local Skills Improvement Plans (LSIPs).

Overall, national policy indicates a need for the purpose of LEPs to be focused on strategic direction, influence and delivery in close partnership or integration with local authorities.

LEP governance in other Combined Authority areas

Among the nine Combined Authorities in England, there are different governance arrangements for corresponding LEPs – how they engage with a Board of business representatives. There is a range of models for LEP arrangements across the nine existing combined authority areas. The below table summarises membership of LEP/Business Board governance structures and Combined Authority Board/Cabinet structures across England's Combined Authorities.

All Combined Authorities across the country have different arrangements in their constitution for membership and voting procedure. All have some arrangement for cross-membership between the Combined Authority board and the Local Enterprise Partnership to ensure co-ordination between the two Boards.

Three examples of different arrangements illustrate the range of options and ways of working possible:

Greater Manchester Combined Authority

Uniquely, GMCA was already established when LEPs came into existence, and so LEP governance was designed to be integrated from the start. Coterminous with the city-region, the LEP takes a place-based approach to business engagement, with each of the 10 private sector LEP members leading business engagement in one of the ten GM districts.

The LEP has no employees and shares the legal personality of the Combined Authority; secretariat functions are provided by GMCA through a combined team of policy and research officers. GMCA also has the power to vet LEP members and is the accountable body for the organisation.

Much of the economic development and business support functions for the Greater Manchester city-region is delivered by the Growth Company, an independent company with GMCA board representation, which also operates outside of the Greater Manchester boundaries.

Tees Valley Combined Authority

The Tees Valley LEP describes itself as the “first fully integrated LEP in England”. The Combined Authority has a unique governance structure; the LEP and the CA Cabinet are the same body, with LEP members attending cabinet as non-voting members, and with each of the five Leaders and the Mayor as full members of the LEP. The Chair of the LEP also holds the business support portfolio, unlike in most Combined Authorities, city-regional policy portfolios are held by local authority leaders.

This closely integrated structure is likely a result of the origins of the Combined Authority with Tees Valley Unlimited, the coterminous LEP that operated in the region before the establishment of TVCA. Staffing support is provided by the Combined Authority. Business engagement is delivered by individual LEP members, who each take a thematic lead.

South Yorkshire Combined Authority

South Yorkshire, formerly the Sheffield City Region CA, was established in 2014, with the LEP preceding the CA in 2012, but initially covering five additional local authorities in Derbyshire. The LEP was reduced in size to be coterminous with the CA and integrated in 2020, with the districts formerly in the LEP still sitting as non-constituent members of the CA.

The CA-LEP relationship has a distinctive model, where policy oversight and agendas are driven by four thematic boards; Business, Recovery and Growth, Housing and Infrastructure, Education, Skills and Employability and Transport and the environment. The boards are drawn from the membership of the LEP, the CA board and additional co-opted members. In turn, the boards supported with policy and research capacity by the SYMCA executive team, and each holds delegated authority for spending decisions of less than £2m.

South Yorkshire CA, which does not automatically confer membership, but has the option to co-opt a representative with 2/3 support from the members of the board.

Uniquely among CA-LEPs, among the traditional mix of private and public sector representatives on the board, the LEP has a dedicated position for a local union representative.

Assessment

CPCA is currently implementing recommendations from a recent governance review, and the CPCA Board has agreed the improvement framework drawn up by the Chief Executive, which includes embedding collaboration as a key organising principle for CPCA. An Improvement Panel has been established to be chaired by Lord Kerslake. Both reports recognise the value of reviewing the purpose and role of the Business Board to support collective leadership for the region and support Cambridgeshire and Peterborough’s economy. The Business Board has performed its current role well, but in a changing policy

and economic context, a transitioning role and purpose of the Business Board will be key to CPCA's future.

The Business Board has carried out the role of an executive programme board, established originally as a LEP, and being integrated into CPCA in 2019, in order to oversee the delivery of the Local Growth Fund, EU Structural Funds, and business support including the Growth Hub. Its functions have been dominated by approving funding plans, overseeing delivery and implementation of projects, and monitoring progress on investment outcomes. The Board has also had a role in agreeing, alongside elected members at Committees and the CPCA Board, economic plans and strategies developed by CPCA officers. The Business Board is formed of local business leaders with a business Chair, and the Mayor attends meetings. The Board inputs into CPCA decisions by agreeing strategies and plans and with the Chair having a vote at the CPCA Board.

The Business Board now faces an uncertain future in the context of Government policy that is pursuing LEP integration, the growing economic challenge that the CPCA area will face, and ongoing questions about resource priorities in a period of likely public spending contraction.

