



THE BUSINESS BOARD

BUSINESS BOARD

Monday, 10 July 2023

Democratic Services

Edwina Adefehinti
Chief Officer Legal and Governance, Monitoring Officer

14:30 PM

72 Market Street
Ely
Cambridgeshire
CB7 4LS

Virtual Meeting

AGENDA

PUBLIC MEETING

Part 1 - Governance

1.1 Apologies for Absence and Declarations of Interest

1.2 Minutes of the Previous Meeting

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Part 2 – Chair and Director Highlights

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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
Al Kingsley	Digital & Education
Andy Neely (Acting Chair)	Skills & Education
Nitin Patel	Advanced Manufacturing and Small & Medium-sized Enterprises
Rebecca Stephens	Digital & Communications

Co-opted Members

Member	Sector
Mike Herd (Acting Vice-Chair)	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

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 Alison Marston at email alison.marston@cambridgeshirepeterborough-ca.gov.uk



THE BUSINESS BOARD

Business Board: Minutes

(Draft minutes published on 19 May 2023)

Date: 15 May 2023

Time: 2:30pm – 4:25pm

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

1. Apologies for Absence and Declarations of Interest

No apologies had been received for the meeting, but the Board noted the recent resignation of Aamir Khalid and recognised his support to the Business Board over the years.

2. Minutes – 13 March 2023

The minutes of the meeting held on 13 March 2023 were approved as a correct record and signed by the Chair.

- Business Board noted the Minutes Action Log.

3. Budget and Performance Report

The Business Board received the latest budget and performance report, which provided the draft unaudited position relating to the revenue and capital funding lines within the Business and Skills directorate for the 2022/23 fiscal year.

While discussing the report, the Business Board expressed some concern over the disparity between some of the budgets and actuals, asking whether there are lessons to be learned there or if these should be expected. Officers confirmed that a key factor is increased collaboration with the constituent Local Authorities. Projects are able to be initiated a lot quicker if the funding from Government can be passed along to the in a more expedient way; and this is starting to happen now with more joint meetings between the Combined Authority and constituent councils taking place.

It was resolved unanimously to:

- a) Note the financial draft unaudited position relating to the revenue and capital funding lines within the Business and Skills Directorate for the 2022/23 fiscal year.

4. Strategic Funds Management Review March 2023

The Business Board received an update on strategic funding programmes and their progress to 31 March 2023, including the spend performance of strategic funds, performance and monitoring of projects and a proposed strategy for investing remaining recycled funds.

During the update, officers highlighted the following:

- Table 3.2 shows four projects with £0 spend to date.
 - Since publication of the papers the Business Growth Service – Inward Investment Expansion project has now had the £400,000 grant funding spent.
 - The COWA Net Zero Project will be coming back to Business Board with a project change request. It is the Board's gift to either approve

the change at that point or decline the request and allocate the money elsewhere.

- The Ramsey Produce Hub project is closely tied to the Shared Prosperity Fund; once the funding for that comes in, the funding for the Ramsey Produce Hub follows.
- Phase 3 of the University of Peterborough project may sit at zero for a while yet as the funding will not be drawn until the Levelling Up Funding is spent.
- From the recycled Local Growth Fund, the Board has approximately £4m in the medium term as well as enterprise only income. A sub group is being set up to work on shortlisting options into a funding development strategy to bring back to a future Business Board meeting, the first meeting of this working group with members is on 25 May 2023.
- The Community Renewal Fund is now complete, with both projects very successful in the main. Final evaluation reports for both projects appended to this board report.
- DLUHC announced an additional £1.125m additional funding awarded to the Combined Authority to enhance capability and capacity to deliver levelling up bids.
- They have also confirmed the allocation of £3.2m to the Combined Authority for rural funding. Officers are working with partners in Local Authorities on the processes for managing and deploying that scheme.

During discussion of the report, the Business Board:

- Asked for the table in 3.2 to be reworked to show the difference between projects that are on track and those that are behind schedule.
- Clarified that if project change requests are declined, the money comes back for reallocation. Another set of projects will have come forward which may be felt to be a better way to spend the money, and any Project Change Request should be considered and compared against these other newer projects.
- Discussed projects that are interlinked and whether in future a balance between those and projects that are independent can be considered. Whether additional criteria to consider could include how much leverage funding projects bring in.

Officers confirmed that the Cambridgeshire and Peterborough Combined Authority is moving towards a single assurance framework: every project will be treated in the same way so these things will be picked up in the future.

It was resolved unanimously to:

- a) Note all programme updates outlined in the paper.

5. Recruitment of new Chair of the Business Board – Constitution Amendment

The Business Board received an update on the progress of recruitment: highlighting the importance of the role not only for the board but for the future of the CPCA, for the area and for relations with government. Penna have been leading on the process but due to the short timescale and the restrictions within the constitution no candidate so far has met all the requirements.

During discussion on the matter, Business Board were of a mind to defer the report until a later meeting, in the hope that a longer time period would yield positive results. They asked for the advert to be recirculated for comment and for Penna to make contact with Board members so they can feed into the process.

It was resolved unanimously to:

- Defer this report until a later date.

6. Business Board Annual Report and Delivery Plan

The Business Board received its Annual Report for 2022-23 and Annual Delivery Plan for 2023-24. The Board was advised that the report would be published on the CPCA website and submitted to the Department for Business and Trade.

While discussing the report, the Business Board asked for Aamir Khalid's name to be added to those who stood down during the year.

The Board also emphasised that sight of the sector strategies cannot be lost. Officers also confirmed that under the new Directorate plan the sector strategies are central to the future of the work programme.

It was resolved unanimously to:

- a) Approve the Business Board's Annual Report and Delivery Plan.
- b) Recommend the Combined Authority Board approves the Business Board's Annual Report and Delivery Plan and for this to be submitted to the Department for Business and Trade (DBT).

7. Business Board Expenses and Allowances

The Business Board received a report on the remuneration and expenses paid to private sector members of the Business Board for the period 1 April 2022 to 31 March 2023 under the Business Board Expenses and Allowances Scheme.

It was resolved unanimously to:

- a) Note the summary of remuneration and expenses paid to members during 2022-23 under the Business Board Expenses and Allowances Scheme.

8. Nomination of Business Board Representatives to the Combined Authority Board

The Business Board received a report seeking a nomination and substitute member for the Combined Authority Board for the municipal year 2023-24.

It was resolved unanimously to:

- a) Nominate the Chair of the Business Board to be a member of the Combined Authority Board for the municipal year 2023-24.
(Note: Andy Neely to be interim Chair until permanent Chair recruited)
- b) Nominate the Vice-Chair of Business Board to be substitute member of the Combined Authority Board for the municipal year 2023-24
(Note: Mike Herd to be interim Vice-Chair until permanent Chair recruited)
- c) Note the requirement to appoint two business board representatives to each of the following committees
 - Transport and Infrastructure Committee
 - Skills and Employment Committee
 - Environment and Sustainable Communities Committee
- d) Recommend the nominations to the Combined Authority Board

9. Tour of Britain Cycling Event – Cambridgeshire Stage

The Business Board received a report which considered a 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. The report asked for Business Board to recommend the Combined Authority to approve the requested funding from the CPCA Enterprise Zone Funds.

During discussion on the matter, the Business Board:

- Noted that this is a great project which encourages active travel lifestyles, addresses health inequalities and would fit well into “selling” the area.

- Strongly felt that it would be difficult to reconcile the Enterprise Zone receipts as the best source for the funding.

It was resolved unanimously to:

- 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, and

Unanimously against:

- b) 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.

Officers were asked to look into other options for funding this initiative.

10. Governance Arrangements

The Business Board received a report giving an overview of the changes to governance at the Combined Authority and the elements specific to Business Board, as well as seeking appointments to the thematic committees and an agreed approach to the next steps in delivering the governance of the Business Board.

During discussion on the report, the Business Board:

Queried and had confirmed by officers that the Business Advisory Panel will remain but is subject to review.

Noted that it is important that the Business Board is an independent advisory voice but with a closer working relationship with the Combined Authority. This puts us in a good position for funding going forwards as the government is keen on integration between Combined Authorities and the business voice.

Emphasised that this is not a fundamental shift but a continuation of what has been tried for a while, for example with a Business Board member as the chair of the Employment and Skills Board.

Confirmed that this is on a trial basis and that remuneration may need to be considered in the future.

It was resolved unanimously:

- a) Note the changes to Governance Arrangements at the Combined Authority
- b) Appoint two Business Board representatives to:
 - Transport and Infrastructure Committee (Rebecca Stephens, Andy Williams)
 - Skills and Employment Committee (Vic Annells, Nitin Patel)
 - Environment and Sustainable Communities Committee (Tina Barsby, Belinda Clarke)
- 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 as 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
- h) Consider its response to matters raised by the CPCA Board in paragraph 5.12

11. Business Board Headlines for Combined Authority

The Business Board noted the headlines highlighted by the Chair, for consideration by the Vice-Chair to convey at the Combined Authority Board meeting on 31 May 2023.

12. Business Board Forward Plan

Confirming that the next meeting was scheduled to be held on 10 July 2023, the Business Board noted the Forward Plan.

At the close of the meeting, speaking on behalf of the Business Board, Dr Nik Johnson thanked Alex Plant for his work and achievements. He took on the Business Board at a time when it was under huge strain and outside observation. The measure of someone who walks towards a problem rather than going with the flow, a huge thank you and all the best going forwards.

Chair
10 July 2023

Business Board		Agenda Item
10 July 2023		1
Title:	Minutes Action Log	
Report of:	Alison Marston, Head of Democratic Services	
Public Report:	Yes	

Minute	Report Title	Lead Officer	Action	Response	Status
Business Board Meeting held 19 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 10 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.	The dissemination of economic data from the region is being further developed with external consultants to drive this forwards. This is also being supported by the CPCA Communications and Skills teams to ensure the platform is harmonised with the online skills portal, CPCA website and LGF dashboard. A proposed plan will be shared with Business Board members for review, with the aim of getting the portal launched by September 2023.	Action Ongoing Target: by September 2023
62	Business Board Appointments	Domenico Cirillo	Arrange an informal meeting to discuss the pending appointment of a new Director of Business and Skills.	Meetings were scheduled with Business Board members to meet with the new Director of Economy and Growth, who also attended the Business Board AGM in May 2023.	Action Closed

Minute	Report Title	Lead Officer	Action	Response	Status
Business Board Meeting held 9 January 2023					
124	University of Peterborough Phase 3 Living Lab - Full Business Case	Rachael Holliday	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 Closed
Business Board Meeting held 13 March 2023					
131	Strategic Funds Management Review (March 2023)	Steve Clarke	Organise a meeting between Business Board members and the communications team	Luke Page from the Communication team was scheduled for the Business Board activity update meeting on the 26 June but that meeting was cancelled due to Members availability. Luke and Communication Team colleagues will be invited along to the next Business Board activity update meeting in August 2023.	Action Ongoing
Business Board Meeting held 15 May 2023					
4	Strategic Funds Management Review	Steve Clarke	Asked for the table in 3.2 (showing spend on Business Board projects with Recycled Local Growth Funds) to be reworked to show the difference between projects that are on track and those that are behind schedule.	Column added to the Recycled Growth Funds spend table in the Strategic Funds paper for the July Business Board.	Action Closed
5	Recruitment of new Chair of the Business Board	Domenico Cirillo	Board asked for the advert to be recirculated for comment and for Penna to make contact with Board members so they can feed into the process.	The updated recruitment pack was shared with members and Penna consulted directly for member input into the recruitment process. Final interviews and scheduled for July 27th, and the appointment of the new Chair will be confirmed in August 2023.	Action Ongoing – Target August 2023
9	Tour of Britain Cycling Event – Cambridgeshire Stage	Domenico Cirillo	Officers were asked to look into other options for funding this initiative.	It was concluded that the CPCA will now be considering sponsoring the event for 2024 (and will not be involved in this years event, 2023).	Action Closed

Business Board		Agenda Item
10 July 2023		3.1
Title:	Budget and Performance Report	
Report of:	Bruna Menegatti, Finance Manager	
Lead Member:	Andy Neely, Interim Chair of Business Board	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	A simple majority of all Members present and voting	

Recommendations:

A	Note the financial year 2023/24 budget relating to the revenue and capital funding lines within the Economy and Growth Directorate.
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Strategic Objective(s):

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

x	Achieving ambitious skills and employment opportunities
x	Achieving good growth
	Increased connectivity
	Enabling resilient communities

1. Purpose

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

2.1	To note the full year budget for 2023/24 within the Economy and Growth directorate.
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3. Background

- 3.1 The Business Board has requested a summary of the revenue and capital funding lines available within the Economy and Skills Directorate, to assist in ensuring financial decisions relating to the revenue and capital funding lines under their control are well informed, financially viable, and procedurally robust.
- 3.2 The full year budget reflects the budget set out in the Medium-Term Financial Plan (MTFP) plus any slippage agreed at the end of the financial year.

4. 2023/24 Revenue Budget

- 4.1 A breakdown of the Economy and Growth Directorate 'Business Revenue' income for financial year 2023/24, is set out in Table 1 below.

Grant Income	23/24 Budget £k	22/23 Deferred Income £k	23/24 FY Budget £k	22/23 Actuals £k
Community Renewal Fund	-			-1,209
Enterprise Zone Receipts	-913			-878
ERDF - Growth Service	-	-		-490
ESF - Growth Service	-389	-		-576
Growth Fund Contribution	-120			-317
Growth Hub (BEIS)	-246			-
LEP Core Funding (BEIS)	-250	-375	-625	-
UK SPF Revenue	-1,522			-
UK SPF topslice	-158			-
Total Grant Income	-3,723			-3,470

Table 1

- 4.2 The grant income expected to be received in financial year 2023/24 is £3.7m, £250k higher than the grant income received last financial year.
- 4.3 Community Renewal Funds (CRF) and ERDF have been completed during last financial year, whilst Share Prosperity Funds (SPF) will be starting in earnest during 2023/24.
- 4.4 There is also expectation that the LEP core funding, which was not received in 2022/23 will be again received from DBT (BEIS) during the current financial year. After the approval of the MTFP in January 23, DESNZ confirmed that the 23-24 LEP core funding was reduced to 250k from £375k, as reported above.
- 4.5 Further income is expected from ERDS and ESF as a result of delivery being postponed from 22/23 to 23/24. The value it is unknown at present. It will be included in future reports when available.
- 4.6 A breakdown of the Economy and Growth Directorate's 'Business Revenue' expenditure for the year 2022/23 is shown in Table 2 below:

'Business Revenue' Expenditure	23/24 Budget £k	22/23 Slippage £k	23/24 FY Budget £k	22/23 Actual £k
CRF Start and Grow Project	-	-	-	931
Economic Rapid Response	-	-	-	74
Growth Co Services	1,429	3,347	4,776	2,244
Growth Hub	41	-	41	-
Growth Works Additional Equity Fund (rev)	156	-	156	-
Insight & Evaluation Programme	75	-	75	58

Local Growth Fund Costs	242	-	242	369
Market Towns & Cities Strategies	-	-	-	54
Marketing and Promotion of Services	38	-	38	-10
Shared Prosperity Fund Evidence Base & Pilot Fund	-	-	-	11
UK Shared Prosperity Fund - Management Costs	158	-	158	-
Total Revenue expenditure	3,661	3,347	7,008	3,731

Table 2

4.7	The original budget approved at the MTFP was comparable to previous year actual. The slippage due to the delay in the delivery of the Growth Co Services has increased the 23-24 project to £4.8m and has caused the increase of the full year budget to £7m, nearly doubling the expenditure from 22/23.
4.8	At present, there is a high level of confidence that the majority, if not all, the budget slipped from Growth Co Services will be spend in this financial year.
4.9	No updated report on Energy is available at present.

5. 2022/23 Capital Budget

5.1	A breakdown of the Economy and Growth Directorate 'Business Capital' expenditure for financial year 2022/23, is set out in Table 3 below.
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'Capital Budget' Expenditure	23/24 Budget £k	22/23 Slippage £k	23/24 FY Budget £k	22/23 Actual £k
Barn4 specialist growing facilities	-	-	-	400
Business Rebound & Growth Service - Capital Grant and Equity Fund	1,750	-	1,750	-
Cambridge Biomedical MO Building	-	-	0	185
Cambridge City Centre	-	-	-	695
College of West Anglia - Net Zero	850	274	1,124	-
Expansion of Growth Co Inward Investment	-	400	400	400
Fenland High-tech Futures	-	-	-	400
Growth Works Additional Equity Fund (cap)	2,850	4,766	7,616	1,494
IEG Student Space	30	-393	-363	397
Illumina Accelerator	-	800	800	900
Ramsey Food Hub	-	302	302	-
Rural England Fund	804	-	804	-
Start Codon (Equity)	-	885	885	500
UK SPF Core (cap)	716	-	716	-
Total Capital Expenditure	7,000	7,034	14,034	5,371

Table 3

N.B. LGF stands for Local Growth Fund; Recycled funds are those given out by the Business Board as loans which have subsequently been repaid.

5.2	The full year budget for 2023/24 is £8.7m higher than previous year expenditure. The addition of £1.7m for the Business Rebound and Growth Services Capital Grant and Equity Funds and the slippage of the Growth Works Additional Equity Funds (£7.6m) account for most of the variance.
5.3	There is a high level of confidence that the delivery will take a significant step-up in expenditure and the budget will be spent by the end of the financial year.
5.4	Table 4 below gives an overview of the Market Towns capital budget lines, which is currently outside the Business Board control and are provided for information purposes.

	Market Towns Capital Expenditure	23/24 Budget £k	22/23 Slippage £k	23/24 FY Budget £k	22/23 Actual £k
	Market Town Master Plan Implementation	1,959	-	1,959	-
	Market Towns and Villages	1,250	-	1,250	-
	Market Towns: Chatteris	-	138	138	458
	Market Towns: Ely	-	283	283	452
	Market Towns: Huntingdon	-	-	-	391
	Market Towns: March	-	1,450	1,450	617
	Market Towns: Ramsey	-	672	672	190
	Market Towns: Soham	-	474	474	420
	Market Towns: St Ives	-	-	-	433
	Market Towns: St Neots	-	1,141	1,141	-
	Market Towns: Whittlesey	-	-70	-70	462
	Market Towns: Wisbech	-	34	34	713
	St Neots Masterplan Capital	-	-	-	285
	Total Market Towns Capital Expenditure	3,209	4,123	7,332	4,420

Table 4

5.5	The effect of the post Covid-19 issues around contractors and increased material costs has resulted in the slippage of £4.1m into this financial year. The second phase of the Market Town programme is also expected to start in 2023/24.
5.6	The negative variance shown in the Market Towns: Wisbech line is due to the requirement to reprofile the budget. This will be included in the budget adjustment paper for Market Towns that will be presented to the CA Board in September.

6. 2022-23 Budget and Capital Programme

6.1 The Business Board is asked to note the Economy and Growth directorate's Capital Programme. Lines in the Business Board's remit are above the bold line.

	23/24	24/25	25/26	Total approved to spend	23/24	24/25	25/26	Total project budget
Business and Skills	£k	£k	£k	£k	£k	£k	£k	£K
College of West Anglia - Net Zero	850	876	-	1,726	-	-	-	1,726
IEG Student Space	397	-	-	397	-	-	-	397
Ramsey Food Hub	709	147	-	856	-	-	-	856
FE Cold Spots (capital)	-	-	-	-	2,400	2,175	-	4,575
Market Towns: St Neots	1,959	-	-	1,595	-	-	-	1,595
Market Towns: Whittlesey	-	-	-	-	195	-	-	195
Market Towns and Villages	1,625	875	-	2,500	-	-	-	2,500
Total Business and Skills	5,540	1,898	0	7,438	2,595	2,175	0	12,208

Table 5

7. Business Board Summary Funding Overview

7.1 A summary of the Business Board 'Recycled Capital and Revenue' funds is set out in Table 6 below:
The values below are in thousands.