- **Strengths** – development of Economic Growth Strategy, maintenance of business and economy evidence base, skills policy and implementation, already part of CPCA therefore limited structural issues to overcome with greater integration.
- **Weaknesses** – not a partnership culture with CPCA (though this is changing), not strategic enough in setting economic and business agenda, too much part of silo culture, related to programme responsibilities, and have too often operated as a separate organisation, too remote from the business community, and part of an MCA that requires improvement.
- **Opportunities** – to develop a more strategic business led approach to the full range of economic, place shaping issues within CPCA's remit, strengthening links with the business community and Government, and articulate a clearer inclusive growth vision that enables each of the three economic sub geographies to maximise their potential, to strengthen links between them: recognising the super strength of Cambridge, strong economic growth potential in Peterborough, and need for economic and environmental transformation in the Fens.
- **Threats** – diminishing funding and programme base, emphasis in Government policy shifting to accountable public bodies, may seem less relevant to future economic governance unless refocused, especially if CPCA improvement agenda doesn't sufficiently change perception of overall efficacy of economic leadership.

Recommendations

Role and purpose of the Business Board

In the context of evolving Government policy, the integration of LEPs across England, and the growth priorities of the region in a turbulent economic context, **we recommend that the purpose of the CPCA Business Board is recast, to transition from being an executive programme board to a strategic business voice** for CPCA's Board, Committees, and officers.

This is a broader remit than currently discharged by the Business Board, and so may require a broader set of functions to be carried out in the future. This will mean that the Business Board works differently in the future, with different expectations and roles for Board members, and different support needs from CPCA officers.

Given Business Board member's positions in non-executive roles, and the requirement to carry out Board functions around other responsibilities **we recommend that the Chair, Vice Chair and members' roles and responsibilities to the Board are agreed and clarified** including:

- time commitments
- frequency of meetings
- and input required on the work of CPCA.

Functions of the Board

We recommend that the Board establishes a set of functions that supports CPCA's strategic priorities, Government's expectations for the functions of an integrated LEP, and local business and economic priorities:

- Strategic business voice to the Mayor and CA committees on economy, business, skills, transport, housing, UKSPF and future devolution deals
- Engagement with Government and national bodies/networks
- Oversight and strategic direction of business support (currently delivered through Growth Works programme), inward investment, R&D and innovation
- Incorporate business advisory panel and better align with other delivery bodies – e.g. Chamber (leading the LSIP), Cambridge Ahead
- Lead partnerships on good business practices and inclusive growth – e.g. a Good Employment Charter, Living Wage commitments for local businesses
- Contribute to and advise on CPCA economic and skills evidence base
- Supporting implementation of CPCA strategies

We recommend establishing a partnership approach and culture between Boards whereby the Business Board advises on decisions to be taken by the CPCA Board, especially relating to business and economic growth. This would include how the Business

Board's advice is considered at CPCA Board decisions and the role of voting for the Business Board Chair (this was also recommended to be reviewed in the recent CPCA governance review).

Implementing economic strategy

The CPCA Board with the Business Board needs to collectively own the economic strategy for the area. This starts with the work that the Business Board is currently undertaking to support and advise the development of the implementation plan for the new Economic Growth Strategy. Next the Business Board should work with and advise the CPCA,, and its member authorities, in commissioning, developing and managing the CPIER refresh.

We found that Business Board and CA Board members were enthusiastic to make space for this more strategic and policy collaboration. Members were keen to develop conversations around some key economic areas that Board members feel need more attention and collaboration – for example, a broader understanding of the experience of employers, investors and employees in the area beyond priority growth sectors, the interaction of different levers of growth held at local and regional level, and improving implementation of inward investment, skills and employment, and support for SMEs.

We recommend that:

- The Business Board and CA Board jointly own the strategic direction of economic growth for the area
- The Business Board takes an advisory role as the business voice across a range of policy levers
- Business Board members engage in creating space – with the CA Board and officers – to have policy and strategy discussions

Future decision-making arrangements

CPCA has the opportunity to reframe the role and function of its Business Board in a way that creates a stronger partnership between accountable local politicians and local businesses. Moving from a specific programme management role to a broader strategic advisory role for the Business Board, can enable the business voice to be more embedded in the CPCA's strategy, structures and processes.

Most Combined Authorities are moving to a position where their LEP becomes a Business Board, which is advisory. This doesn't have decision making powers, but as a business voice can co-develop economic strategy and make recommendations. The CPCA Board is currently in an unusual position compared to other CAs by including the Business Board Chair as a full voting member alongside the Mayor and Council Leaders.