Recycled Capital	23/24	24/25	25/26	26/27	27/28	28/29	Later Years
Opening balance	-12,689,311	-4,878,267	-3,023,738	-3,207,738	-3,391,738	-3,575,738	-3,759,738
Forecast Expenditure	9,268,602	2,376,028	-	-	-	-	-
Forecast Income	-1,457,558	-521,500	-184,000	-184,000	-184,000	-184,000	-2,024,000
Closing Balance	-4,878,267	-3,023,738	-3,207,738	-3,391,738	-3,575,738	-3,759,738	-5,783,738

Recycled Revenue	23/24	24/25	25/26	26/27	27/28	28/29	Later Years
Opening balance	-344,852	-461,472	-550,900	-623,578	-691,335	-754,286	-811,980
Forecast Expenditure	-	-	-	-	-	-	-
Forecast Income	-116,620	-89,428	-72,678	-67,757	-62,951	-57,694	-321,371
Closing Balance	-461,472	-550,900	-623,578	-691,335	-754,286	-811,980	-1,133,351

Combined	23/24	24/25	25/26	26/27	27/28	28/29	Later Years
Opening balance	-13,034,163	-5,339,739	-3,574,638	-3,831,316	-4,083,073	-4,330,024	-4,571,718
Forecast Expenditure	9,268,602	2,376,028	-	-	-	-	-
Forecast Income	-1,574,179	-610,928	-256,678	-251,757	-246,951	-241,694	-2,345,371
Closing Balance	-5,339,739	-3,574,638	-3,831,316	-4,083,073	-4,330,024	-4,571,718	-6,917,089

Table 6

No changes have been made to the table above from the previous report.

7.2

Forecast EZ income and expenditure	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k
Total Income	-£913	-£913	-£913	-£913	-£913
Total Expenditure	£833	£415	£415	£415	£415
Annual (surplus) deficit	-£80	-£498	-£498	-£498	-£498
Cumulative Balance	-£753	-£1,251	-£1,749	-£2,248	-£2,746

Table 7

N.B. Rates figures shown are for the previous fiscal year

8. Appendices

8.1	None
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9. Implications

Financial Implications

9.1	There are no significant financial implications.
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Legal Implications

9.2	The Combined Authority is required to prepare a balanced budget in accordance with statutory requirements.
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Public Health Implications

9.3	There are no significant public health implications.
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Environmental & Climate Change Implications

9.4	There are no significant environmental and climate change implications.
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Other Significant Implications

9.5	There are no other significant implications.
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Background Papers

9.6	None
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Business Board		Agenda Item
10 July 2023		3.2
Title:	Business Board Plan for Remaining Strategic Funds	
Report Officer:	Interim Associate Director Business, Steve Clarke	
Lead Member:	Interim Chair of the Business Board, Andy Neely	
Public Report:	Yes	
Key Decision:	KD2023/029	
Voting Arrangements:	A simple majority of voting Members	

Recommendations:

A	The Business Board is asked to recommend the Combined Authority Board approves the proposed plan for allocating the Recycled Growth Funds and Enterprise Zone Income for 2023-24 and the following 3 financial years, subject to more detailed and costed business model being brought back to the Business Board.
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Strategic Objective(s):

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

X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
	Increased connectivity
X	Enabling resilient communities

1. Purpose

1.1	This paper presents proposed spend plan on the remaining Recycled Growth Funds and Enterprise Zone (EZ) income budgets for the Business Board to consider and seeks agreement for a recommendation to the CA Board for approval in July on the proposed plan.
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2. Proposal

2.1	<p>This paper contains the proposed shortlist of options discussed and agreed at the Business Board working group meeting held on the 25th May. Set out below is the recommended proposal on the preferred plan which combines some of the options discussed and proposed on the 25th May.</p> <p>The Business Board currently has £6.26m available over this and next three financial years that can be allocated, this funding is split between £3.39m Capital and £2.87m Revenue funding.</p>
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	<p>The working group input from members were most positive around three areas proposed that the Board should target most or all the funding available, these areas are:</p> <p>New Economy Team</p> <p>The first is to utilise some of the revenue funding to create a 'New Economy' team to champion, facilitate, attract and win funding for opportunities across Cambridgeshire and Peterborough, to deliver on the Priority Sector Strategies, some elements of the Economic Growth Strategy and their strategic implementation or action plans. There would also be thematic activity to coordinate and deliver which is common across all the strategies, for example Trade and Investment plus Innovation and Net Zero, against which resource may be allocated. In respect of the Sector Strategies there also may be a requirement for a high-level refresh in places where required but driving a key deliverable of a focussed implementation plan for each strategy. The resources proposed to be funded would comprise of new staffing employed and managed within the Economy and Growth directorate to be funded from within the available funding envelope.</p> <p>Team Cambridgeshire Business Support</p> <p>The second is the proposed use of revenue funding to resource internal staffing and deliver continued business support post Growth Works to be funded with part of the available funding for the next 3 years and this will be to enhance the base level Growth hub service which will transfer back from Growth Works contract to being under Combined Authority direct management from 1st January 2024. A 'Team Cambridgeshire' approach is being discussed and will be worked up with the Local Authorities as the approach to delivering a joined-up business support service between Combined Authority and its partners, taking account of the Growth Works review, draft final report has been shared to Business Board members separately.</p> <p>Capital Grants</p> <p>The third strand of the proposed plan is to assign the capital funds for flexible capital grants for businesses/organisations with the criteria yet to be determined. The key criteria for the grants are likely to be new job creation, and leverage of further investment, but potential focuses beyond those criteria which have been suggested include:</p> <ul style="list-style-type: none"> • projects within or linked to the priority sectors, • export enablement for companies held back from exporting by equipment and facilities, • incentive grants for enabling or incentivising new companies to Inward Invest into Cambridgeshire and Peterborough, • small infrastructure projects which help with unlocking business investment sites but only where the growth is sustainable and would be unlikely to happen without support. <p>The outline spending plan over three years for the elements listed above is proposed below and is within the available funding envelope:</p> <ul style="list-style-type: none"> • Funding allocated to the delivery of New Economy team: £1.15m (Revenue) • Funding allocated to the delivery of Team Cambridgeshire (Business Support provision): £1.719m (Revenue) • Funding allocated to flexible Capital grants: £3.3m (Capital) <p>It should be noted that the Growth Hub is currently funded from Government this financial year and, if Government choses to continue to fund Growth Hubs nationally for the following two years, there would be approx. £600k revenue within this proposed plan that could be reassigned, potentially to enhance the capacities of the New Economy team and Team Cambridgeshire Business Support, or to deliver a separate Business Board priority.</p> <p>The Business Board is asked to agree and recommend this proposal to the Combined Authority Board as its plan to spend remaining Recycled Growth Funds and EZ income over 4 financial years, subject to a more detailed costed business model for the revenue spend and more detailed criteria for the capital grant programme.</p>
2.2	<p>This proposed plan to allocate the Recycled LGF and EZ income across four financial years would deliver the following against strategic objectives:</p> <p>New Economy Team – delivering on the recommendations within the Economic Growth Strategy and the associated Sector strategies, particularly around facilitation of activities and funding to achieve good growth across all the Combined Authority area, including specialist sector leads recruited in the priority sectors, Trade and Investment plus Innovation and Net Zero. Business Board Members are proposed to be Sector or thematic champions with the recruited resource to support the activities.</p>

	<p>Business Support ‘Team Cambridgeshire’ – the commitment to deliver doubling of GVA by 2040 and achieving Good Growth from Business Productivity, Enterprise creation and Inward Investment attracting new companies into all parts of the Combined Authority area are all key objectives of the Economic Growth Strategy and the Combined Authority Corporate Strategy and Business Plan.</p> <p>The Growth Works current business support programme will end on 31st December 2023. This strand of the proposal would ensure continued provision of an enhanced Growth Hub service, expanded to provide a broader offering of other strands of business support, which would be a major contributor to sustaining good growth, business innovation and productivity, creation (or safeguarding) of jobs, and investment in upskilling</p> <p>The expanded service would include a focussed theme on supporting companies in Cambridgeshire and Peterborough to start, or restart or grow their export element of their business.</p> <p>Capital Grants –</p> <p>The original criteria for the Recycled Growth Fund comprised mainly growth in Jobs and Growth in the economy across all the old Local Enterprise Partnership geography, but the proposed capital grant scheme criteria will be designed against the Economic Growth Strategy (EGS), which seeks sustainable economic growth while reducing inequality.</p> <p>This can be achieved by delivering good quality, well-paid, high-skilled jobs in an innovative, globally competitive business environment, in the locations where there is less support for the high-growth priority sectors (Agri-tech, AI Digital, Life Sciences, Advanced and Green Manufacturing), as well as protecting opportunities in our foundation sectors (Education, Health and Care, Retail, Leisure and Agri-food).</p> <p>The Grants will be targeted at investment across all objectives on the cohorts and places that need it most: accelerating local placemaking and renewal while contributing towards the Devolution Deal growth target to double the size of the economy from 2017 to 2040.</p>
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3. Background	
3.1	<p>The Business Board has been the responsible Programme Board for the Growth Funds including Local Growth Fund (LGF), Growing Places Fund, Getting Building Fund and the income from the share of Enterprise Zone income across Cambridgeshire, this includes the Recycled Growth funding that has or is being returned from earlier grants, Loans, and investments.</p>
3.2	<p>The Business Board discussed at its activity update meeting on 24th April potential options for investing the remaining Recycled Growth Funds budget and in tandem the Enterprise Zone income.</p> <p>Options proposed and discussed for suggested spending plan in meeting on 24th April are listed below but, whilst there was interest, none of these were fully concluded to be pursued and the working group suggested to review and augment:</p> <ul style="list-style-type: none"> • 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 – subject to new business case and procurement (unless managing in-house) • 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. <p>The Business Board Members resolved at the meeting on the 24th April 2023 for Officers to do more work on the potential options 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.</p> <p>Following the Business Board held on 15th May 2023 it was agreed to hold a one-off working group to review possible options for Business Board to prioritise the focus and possible options for the remaining strategic funds. This working group helped refine and shortlist the options into a proposed funding spend plan for the wider Business Board to consider, agree and recommend to the CA Board in July.</p>
3.3	<p>The working group met on the 25th May and below sets out broadly the proposed shortlist of options agreed from the working group meeting held on the 25th May:</p>

Options discussed for suggested spending plan in meeting on 25th May are listed below:

- Open call for projects based on criteria determined from the Economic Growth Strategy (EGS)
- Fund business support programmes – external (for example via extension of Growth Works or new procurement)
- Fund business support resources – internal (managing in-house with an enhanced Growth Hub offer)
- Delivery of the priority Sector Strategies and EGS – fund internal capacity and resources with option of capital for some small project interventions
- Fund internal capacity and resources to deliver additional thematic support as per EGS around Innovation, Trade and Investment, Net Zero and Partnership development support.
- Deliver an inhouse managed grants scheme, for example targeting key sectors or to encourage inward investment – subject to business case approval
- Offer funding as match funding to any larger priority projects that may get proposed as part of a new Combined Authority Devolution deal.

4. Appendices

4.1 None

5. Implications

Financial Implications

5.1 The Business Board currently has £6.26m available over this and the next three financial years, the combined funding available is split between £3.39m Capital and £2.87m Revenue funding. This is set out below:

The Board has c.£4million in the combined revenue/capital recycled Growth Funds budget in the next 4 years, as current planned expenditure from this budget winds down to zero and nominal income is forecast to be received.

Combined	22-23	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
Opening balance	-11,144,193	-13,034,163	-5,339,739	-3,574,638	-3,831,316	-4,083,073	-4,330,024	-4,571,718
<i>Forecast Expenditure</i>	3,802,462	9,268,602	2,376,028	0	0	0	0	0
<i>Forecast Income</i>	-5,692,432	-1,574,179	-610,928	-256,678	-251,757	-246,951	-241,694	-2,345,371
Closing Balance	-13,034,163	-5,339,739	-3,574,638	-3,831,316	-4,083,073	-4,330,024	-4,571,718	-6,917,089

The Business Board has unspent Enterprise Zone balance plus income which amounts to c.£900k per annum for next nineteen years. Currently the balance available is not all allocated to planned spend.

Forecast EZ income and expenditure	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k
Total Income	-£851	-£913	-£913	-£913	-£913	-£913
Total Expenditure	£691	£833	£415	£415	£415	£415
Annual (surplus) deficit	-£160	-£80	-£498	-£498	-£498	-£498
Cumulative Balance	-£255	-£753	-£1,251	-£1,749	-£2,248	-£2,746

The anticipated phasing of spend over the 4 financial years is set out below and will be included as Subject to Approval (STA) budget if the recommendations are approved by the Combined Authority Board:

	Proposed MTFP Revenue Budget (STA - £1000's)	2023/24	2024/25	2025/26	2026/27	Total
	New Economy Team	230	460	460	0	1150
	Growth Hub 'Team Cambridgeshire'	0	573	573	573	1719
	Proposed MTFP Capital Budget (STA - £1000's)	2023/24	2024/25	2025/26	2026/27	Total
	Flexible Capital Grant Scheme	0	500	1400	1400	3300
	<p>Approval of the plan put forward in this paper would allocate all the available budget for next 4 financial years, and so limit the Business Board’s ability to react to events within that time horizon except where existing resources could be pivoted within committed plans.</p> <p>Draw-down and spend of the allocated funds will be subject to detailed business plans/cases being brought back to the Business Board to agree and recommend approval to the Combined Authority in future.</p>					
Legal Implications						
6.1	None					
Public Health Implications						
7.1	None					
Environmental & Climate Change Implications						
8.1	None					
Other Significant Implications						
9.1	None					
Background Papers						
10.1	Business Board 13 March 2023 - Business Board agenda item 2.2 - part 5 Business Board 15 May 2023 - Business Board item 3.1 - part 5					

Business Board		Agenda Item
10 July 2023		3.3
Title:	Business Board Priority Sector Strategies	
Report Officer:	Interim Associate Director Business, Steve Clarke	
Lead Member:	Interim Chair of the Business Board, Andy Neely	
Public Report:	Yes	
Key Decision:	Yes KD2023/032	
Voting Arrangements:	A simple majority of voting Members	

Recommendations:	
A	The Business Board recommends that the Combined Authority Board approves the plan to create a 'New Economy' team using £1.15m revenue of recycled Growth Funds and Enterprise Zone income.
B	The Business Board recommends that the Combined Authority Board approves the release of the £1.15m subject to completion of the workplan for the new team resources.
C	The Business Board recommends that the Combined Authority Board delegates authority to the Executive Director for Economy and Growth in consultation with the Chief Finance Officer and Chief Monitoring Officer to utilise this financial year's funds to draw up a workplan, job descriptions and begin recruitment and make appointments of required resources.

Strategic Objective(s):	
The proposals within this report fit under the following strategic objective(s):	
X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Increased connectivity
	Enabling resilient communities

1. Purpose

- 1.1 There is a requirement for additional resource within the Economy & Growth Directorate to support the delivery and implementation of the Sector Strategies and the related Economic Growth Strategy developed through the Business Board. The Sector Strategies are a key component of delivering the Economic Growth Strategy in parallel. The Business Board commissioned 4 sector strategies:
- AgriTech
 - Life Science
 - Advanced Manufacturing & Materials
 - Digital Connectivity
 - High Performing Computing (An additional feasibility study as part of the Digital Strategy)
- These strategies looked to support already established high value sectors within the CPCA area, and action plans identified key areas of support & investment that would enable these sectors to grow within the area. All the strategies were reviewed and refreshed in 2021, to better reflect the economic picture at that point.
- To implement the action plans there is a requirement for additional support, the current team do not have the capacity to take forward the plans and identify the additional funding resources required to implement the recommendations. A 'New Economy' team approach is proposed with recruitment of new expert resources to champion each of the sectors and other critical themes such as Trade and Investment, Innovation adoption, plus Decarbonisation and Net Zero.

2. Proposal

- 2.1 The Business Board is reviewing a spending plan paper to this meeting which proposes the use of revenue funding available to allocate from its Enterprise Zones Income plus the Recycled Local Growth Fund. A recommendation in that spending plan is to allocate some of these remaining funds to a 3 year spend plan to support the delivery of the Priority Sector Strategies but also includes delivery of other inhouse Business Support and Grants is included as separate item to this Business Board meeting.
- The outline in this paper provides more detail to the proposal to utilise the identified funding to support recruitment of expert resources to facilitate, coordinate, attract funding and deliver many of the recommendations as set out in the sector strategies and to additionally cover key themes of Trade, Investment, and Innovation across all sectors including the foundational sectors and industries across Cambridgeshire and Peterborough as recommended from the Economic Growth strategy.
- The New Economy team would be directly managed within the Economy and Growth team at the Combined Authority, the initial proposed roles to be recruited are listed below:
- Economic Growth Champions (Sectors x4)
 - Trade & Investment Officer
 - Innovation and/or Business Decarbonisation (Net Zero) Officer
- Other admin support roles and functions will be considered from the budget as the implementation work plan is finalised and commenced.
- The proportion of available revenue budget proposed to be utilised is set out below:
- | Funding (Revenue) | 2023/24 | 2024/25 | 2025/26 | Total |
|--------------------------|----------------|----------------|----------------|-------------------|
| Recycled Growth Fund | £100,000 | £200,000 | £200,000 | £500,000 |
| Enterprise Zone Income | £130,000 | £260,000 | £260,000 | £650,000 |
| Total Annual Profile | £230,000 | £460,000 | £460,000 | £1,150,000 |
- The Business Board is asked to recommend that the Combined Authority Board approves the release of £1.15million revenue from across the available Recycled growth funds and Enterprise Zone income to deliver the following:
- Develop the Job Specification and requirements, recruit and embed resources

	<ul style="list-style-type: none"> • Produce implementation plans for the four priority sectors and additional foundation sectors with any refreshed recommendations included • Develop the work plan based on the implementation plans for the 'New Economy' team as part of Economy and Growth Directorate Business Plan. • Target modes and methods of achieving delivery of the implementation plans which includes bidding and lobbying for funding including support to the securing of a deeper devolution deal with Government. • Work with the Business Board members as 'Champions' for the Priority sectors, Foundation sectors, Trade, Investment and Innovation Themes. • Develop the propositions around investment opportunities within each sector and theme ready for pitching at Government or other public or private sector bodies • Provide regular updates to the Business Board and Combined Authority on all progress around the work of the team.
2.2	<p>By having expert resources in post there will be the opportunity to focus on the recommendations from each strategy report, prioritise the recommendations and identify funding or mechanisms to deliver the recommendations. Some recommendations may require refreshing and the resources would lead that process particularly where alignment is required to the refresh of the Cambridgeshire and Peterborough Independent Economic Review, and Combined Authority Corporate Strategy and Business plan.</p> <p>The delivery of the Combined Authority Economic Growth Strategy would also be in scope for parallel delivery of some of the recommendations which align with the Sector Strategies.</p> <p>It is anticipated that by implementing the recommendations contained within the priority sector strategies and the Economic Growth Strategy there will be:</p> <ul style="list-style-type: none"> • Growth in innovation within sectors • Growth in investment within sectors • Increase in jobs and GVA • Increase in recognition of the area as sector specialist lead

3. Background

3.1	<p>In 2019 the Business Board commissioned the Local Industrial Strategy, this strategy identified 4 key sectors where the region had specialist knowledge & investment in, those were:</p> <ul style="list-style-type: none"> • AgriTech • Life Science • Advanced Manufacturing & Materials • Digital Connectivity <p>The Business Board in 2020 commissioned a series of independent, detailed sector strategies, with a refresh of these taking place in April 2021. Each of the strategy documents developed an action plan that identified key interventions that the CPCA should be taking forward to support the sectors in the future.</p> <p>Since April 2021 there has been little progress in terms of the key interventions, this has been due to lack of resources to facilitate and coordinate activities with private and public sector, and a lack of available funding for many of the key interventions, plus no completed or refreshed implementation plan for each of the sector strategies.</p> <p>In September 2022 a review was presented to the Business Board after being conducted by Officers with Metro Dynamics support, the review found the following barriers to delivery were highlighted during consultation:</p> <ul style="list-style-type: none"> • Lack of implementation/action plans • Lack of consistent personnel • High levels of competition for funding: funding to deliver against recommendations is limited • Lack of communication across the Combined Authority geography and delivery partners
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	<ul style="list-style-type: none"> Challenging operating context and short termism: the strategies were launched shortly before, or during, the Covid-19 pandemic, resulting in stakeholder groups prioritising shorter term activity rather than longer term strategic projects. <p>The Business Board report contained the following recommendations:</p> <ul style="list-style-type: none"> Appoint CPCA Sector Champions (both Board level and Officer resource support) Create a Sector Reference Group Develop Implementation Plans <p>All the recommendations above are still contingent on funding being allocated to enact and all the recommendations remain valid for this paper and its proposal but are being slightly broadened in this paper to include foundation sectors that underpin Cambridgeshire and Peterborough economy plus additional cross cutting themes of Trade and Investment, Innovation adoption, Decarbonisation and Net Zero.</p> <p>The four priority sector strategies were still considered relevant and were dovetailed into the Economic Growth Strategy approved and adopted by the Combined Authority Board in 2022.</p>
3.2	The Business Board has been engaged through its activity update meetings, working group on 25 th May and via the other paper at 3.3 on the agenda to this Business Board meeting.
3.3	<p>There is the option to do nothing regards adding resources towards delivering the work within the strategies, this would effectively rely on organic delivery through other partners who are also resource constrained which is unlikely to achieve many of the recommendations or outcomes for the Business Board and Combined Authority Board, this though would jeopardise the position of the region in particular Cambridge as a net contributor to the government purse.</p> <p><i>There is also the opportunity for the Combined Authority and its partners to work towards securing a second devolution deal with Government, there would be some risk to not achieving this without the additional resources being secured, which would be crucial in helping develop and prepare the deal with Government and put preparations in place for delivery.</i></p>

4. Appendices

4.1	None
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5. Implications

Financial Implications

5.1

The Business Board currently has £6.26m available over this and the next three financial years, the combined funding available is split between £3.39m Capital and £2.87m Revenue funding. This is set out below:

The Business Board has c.£4million in the combined revenue/capital recycled Growth Funds budget in the next 4 years, as current planned expenditure from this budget winds down to zero and nominal income is forecast to be received.