From our engagement with the Business Board and CA Board, we understand that members want to see smoother, less duplicative, and more collaborative decision making in future. Members also expressed the desire to see more mixed representation in decision making

forums – for example, in the proposed refreshed structure of thematic committees emerging from the CA governance review. There has been discussion that decision making between the Boards currently appears to take place in parallel but separately, with limited read across discussions.

Achieving this raises questions about the forums in which members meet, how meetings are sequenced and structured, and the papers and issues that are discussed and commented on in different forums. We have heard as part of this review a desire for a more strategic approach to meeting agenda design and sequencing of papers sent to Boards with clarity around who needs to take decisions on which issues. Current arrangements can feel burdensome to members currently with long agendas and papers including a volume of programme updates.

To embed the business voice within more collaborative decision-making, we recommend three related changes to the way in which the Business Board functions within the wider CPCA governance structure:

- **The Business Board should meet as an advisory Board** with improved sequencing and meeting timetabling aligned to the CPCA Board. The Business Board would meet before the CA Board so that it can make recommendations on decisions to be taken at the CA Board. This would be supported by streamlined papers, so that Business Board advice is sought on strategic questions and issues, moving away from long standing item agendas and programme updates
- **The Business Board should operate with embedded membership**, where individual Business Board members lead on specific topics and are embedded within thematic CPCA committees (e.g. skills, transport) where they can make decisions with elected members. As a whole forum, the Business Board would come together to discuss wider business community and economic issues.
- **The Business Board and CPCA Board should have strategic joint meetings**, with similar decision-making mechanisms to current arrangements, perhaps twice yearly to exercise oversight over the development and implementation of economic strategy. Where these are formal meetings, the Business Board Chair could maintain a vote with CA Board members, but with other Business Board members not voting (but all would be involved in taking a position in informal joint meetings). The general direction should be towards collaborative working and consensus, where the need for formal votes would be infrequent.

Business and employer engagement

Deeper and wider engagement with local businesses needs to support a stronger business voice for the region. A strong business voice can help businesses to thrive and grow by getting support at the local and national level. There is a lot of potential for a strong business voice to support the implementation of the economic strategies and priorities identified in the Economic Growth Strategy and Employment and Skills Strategy. This would help to develop a stronger understanding between employers and providers of the skills needed for economic growth and recovery.

Business engagement should also support improving implementation of CA and constituent LA programmes – by leading a strong advisory function drawing on local networks, the Business Board can provide intelligence and advice to CA members and officers on challenges and barriers businesses are facing and what they need not only from business and skills programmes but also from functions such as transport infrastructure delivery.

Greater Manchester has demonstrated this through partnering with the public and private sector to develop a shared vision for delivering the Bee Network – GMCA and TfGM’s plan for a fully integrated London-style transport network.

Without proposing to expand the Business Board itself into a larger forum, members have expressed interest in considering how more employers and partners can be engaged and involved. Making more joined up use of the Business Advisory Panel could support this.

We recommend that:

- **Business Board members individually act as sector champions** for their areas of expertise – leading on engaging with local and national networks, bringing insight into CA discussions, and supporting stakeholder engagement with CA officers on specific pieces of work.
- **Recruitment of new members** to fill gaps in Business Board membership should be better informed by the need to represent the breadth of sectors in the CPCA.
- The Business Board works with the Business Advisory Panel to establish an **annual conference for employers and business leaders** across Cambridgeshire and Peterborough to develop networks and raise the profile of the CA’s work

Government engagement on CPCA priorities, funding, and further devolution

A strong business voice that can engage with central government will be vital in supporting the CA’s ambitions. current strategies and priorities. Greater Manchester’s business engagement has meant the business voice is heard in tandem with the CA, and has helped achieve further devolution and levers such as business rates retention. This will be particularly helpful for supporting CPCA’s priority of supporting the growth of the priority sectors in agri-tech, digital, life sciences, and advanced manufacturing. These are innovative sectors that need the right regulatory environment, access to talent, employment space, and national industrial expertise to grow.

Building engagement between businesses in Cambridgeshire and Peterborough and the Government will support future devolution discussions with the CA to enable the CA to achieve its inclusive growth potential.

We recommend that:

- The Business Board works with the developing CA public affairs function to identify key opportunities to **engage the business community on influencing priorities with Government** and maintain a role of developing local networks to support this.