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Closing Balance	-13,034,163	-5,339,739	-3,574,638	-3,831,316	-4,083,073	-4,330,024	-4,571,718	-6,917,089

The Business Board has unspent Enterprise Zone balance plus income which amounts to c.£900k per annum for next nineteen years. Currently the commitments against this are less than the full amount as shown in the table below.

Forecast EZ income and expenditure	2022/23 £k	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k
Total Income	-£851	-£913	-£913	-£913	-£913	-£913
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Cumulative Balance	-£255	-£753	-£1,251	-£1,749	-£2,248	-£2,746

The anticipated phasing of spend over the 4 financial years is set out below and will be included as Subject to Approval (STA) budget if the recommendations are approved by the Combined Authority Board:

Proposed MTFP Revenue Budget (STA - £1000's)	2023/24	2024/25	2025/26	2026/27	Total
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Proposed MTFP Capital Budget (STA - £1000's)	2023/24	2024/25	2025/26	2026/27	Total
Flexible Capital Grant Scheme	0	500	1400	1400	3300

Approval of the plan put forward in this paper would allocate all the available budget for next 4 financial years, and so limit the Business Board's ability to react to events within that time horizon except where existing resources could be pivoted within committed plans.

The budget for the New Economy Team is planned to be spent over the first three years of the four-year period outlined, the table below shows the proposed split between the two sources of revenue available:

Proposed MTFP Revenue Budget (STA - £1000's)	2023/24	2024/25	2025/26	Total
Recycled Growth Fund	£100,000	£200,000	£200,000	£500,000
Enterprise Zone Income	£130,000	£260,000	£260,000	£650,000
Total Annual Profile	£230,000	£460,000	£460,000	£1,150,000

Legal Implications

6.1 None

Public Health Implications

7.1 None

Environmental & Climate Change Implications

8.1 None

Other Significant Implications

9.1 None

Background Papers

10.1 [Business Board September 2022 – Item 3.1 Sector Strategies Review](#)
[Business Board September 2022 – Item 3.1 Sector Strategies Review Appendix 1](#)
[Business Board September 2022 – Item 3.1 Sector Strategies Review Appendix 2](#)

Business Board		Agenda Item
10 July 2023		3.4
Title:	UK Shared Prosperity Fund – Rural England Prosperity Fund	
Report of:	Louisa Simpson, Strategic Funds Programme Lead	
Lead Member:	Interim Chair of the Business Board, Andy Neely	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	A simple majority of all Members present and voting	

Recommendations:

A	Recommend that the Combined Authority Board approves the Rural England Prosperity Fund (REPF) Addendum, Appendix 2
B	Recommend that the Combined Authority Board delegates authority to Executive Director for Economy & Growth to approve in consultation with local authority partners, the Chief Finance Officer & Monitoring Officer Minor Changes as set out in Appendix 1a & 1b.
C	Recommend that the Combined Authority Board delegates authority to Executive Director for Economy & Growth to approve the terms of Grant Funding Agreements associated with the delivery proposal (as set out in the REPF Addendum, Appendix 2) in consultation with the Chief Finance Officer & Monitoring Officer and the subsequent execution of such Grant Funding Agreements.
D	Note the proposed projects set out in 2.1.

Strategic Objective(s):

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

X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Enabling resilient communities

1. Purpose

1.1	The paper is an update on the UK-Shared Prosperity Fund (SPF), specifically the addition of the Rural England Prosperity Fund Addendum to the UK-SPF agreed formally by DLUHC on the 30th May 2023 with the issuing of the Memorandum of Understanding from DLUHC to the Combined Authority.
1.2	Business Board are asked to consider the contents of the paper, endorse the REPF Addendum and recommend to the Combined Authority for delegated authority to approve and implement delivery of the REPF.

2. Proposal

2.1 The REPF is an addendum to the UK-SPF and is specifically targeting rural economies with capital funding. There are 4 local authorities As who have been allocated REPF in the CPCA area:

- South Cambridgeshire District Council
- Fenland District Council
- Huntingdonshire District Council
- East Cambridgeshire District Council

We have worked with the local authorities and rural partners to develop the addendum; the local authorities are taking through their proposals through their internal assurance & governance frameworks. The local authorities will be delivering the projects which are grant schemes, and 3 distinct projects. This is set out in Appendix 2.

There has been ongoing work with partners to develop the delivery mechanism for the scheme, each local authority has set out the process and governance structure they will have or are putting into place. Two local authorities have already identified specific projects they wish to deliver utilising REPF:

District	Project	Value	Remaining REPF
East Cambridgeshire	Littleport Project	£652,511.00	£0.00
South Cambridgeshire	Community Gardens	£85,338.50	
South Cambridgeshire	Rural Hub Development	£60,000.00	
South Cambridgeshire		£145,338.50	£1,022,796.50

The proposed changes will be formally agreed once finalised utilising the delegated processes as set out in this paper and Appendix 1. The REPF sits within the UK-SPF management framework as per the amended single MOU signed with DLUHC and is reported to DLUHC through the existing UK-SPF reporting structures. There are 2 principles of the REPF that are not reflected in SPF, those are:

- Money cannot be moved out of REPF or between years
- CPCA cannot create bespoke interventions that are not already within the prescribed list

There are also additional requirements in terms of reporting for example grants to farms, whereby all grants must be singularly listed in the reporting/monitoring returns to DLUHC, this is due to trading requirements of the World Trade Organisation (WTO).

The REPF Addendum will be presented to the following groups:

- Business Board – 10th July 2023 – for update and recommendation to CA Board of the Addendum.
- CA Board – 26th July 2023 – for approval of delegated authority for final sign off and implementation.

2.2 The REPF will meet a number of strategic objectives through the issuing of grants and through the delivery of projects in rural communities:

- Achieving ambitious skills and employment opportunities – the capital grants will be linked to job growth
- Achieving good growth – through business growth/diversification
- Enabling resilient communities – through the projects being delivered there is a focus on community support

3. Background

3.1 The Combined Authority approved the UK Shared Prosperity Fund (SPF) Local Investment Plan (LIP) on 27 July 2022, the Local Investment Plan had been developed in partnership with the district and unitary councils and was co-ordinated through the Cambridgeshire & Peterborough Public Services Board (CPPSB). The LIP was submitted to Department for Levelling Up, Housing and Communities (DLUHC) on 29 August 2022 and approved by DLUHC on 5 December 2022.

3.2 On 3 September 2022 Department for Environment, Food & Rural Affairs (DEFRA) in partnership with DLUHC launched the Rural England Prosperity Fund (REPF) a capital fund scheme and requested

	lead authorities work with eligible local authorities to develop an Addendum to the UK-SPF Local Investment Plan to address how they would support new and existing rural businesses to develop new products and facilities that will be of wider benefit to the local economy; this includes farm businesses looking to diversify income streams support new and improved community infrastructure, providing essential community services and assets for local people and businesses to benefit the local economy.																				
3.3	<p>The table below sets out the allocations for the relevant local authorities:</p> <table><tr><th>District</th><th>Year 1</th><th>Year 2</th><th>Total</th></tr><tr><td>East Cambridgeshire</td><td>£163,127.75</td><td>£489,383.25</td><td>£652,511.00</td></tr><tr><td>Fenland</td><td>£109,178.50</td><td>£327,535.50</td><td>£436,714.00</td></tr><tr><td>Huntingdonshire</td><td>£239,447.00</td><td>£718,341.00</td><td>£957,788.00</td></tr><tr><td>South Cambridgeshire</td><td>£292,033.50</td><td>£876,100.50</td><td>£1,168,135.00</td></tr></table> <p>NB – there is no administration fee associated with this fund.</p>	District	Year 1	Year 2	Total	East Cambridgeshire	£163,127.75	£489,383.25	£652,511.00	Fenland	£109,178.50	£327,535.50	£436,714.00	Huntingdonshire	£239,447.00	£718,341.00	£957,788.00	South Cambridgeshire	£292,033.50	£876,100.50	£1,168,135.00
District	Year 1	Year 2	Total																		
East Cambridgeshire	£163,127.75	£489,383.25	£652,511.00																		
Fenland	£109,178.50	£327,535.50	£436,714.00																		
Huntingdonshire	£239,447.00	£718,341.00	£957,788.00																		
South Cambridgeshire	£292,033.50	£876,100.50	£1,168,135.00																		
3.4	<p>The REPF investment priorities are:</p> <ul style="list-style-type: none">• Supporting Local Business• Community & Place <p>With capital funds to:</p> <ul style="list-style-type: none">• Support new and existing rural businesses to develop new products and facilities that will be of wider benefit to the local economy. This includes farm businesses looking to diversify income streams• Support new and improved community infrastructure, providing essential community services and assets for local people and businesses to benefit the local economy																				
3.5	<p>The Addendum was completed in partnership with the relevant local authorities and submitted to DLUHC on the 30th November 2022, following sign off by the relevant authority Chief Executives and Council Leaders. The Addendum is included at appendix 2 to this report. The four District Council partners agreed to prioritise the following areas listed below in 3.6 and 3.7.</p>																				
3.6	<p>Supporting Local Business</p> <ul style="list-style-type: none">• Capital grant funding for small scale investment in micro and small enterprises in rural areas• Capital grant funding for growing the local social economy and supporting innovation• Capital grant funding for developing and promoting the visitor economy• Capital grant funding for small scale investment in micro and small enterprises in rural areas• Capital grant funding for growing the local social economy and supporting innovation• Capital grant funding for developing and promoting the visitor economy																				
3.7	<p>Supporting Local Business</p> <ul style="list-style-type: none">• Capital grant funding for investment and support for digital infrastructure for local community facilities• Capital grant funding for investment in capacity building and infrastructure support for local civil society and community groups• Capital grant funding for creation and improvements to local rural green spaces• Capital grant funding for existing cultural, historic and heritage institutions that make up the local cultural heritage offer• Capital grant funding for local arts, cultural, heritage and creative activities• Capital grant funding for active travel enhancements in the local area• Capital grant funding for rural circular economy projects• Capital grant funding for impactful volunteering and social action projects to develop social and human capital in local places• Capital grant funding for investment and support for digital infrastructure for local community facilities• Capital grant funding for investment in capacity building and infrastructure support for local civil society and community groups• Capital grant funding for creation and improvements to local rural green spaces																				

	<ul style="list-style-type: none"> • Capital grant funding for existing cultural, historic and heritage institutions that make up the local cultural heritage offer • Capital grant funding for local arts, cultural, heritage and creative activities • Capital grant funding for active travel enhancements in the local area • Capital grant funding for rural circular economy projects • Capital grant funding for impactful volunteering and social action projects to develop social and human capital in local places
3.8	The Combined Authority received formal written approval from DLUHC on the 30th May 2023 that the Addendum to the LIP was agreed and this written notice also included an amended Memorandum Of Understanding (MOU) to reflect inclusion of the REPF funding to be paid to the Combined Authority. This was signed and returned to DLUHC on the 19 th June 2023.

4. Appendices

4.1	Appendix 1a & 1b – REPF outline delivery and change request process
4.2	Appendix 2 – REPF Addendum

5. Implications

Financial Implications

5.1	The financial split for REPF is set out above in 2.1, it is a capital fund that DEFRA have over 23-24 and 24-25. The funds are paid upfront to the CPCA but allocated out to the partners retrospectively against actual spend.
5.2	The Addendum has been through an internal process within each local authority with Chief Executive and council Leader agreeing the content for their respective local authority.
5.3	The CPCA retains responsibility for the delivery of the REPF programme and will be required to submit regular updates to DLUHC on performance and spend. This is in line with the revised MOU.

Legal Implications

6.1	The draft Grant Funding Agreements that will be in place with each local authority are currently being developed they will reflect the terms set out in the amended MOU.
6.2	Local Authorities are currently developing the assurance and governance framework that will support the grant scheme, which the Combined Authority will need to agree before issuing Grant Funding Agreements to the four Local Authorities.

Public Health Implications

7.1	There are no specific public health implications for the SPF and REPF programme, although a number of projects within it may impact on public health as a by-product of their focused work.
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Environmental & Climate Change Implications

8.1	There are no specific environmental & climate change for the SPF and REPF programme, although a number of projects within it will impact on the environment & climate as a result of projects focused work.
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Other Significant Implications

9.1	The REPF was consulted on with the relevant local authority partners, and Cambs ACRE who had been responsible for delivery of the previous European funded LEADER programme in the region.
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Background Papers

10.1	UKSPF Investment Plan - CA Board 27 July 2022 UKSPF Implementation Plan - CA Board 22 March 2023
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Appendix 1a – Detailed Proposals for Delegation:

The CPCA Assurance Framework sets out the parameters whereby delegation for programmes can be set. They reflect the financial position the CPCA takes in terms of risk.

In order for the Rural England Prosperity Fund (REPF) to be able to run effectively within the 2-year timeframe given for spend it is proposed that some delegation is given to the Executive Director of Economy & Growth in consultation with Local Authorities, the Chief Financial Officer and the Monitoring Officer based on the following scenarios:

- 1 Financial Delegation – a. Where a project within the programme proposes to amend spend within a 10% variance of original budget in order to move spend to another project within the local authority REPF programme and where the variances does not impact the overall programme budget.
- 2 Project Delegation – a. Where a local authority decides to cancel a project or reduce the remit of a project to add funds to a project that is over delivering and requiring additional funds to continue
- 3 Outcomes Delegation – a. Where a project within the REPF programme proposes to change the outcomes, it originally set due to local needs changing, but it still continues to deliver outcomes within the UK-SPF remit.
- 4 Outputs – Where reduction in outputs falls below those set out in the DLUHC Guidance

There is guidance regarding Minor and Major Change set out by the UK-SPF central team, which applies to REPF, the DLUHC Guidance take precedence over the proposals above and is included in Appendix 1b.

[Home](#) > [UK economic growth](#)

Guidance

UK Shared Prosperity Fund: reporting and performance management (3)

This page provides information on reporting and performance management for the UK Shared Prosperity Fund.

From:

[Department for Levelling Up, Housing and Communities](#)

[\(/government/organisations/department-for-levelling-up-housing-and-communities\)](/government/organisations/department-for-levelling-up-housing-and-communities)

Published

19 July 2022

Last updated

10 August 2022 —

Contents

- — [Reporting](#)
- — [UKSPF Performance management and change process](#)

Reporting

3.1 The UKSPF has been designed to empower every place across the UK to take the lead in shaping and delivering the fund. As per the prospectus, DLUHC will require formal reporting on a sixth monthly basis. To support our understanding of progress we will also request qualitative updates on a quarterly basis from lead local authorities.

The questions lead authorities will be asked and the data we will collect

3.2 Lead local authorities will provide short, largely qualitative summary updates to DLUHC on a quarterly basis. This will include the following questions:

Summary questions

- Spend to date against the three UKSPF investment priorities and forecast?
- Summary of progress with an overall Red, Amber, Green (RAG) rating of the programme's progress. (Short narrative update)
- Are you forecasting underspend at the end of the financial year, if yes, please explain how you plan to address this and by when?
- Provide narrative on any upcoming new projects, events, case studies and opportunities for Ministerial visits?

3.3 Lead local authorities will also be asked to answer a one-off question that explains, how they have spent their £20,000 capacity payment, or £40,000 for Mayoral Combined Authorities or Strategic Geographies. On an annual basis we will also ask lead local authorities if they have undertaken any evaluation activity to support DLUHC's evaluation of the programme.

3.4 Alongside this summary reporting we will require further detail on a six-monthly basis. The questions we will ask, and the tier of the programme they will relate to is set out below:

3.5 We have tried to limit the questions that we will ask lead local authorities, in line with the principles of local autonomy, decision making and accountability. DLUHC's approach to performance management is that it should be proportionate, asking only for the information we need to understand delivery progress and satisfy our own duties.

Project level

- The UKSPF intervention the project has been set up to support
- Start date
- The Project's projected spend
- The Project's actual spend to date
- Value of match funding against the project
- Postcode(s) where funded activity is being delivered? (see 3.8 below)
- Parliamentary Constituency / Constituencies benefiting from project
- Has UKSPF been used to complement an existing project?
- [ENGLAND ONLY] People & Skills project at Risk? Voluntary Sector Project supported?
- Is the project live, finished, or abandoned?
- Projected end date (when it will cease to be supported by UKSPF) if live, or confirmed end date if finished / abandoned.

3.6 Through reporting lead local authorities should pick whichever of the three options, live, finished or abandoned applies. "Live" means a current project that is continuing, "finished" means a project that has completed delivery, "abandoned"

means a project that has been closed down early because it was not likely to complete successfully.

3.7 In order to understand the lead local authorities' spending plans we will need to know about the pipeline projects that they plan to support. We will require the following information:

- Upcoming Project(s) planned in the next 6 months
- The UKSPF intervention(s) the upcoming project has been set up to support
- Projected spend

3.8 Lead local authorities should capture the postcodes of areas where activity takes place e.g., the postcode where X is being delivered, or the postcodes of grant recipients. Where activity takes places across multiple postcodes, areas should capture as many as possible. Where activity takes place over the whole of a lead local authority, all of the district postcodes that fall under the lead local authority should be captured (i.e. the first half of the relevant postcode(s) e.g. CB6 etc). This guidance is as the per the existing [Community Renewal Fund Technical Guidance \(https://www.gov.uk/government/publications/uk-community-renewal-fund-prospectus\)](https://www.gov.uk/government/publications/uk-community-renewal-fund-prospectus).

3.9 Where projects sit across multiple interventions, lead local authorities should note down each of the interventions it is seeking to support.

Intervention level

- Intervention number
- Output name
- Output target to be achieved
- Output delivered to date
- % of output delivered
- Forecast output in next 6 months
- Forecast to meet output target (Y / N)
- Outcome name
- Outcome target
- Outcome delivered to date
- % of outcome delivered
- Forecast outcome in next 6 months
- Forecast to meet outcome target (Y / N)

3.10 Where interventions generate multiple outcomes and outputs, lead local authorities should collect and report all of these.

Investment priority level

Expenditure Profile

3.11 Lead local authorities will be asked to report on actual spend to date, compare spend with previous forecasts, and provide updated forecasts, highlighting any changes from their original Investment Plans. In May 2023 we will ask lead local authorities to report on expenditure for each Investment Priority from the start of delivery to March 2023, asking for total spend against forecast, capital and revenue spent and any changes to capital and revenue forecasts for 23/24 and 24/25. We will also ask lead local authorities to report any match or third-party funding and an update on expenditure every six months.

We will also ask lead local authorities to confirm:

- Headline expenditure in year on management and administration.
- Have you identified any slippage / delay in delivering your projects against this investment priority? (Y/N)
- If yes, give reasons for delay, how you intend to resolve it and by when.

3.12 Further details on the format DLUHC will use to collect this data from lead local authorities will be set out in due course, in advance of the first formal reporting deadline.

3.13 The Chief Finance Officer at each lead local authority will need to sign off both quarterly and sixth monthly returns to the department, to confirm they are content that what has been provided is accurate and deliverable.

3.14 Where lead local authorities are supporting existing projects at risk using the UKSPF the data requested in paragraphs 3.3 through 3.7 should be collected from the commencement of UKSPF funding.