Required officer-level support for the Board's functions and staff capacity

In order for the Business Board to transition into an advisory business voice support for the CA, and to transition decision-making arrangements, the right officer support will be needed.

The officer group as a whole takes responsibility for implementing an inclusive growth economic strategy, working with Chief Executives and officers of constituent authorities.

It will be important to have aligned officer capacity at a strategic leadership level – holding the relationship with the Business Board Chair and the Mayor to support planning how members advise on priorities in a forward plan. Capacity should also be bolstered at management level in order to ensure officers have time to agree and set Business Board meeting agendas and commission papers in conjunction with discussions happening at CA Board and Committees, to ensure coherence.

As the Business Board transitions away from acting as an executive programme board, members will receive fewer programme monitoring updates. With funding responsibility shifting from what was the LEP to the CA, there will need to be an enhanced oversight function within the CA, with officers providing legal, financial and project management expertise for proper scrutiny of investment and projects. Government will be looking for appropriate assurance in relation to this. Support arrangements for both the Business Board and the CPCA board will need to both enable them to operate more strategically and to provide the right level of assurance in relation to investment decision making.

We recommend that:

- **A new director responsible for economic growth** works closely with the Business Board Chair to set strategic direction for the Board along with the Chief Executive and Mayor to align decision-making
- **Officer capacity is invested in** to manage streamlined agenda and paper processes for the Business Board, linking into the public affairs function
- **A forum is established for officer scrutiny** and management of funding and projects, with appropriate member oversight

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3 Waterhouse Square
138 Holborn
London
EC1N 2SW

020 3865 3082

metrodynamics.co.uk

Orega
1 Balloon Street
Manchester
M4 4BE

0161 413 6440



Business Board Forward Plan

Edited 3 May 2023

Business Board Meeting – 11 th July 2022							
	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 9 th May 2022	Business Board			To approve the minutes of the last meeting as a correct record.		
2.	Appointment of new Chair of the Business Board	Business Board			To approve the appointment of new Chair of the Business Board following open and transparent recruitment process.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Acting Chair
3.	Business Board Representation on the CA Board	Combined Authority Board	27 th July 2022		To agree nominations for Business Board representation on the Combined Authority Board.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Acting Chair
4.	Business Board Representation on the GCP Executive Board	Business Board			To agree nominations for Business Board representation on the Greater Cambridge Partnership Executive Board.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Acting Chair
5.	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>	Acting Chair

6.	Strategic Funding Management Review – July 2022	Business Board			To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Acting Chair
7.	Shared Prosperity Fund Investment Plan	Combined Authority Board	27 th July 2022	Key Decision	To note progress made on the Cambridgeshire and Peterborough Shared Prosperity Fund Investment Plan.	<i>Steve Clarke SRO LGF and Market Insight & Evaluation</i>	Acting Chair
8.	Growth Works Management Review – July 2022	Combined Authority Board	27 th July 2022		To monitor and review programme delivery and performance.	<i>Nigel Parkinson, Growth Co Chair</i>	Acting Chair
9.	Enterprise Zones - Cambourne Business Park Boundary Change & Programme Update	Combined Authority Board	27 th July 2022		To approve proposed changes to the boundary of Cambourne Business Park Enterprise Zone.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Acting Chair
10.	Net Zero Hub Update	Business Board			To note the update on the Greater South East Net Zero Hub.	<i>Alan Downton, Deputy Chief Officer and SRO Growth Works & Energy</i>	Acting Chair
11.	Economic & Skills Insight Report	Business Board			To note the Economic and Skills Insight Report.	<i>Alan Downton, Deputy Chief Officer and SRO Growth Works & Energy</i>	Acting Chair

12.	Forward Plan	Business Board			To note the updated Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Acting Chair
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Business Board Meeting – 12 th September 2022							
	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 11 th July 2022	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>Robert Emery, Business Board S73 Officer</i>	Chair
3.	Strategic Funding Management Review – September 2022	Business Board			To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair
4.	Recycled Local Growth Funds (Category 2) Project Approvals	Combined Authority Board	28 th September 2022		To approve the decision regarding the deferred project (Produce Hub).	<i>Louisa Simpson, Strategic Funds Programme Lead</i>	Chair
5.	Delivery of Sector Strategies/Action Plans	Business Board			To note the delivery to date on the sector strategies.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair

6.	Enterprise Zones - Cambourne Business Park Boundary Change (recalled item)	Combined Authority Board	28th September 2022		To approve proposed changes to the boundary of Cambourne Business Park Enterprise Zone.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
7.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 14 th November 2022						
	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author
1.	Minutes of the Meeting Held on 12 th September 2022	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.	Read Baurtally, Finance Manager
3.	Strategic Funding Management Review – November 2022	Business Board			To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>