The frequency these questions will be asked

3.15 The table below sets out the timeline for reporting. Quarterly reporting will only ask the questions detailed at 3.2. Lead local authorities should continue to collect the outputs and outcomes of their UKSPF spend as benefits continue to be delivered after the reporting period. How we would expect lead local authorities to provide outputs and outcomes that continue to materialise after 2025 will be set out in due course.

Reporting Periods	Report Due Date	Information Type
1 August to 31 December 2022	1 February 2023	Quarterly (summary report only)
1 January to 31 March 2023	1 May 2023	Sixth monthly
1 April to 30 June 2023	1 August 2023	Quarterly (summary report only)

Reporting Periods	Report Due Date	Information Type
1 July to 30 September 2023	1 November 2023	Sixth monthly
1 October to 31 December 2023	1 February 2024	Quarterly (summary report only)
1 January to 31 March 2024	1 May 2024	Sixth monthly
1 April to 30 June 2024	1 August 2024	Quarterly (summary report only)
1 July to 30 September 2024	1 November 2024	Sixth monthly
1 October to 31 December 2024	1 February 2025	Quarterly (summary report only)
1 January to 31 March 2025	1 May 2025	Sixth monthly and final reporting of the SR funding cycle

What will we do with the data provided?

3.16 The questions and data requested from lead local authorities is intended to capture information for three purposes:

- A programme level oversight of the progress of the UKSPF to assure DLUHC, the Accountable Officer, Ministers and Parliament.
- Support evaluation of the fund, the principles of which are set out in the monitoring and evaluation section and will be expanded upon in the evaluation strategy in the Autumn.
- Monitor that UKSPF monies are being spent on the UKSPF priorities, and that the outputs and outcomes delivered are in line with expectations detailed in investment plans.

3.17 DLUHC will process personal data, as set out in the Data Protection Act 2018 and the UK GDPR (General Data Protection Regulation), to administer, monitor, evaluate and effectively assess the outcomes of a range of projects.

3.18 Apart from data collection from multiply participants, DLUHC will not collect any personal data directly from participants and the data that is obtained by the UKSPF team from lead local authorities will be used for the purposes of audit and evaluation as well as statistical, research, administrative and grant management purposes.

3.19 As and when required appropriate arrangements for sharing of data by lead local authorities with DLUHC will be developed and set out, including privacy notices as and where appropriate.

3.20 The Department for Education (DfE) will implement the local element of Multiply in England, a UK-wide digital numeracy platform, randomised control trials and evaluation activity to test innovative approaches to reducing adult learning barriers, and build the evidence base on what works. There will be data sharing between DLUHC and DfE and the mechanisms for this are being developed.

3.21 DLUHC will also be engaging with HMRC and the Department for Work and Pensions, in particular around the People and Skills and Supporting Local Business investment priorities. As with DfE an MoU and appropriate data sharing arrangement will be developed.

3.22 We continue to work closely with the DLUHC Data Protection Officer and will review these arrangements to ensure continual compliance with DPA 2018 and UK GDPR.

3.23 All data submission returns will need to be scrutinised and signed off by lead local authority Chief Finance Officer.

UKSPF Performance management and change process

3.24 The following section sets out the process for a lead local authority to make changes to their Investment Plan and their duties to inform DLUHC regarding changes. These sit along lead local authorities' existing statutory duties and rules to use public money well.

Triggers for change

3.25 UKSPF will take a proportionate approach to changing local priorities and plans in line with the responsibilities delegated to lead local authorities. This means that DLUHC approval will only need to be sought when "material changes" are made to UKSPF investment plans.

3.26 If changes are made but fall beneath the thresholds defined in paragraph 3.30 to be considered "material changes" then lead local authorities do not need to seek DLUHC approval.

3.27 However, they should provide updates on these changes to DLUHC as part of their regular reporting cycle. This should be via their usual quarterly and sixth monthly reporting cycle.

3.28 If the thresholds at 3.30 were crossed, DLUHC would consider the change "material" and formal approval would be required from the department before a lead local authority could make the changes.

3.29 Requests for material changes can be made to the department as and when required. DLUHC will set out a template for lead local authorities to use following

the process below.

Material changes

3.30 For the purposes of the UKSPF a 'material change' will constitute any of the following:

Material change 1:

A post investment plan approval request for administration costs to exceed the percentage agreed in a lead local authority's investment plan.

Material change 2:

Moving funding between investment priorities if the change involves moving 30% of the total funding allocation over the three years or £5m whichever is lower. Any funding moved from an existing intervention to fund a bespoke intervention would also require approval.

Material change 3:

If the indicative outputs are expected to drop from what had been set out in the original investment plan submitted to DLUHC, within the following parameters:

- In lead local authorities with a total UKSPF allocation of £1.5m or lower it would constitute a material change if the total outputs set out in the investment plan were forecast to drop by 30% or more against an investment intervention.
- In lead local authorities with a total UKSPF allocation above £1.5m it would constitute a material change if the total outputs set out in the investment plan were forecast to drop by 20% or more against an investment intervention.
- In all lead local authorities, if the outputs forecasted have dropped by more than 40% against an investment intervention since the original investment plan was submitted.

Questions for Lead Authorities to answer as part of change process

3.31 The follow questions will be asked of lead local authorities as part of DLUHC's consideration of any 'material changes.'

All changes

1. Has the Chief Finance Officer certified that the change is necessary and deliverable?
2. Can you confirm that the local partnership group's view was sought prior to this change request and confirm they were content?

Request to use more than the agreed total of their UKSPF allocation for administration, post investment plan submission.

1. How much additional funding for project management / administration is required to deliver your programme / project?
2. What additional funding for management / administration is the lead authority able to provide itself?
3. What impact will be increasing management / admin costs have on outputs and outcomes?

Request to move 30% or £5m or more of total UKSPF allocation between investment priorities

1. What alternative intervention and outputs/outcomes, if any, do you now want to deliver?
2. Confirm that you have considered the risks and issues that arise from your change of plans, and the management and mitigation of those risks and issues including e.g. risks, public sector equality duty?
3. Confirm that you have sufficient capability and capacity to manage the impact of the requested change?
4. Confirm that any subsidy / State Aid implications from the requested change have been considered and activity can take place in compliance with these requirements and that funding the amended project will not breach subsidy/State Aid law.

Request to change forecast outputs

1. What are the reasons for the reduction in expected outputs?
2. What are the new output totals you now expect to deliver against this intervention?
3. What is the forecast for the delivery of these outputs in the next six-monthly reporting period and the final target?

3.32 Material change requests will be assessed by the UKSPF team and further details on the format of the collection of this data from lead authorities will be set out in due course, in advance of the first formal reporting deadline.

3.33 The Fund's ethos and design is intended to give lead authorities flexibility and responsibility in delivering. However, there are some changes that the department would not consider:

- Requests for increased RDEL spend beyond each lead local authority's percentage cap, which is set out here in the UKSPF prospectus [\[RDEL % CAP\]](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/uk-shared-prosperity-fund-prospectus#:~:text=The%20local%20split%20of%20capital%20and%20revenue%20for%20) (<https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus/uk-shared-prosperity-fund-prospectus#:~:text=The%20local%20split%20of%20capital%20and%20revenue%20for%20>

[20the%20Fund%20in%20Scotland%2C%20Wales%2C%20and%20Northern%20Ireland%20is%20as%20follows%3A\)](#)

- In Scotland and Wales, requests to move funding allocated for the delivery of Multiply to core UKSPF interventions.

Spend and accounted for: definition and managing local allocations

3.34 As set out at s8.1 of the prospectus, we will pay each lead local authority annually for core UKSPF funding (and Multiply funding in Scotland and Wales). In 2022 to 2023, funding will be paid once the local investment plan has been signed off. In 2023 to 2024 and 2024 to 2025, we will pay early in the financial year once updates have been reviewed and assessed as feasible as part of the UKSPF reporting.

3.35 We expect Fund investment and outputs (for core UKSPF in England, Scotland and Wales, and also Multiply funding in Scotland and Wales) to be achieved in line with each place's Investment Plan. We reserve the right to withhold, delay and/or alter payment cycles from 2023 to 2024 onwards where there are performance or other issues with delivery.

3.36 This will be subject to lead local authorities demonstrating in their investment plans and subsequent performance reports that a full annual payment will be spent and accounted for in-year on UKSPF activities.

What counts as 'spend'?

3.37 'Spend' includes expenditure invoiced and paid, as well as accrued, in line with financial accounting standards.

3.38 This applies to all UKSPF expenditure – including any payments from a lead local authority to another local authority, or in-house expenditure.

What happens if a lead local authority does not spend its full grant allocation for a given year?

3.39 We will consider withholding the next annual instalment until we have received credible plans demonstrating revised delivery to achieve expected targets, setting out how the lead local authority will utilise underspends in the next year and/or appropriate milestones and spend have been achieved for the previous year. Lead local authorities will need to establish appropriate programme management methods to maximise effective delivery and achieve spend to profile.

3.40 If we have ongoing concerns around future spending plans based on experience of local delivery to date, then we may pay in instalments based on performance, or otherwise delay or withhold future annual allocations.

3.41 No funding will be provided for activity after 31 March 2025, and we will expect underspends in the final year of the programme (2024 to 2025) to be repaid to DLUHC. The future of the UKSPF will be a matter for the next Spending Review,

and will benefit from areas being able to evidence delivery, value for money, outputs and outcomes after 31 March 2025.

Can a lead local authority use UKSPF first, and then match funding later?

3.42 Yes, this is possible. Where it will aid overall programme or project management, or to reflect the availability of funding from partners, lead local authorities can use the UKSPF in one period, and match funding the next, or vice versa. This is subject to the UKSPF being used solely for agreed UKSPF activities and taking account of the overall UKSPF spend profile for the given year.

3.43 Subject to accounting arrangements and local discretion, lead local authorities may also be able to use other flexible funding for UKSPF project activity in a given year, and recover from the UKSPF the following year.