4.	Growth Works Management Review – November 2022	Combined Authority Board	30 th November 2022		To review programme delivery and performance for Quarter 7, outcomes of Programme Review and approval of recommended change requests.	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>
5.	Employment and Skills Strategy Implementation Plan	Business Board			To consider the final Employment and Skills Strategy Implementation Plan.	<i>Fliss Miller Interim Associate Skills Director</i>
6.	University of Peterborough, Delivery Update and Future CPCA Role	Combined Authority Board	30 th November 2022	Decision	To endorse the progress of the development of the University of Peterborough, it's initial and potential performance against the original business plan objectives and to consider the future role of the CPCA in the further evolution and development of the University.	<i>Rachael Holliday SRO Higher Education</i>
7.	Business Board Communications Update	Business Board			To note latest Business Board Communications plan and to consider proposed dissemination of economic insight data.	<i>Constance Anker, Business and Skills Communications Advisor</i>
8.	Local Skills Improvement Plan	Business Board			To note the latest update from Local Skills Improvement Plan and proposed policy changes for the area.	<i>Fliss Miller Interim Associate Skills Director</i>

9.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>
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Business Board Meeting – 9 th January 2023							
	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 14 th November 2022	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>Robert Emery, Business Board S73 Officer</i>	Chair
3.	ARU Peterborough Phase 3 Full Business Case and monitoring arrangements for the new University	Combined Authority Board Via Skills Committee	25 th January 2023		To consider and endorse the full business case relating to Phase 3 Full Business Case, The Living Lab, of ARU Peterborough. including a review of the university's original quantitative objectives set at the Phase 1 full business case, with recommendations about how to reset these for effective monitoring of the new university.	<i>Rachael Holliday SRO Higher Education</i>	Chair

4.	Strategic Funding Management Review – January 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.	Skills & Labour Market Insight	Business Board			Check with Rachel Hallam (and how it links with Economic Insight)	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
6.	Reappointment of First Term Private Sector Members	Business Board			To discuss and note the reappointment/resignation of first term private sector members whose term has come to an end.	<i>N/A</i>	Chair
7.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 13 th 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	Combined Authority Board	22 nd March 2023		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 Works Management Review – March 2023	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.	Profile of Investments	Combined Authority Board	22 nd March 2023		To review the profile of investments made by the Business Board.	<i>Louisa Simpson, Strategic Funds Programme Lead</i>	Chair
7.	Economic Growth Strategy Implementation Plan	Combined Authority Board	22 nd 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
8.	Growth Hub Backfill Funding for 2023-24	Combined Authority Board			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

9.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair
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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.	Recruitment of new Chair of the Business Board – Constitution Amendment	Combined Authority Board	7 th June 2023	Decision	To approve proposed amendment to the Business Board Constitution under the 'Private Sector Representatives' paragraph 9.4.	<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.	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
6.	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
7.	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
8.	Tour of the UK	Combined Authority Board			To consider proposal for funding to support start-stage for Tour of the UK in Cambridgeshire.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
9.	Business Board Governance	Business Board			To note outcomes of the CPCA commissioned review of the Business Board.	<i>Jodie Townsend</i>	Chair
10.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – July 2023							
	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.	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
3.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair
4.	Strategic Funding Management Review – May 2023	Combined Authority 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 Works Update	Business Board			To note the bi-annual progress report	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair

Business Board Meeting – September 2023							
	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on July 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>Robert Emery, Business Board S73 Officer</i>	Chair
3.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair
4.	Strategic Funding Management Review – July 2023	Combined Authority 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
Business Board Meeting – November 2023							
	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on September 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>Robert Emery, Business Board S73 Officer</i>	Chair
3.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair
4.	Strategic Funding Management Review – September 2023	Combined Authority 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 Works Update	Business Board			To note the bi-annual progress report	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</i>	Chair

Business Board Meeting – January 2024							
	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on November 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>Robert Emery, Business Board S73 Officer</i>	Chair

3.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair
4.	Strategic Funding Management Review – November 2023	Combined Authority 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

Business Board Meeting – March 2024							
	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on January 2024	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>Robert Emery, Business Board S73 Officer</i>	Chair
3.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

4.	Strategic Funding Management Review – January 2024	Combined Authority 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 Works Evaluation	Business Board			To receive and note the evaluation findings	<i>Steve Clarke, SRO LGF and Market Insight & Evaluation</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?