Overall payment process

3.44 The typical process would include:

Activity	Date
Approval of plan	October 2022 onwards
Quarterly qualitative progress reporting. This will include: Overall costs incurred to date at plan level	February 2023 (quarterly thereafter)
Six monthly expenditure, outputs/outcomes and milestone reporting. This will include: A statement of grant expenditure from a Chief Finance Officer. This should be reconciled to management/statutory accounts, in line with financial accounting standards at the mid-year report. It should cover the final amount of expenditure incurred over the year	May 2023 (six-monthly thereafter)
Review by DLUHC, reconciling and considering proposals to make up any underspend where appropriate. Any changes to local investment plan considered where required. Annual payment made.	May to July 2023 (annually)

3.45 We will review these arrangements at a fund and place level, taking into account performance.

3.46 As set out in the UKSPF [Prospectus](https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus) (<https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus>), where there are current or emerging operational or financial risks, we may reduce

delegation, reduce payment periods or withhold funds. This may also result in more regular reporting requirements in order to release funding in year.

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Submitted to Rural England Prosperity Fund - Addendum to UKSPF Investment Plan
Submitted on 2022-11-30 10:22:20

Overview

Rules for applying

Additional information content

Select your area

1 Select area

Select your area:
Cambridgeshire and Peterborough

2 Name of person submitting REPF additional information and contact details

Name:

Contact email:

3 Alternative contact name and details

Alternative contact name:

Alternative contact email address:

4 SRO name and contact details

SRO name:

SRO email:

5 UKSPF Investment Plan reference number

UKSPF reference number:
ANON-QPA8-9P1Z-E

Information

Information

Local context

6 You have already submitted your UKSPF investment plan. Here, we would like you to provide any additional information about specific rural challenges, market failures, and opportunities for rural businesses or rural communities in your area that you would like us to consider.

Here, we would like you to provide any additional information about specific rural challenges, market failures, and opportunities for rural businesses or rural communities in your area that you would like us to consider.:

The 2011 Rural Urban Classification classified Cambridgeshire as Largely Rural (meaning between 50% and 79% of its population resides in rural areas), at District level, just two of Cambridgeshire's Local Authorities are Largely Rural (Fenland and South Cambridgeshire), with the other two Local Authorities (East Cambridgeshire and Huntingdonshire) being classified as Mainly Rural (meaning 80% or more of the population resides in rural areas). The Index of Multiple Deprivation is used to measure 7 domains of deprivation showing that those living in rural Cambridgeshire have a different experience across the County. Four LSOAs in Fenland (Fenland 003F [Staithe Ward], Fenland 002C [Waterlees Village Ward], Fenland 002D [Waterlees Village Ward] and Fenland 007B [March East Ward]) fall within decile 1, meaning they are in the most deprived 10% of LSOAs nationally. Five further LSOAs in Fenland and two in Huntingdonshire fall within decile 2, meaning they are in the most deprived 20% of LSOAs nationally. Additionally, there are wards in both East Cambridgeshire and South Cambridgeshire that fall into the third and fourth deciles, with more thinly spread disadvantage going often unnoticed, particularly that linked to issues of material deprivation such as fuel and food poverty, isolation / loneliness and lack

of transport.

The cost-of-living crisis is hitting those living in rural Cambridgeshire harder than those living in urban centres. Residents are spending more for housing, heating and transport. Housing prices in Cambridgeshire grew by an average of 12.1% in the year to end June 2021, with the highest growth in Fenland (10.7%) and the lowest in South Cambridgeshire (4.0%). There is lack of affordable rents with a considerable rise in the cost of privately rented housing due to shortage of properties to meet demand in rural areas. Rental prices saw an upturn with growth of 9.7% on average across Cambridgeshire in the year to end September 2021. The biggest increase was in Fenland (6.9% increase).

Earnings vary greatly across Cambridgeshire. The highest earnings can be found in the two local authority areas with the closest proximity to Cambridge. In East Cambridgeshire Gross Weekly Pay for full-time workers averages £629.40 and in South Cambridgeshire reaches £782.90 (against a Cambridgeshire average of £666.00). earnings are considerably lower in Huntingdonshire, £589.20 per week) and lower still in Fenland £546.90 per week). These disparities are also reflected in hourly pay rates, with rates of £20.84 in South Cambridgeshire and decreasing to just £13.22 per hour in Fenland (against a Cambridgeshire average of £16.71).

Houses cost a lot more to heat, as many are less well-insulated and are not connected to the gas grid. All Local Authorities areas in Cambridgeshire have a higher percentage of their domestic properties off the gas grid than the national average (14.4%). The percentages are as follows: Huntingdonshire (15.0% of properties off-grid); Fenland (22.3% off-grid); South Cambridgeshire (27.6% off-grid); and East Cambridgeshire (29.5% off-grid).

For most parts of Cambridgeshire, levels of fuel poverty are below the national average of 13.42% but in North East Cambridgeshire the percentage is much higher than the national average at 15.9%. The recent establishment of community-led 'warm hubs' delivered from community facilities has provided insight into the need for locally delivered social and wellbeing support, with increasing numbers of working households attending these hubs who are 'struggling' to meet essential living costs.

Market towns, small towns and larger villages play a pivotal role in the economic prosperity of rural Cambridgeshire acting as services centres for employment, health and care, transport, retail and cultural, arts and leisure activities. Footfall to these centres has returned to near normal since before COVID as people choose to work from home, access services and shop more locally. However, the impacts of COVID and the preference for accessing digital services such as for banking, retail and health care, means that there are empty shop premises on our highstreets. Rents for commercial premises remain substantial, acting as a barrier for start-ups or the scaling-up of existing business within these service centres. In villages, shops, pubs and post offices continue to decline in number due to market failure, often leaving communities with only a village hall as a meeting space.

Car or van ownership is high. In South Cambridgeshire, 89% of households have one or more vehicles at their disposal, with many forced to run a vehicle due to lack of public transport.

The figures are slightly lower in the other districts (87% in East Cambridgeshire, 86% in Huntingdonshire and 82% in Fenland). However, over the four rural Local Authority areas, there are some 13.6% of households (nearly 28,000 households) who have no access to a private vehicle and so who are reliant on public transport. Many bus routes between villages were lost long ago but services from routes between major towns and cities have recently been under threat as deemed no longer viable, even when the operator was receiving the Bus Recovery Grant. Lack of accessible public transport and access to services and employment remains a significant issue for rural residents cross the County and alternative approaches to market failure are needed to address these issues. There are opportunities being created for active travel (cycling and walking) but future investment is needed into safer cycle routes and footpaths. Our consultation for develop of this Addendum shows that rural communities wish themselves to develop safer cycleways and footpaths, particularly, to access services centres.

Traditional industries such as agriculture and manufacturing (especially food) have been added to by new technology and knowledge-based businesses and greater levels of self-employment and homeworking. Economic well-being across the Cambridgeshire as whole is generally strong, but the broad picture of economic prosperity and growth masks rural areas and communities which are relatively poor and less productive. Rural Cambridgeshire tends to have lower wages, smaller scale businesses and employment opportunities, with much economic activity operating below the radar of attention. Business growth tends to be 'home grown' through scaling-up production rather than larger businesses relocate to rural Cambridgeshire. Our consultation for develop of this Addendum shows that both rural business and communities have concerns about funding Net Zero transformation and the financial demands this will place upon their business in terms of costs, however, they support the need to reduce carbon and make these changes.

As one of the most productive arable farmed landscapes in the UK with 4,443 people are employed in agricultural or associated industries. There are issues facing smaller family run farming enterprises where often production cannot provide a livelihood for farmers and they are driven to diversify to other income streams to make farming enterprises financially viable. As farming transitions away from the Common Agricultural Policy and farmers are rewarded for producing public goods on their land through land management schemes, such as for the environment, water quality, air quality, biodiversity and nature restoration, climate, beauty, and natural heritage there is uncertainty about the outcome for farming livelihoods.

Cambridgeshire contains a potentially rich biodiversity resource from a wide range of landscapes and habitats, including some of national and international importance (Wicken Fen; the Ouse Washes and the Great Fen). There are flat fens in the north and east, undulating clay lands in the west and chalk hills in the south. However, the county has suffered declines in a number of its species and habitats for many different reasons, most notably increased development pressure and agricultural intensification. Overall, Cambridgeshire has a smaller proportion of natural habitats than most counties in Britain. Many species have already been lost, and some of those that remain are isolated and declining.

There is a long tradition of communities in rural Cambridgeshire acting for themselves to provide a wide range of services that in urban areas would be provided by the market or by the state. There are often circumstances where due to the dispersed pattern of rural communities there is not a 'critical mass' of consumers to allow for commercial approaches to business to become financially viable and often market failure occurs.

Voluntary and community organisations and community-led enterprises have an important part to play in providing rural services and owning community assets. Due to the rural nature of the County there has been lack of investment into community organisations and community-led enterprise support. Many organisations are struggling to maintain sustainable funding, with short-term funding not supporting longer-term planning objectives for these organisations.

Village Halls and community facilities (234 across the four rural Districts) are, for the most part, volunteer-run (90% are charitable and run by community volunteers) and provide essential service hubs for communities. However, despite the Retail, Leisure and Hospitality Grant funding passed to them by local authorities during the COVID pandemic, many have been greatly affected by the repeated lockdowns with regular hirers not returning thus affecting turnover. In addition, a recent survey conducted by the ACRE Network found that 57% of community facilities said rising energy prices were causing financial difficulties for their hall. As this survey took place in Jul-2022, before the most recent price rises, this is probably an under representation of the challenge faced. Others recognise the need for investment in a 'money first' approach to providing affordable warmth and reducing carbon.

Broadband and mobile phone coverage is still patchy and our consultation for the develop of this Addendum shows that there are still village halls that have no broadband connection reducing essential public access to digital services in their communities. Access to services through digital means is important to rural residents, particularly, for those needing health and social care access, there is concern that the switch off of 3 g mobile coverage will affect those living in hardship as they are accessing the networks on older mobile devices which are not able to use 4 g and 5 g networks.

Interventions – rural business

7 Please choose the interventions you wish to use under the rural business investment priority (2023 - 2024). Select as many options as you wish from the menu.

Capital grant funding for small scale investment in micro and small enterprises in rural areas, Capital grant funding for growing the local social economy and supporting innovation, Capital grant funding for developing and promoting the visitor economy

8 Please choose the interventions you wish to use under the rural business investment priority (2024 - 2025). Select as many options as you wish from the menu.

Capital grant funding for small scale investment in micro and small enterprises in rural areas, Capital grant funding for growing the local social economy and supporting innovation, Capital grant funding for developing and promoting the visitor economy

9 Please explain how the interventions selected will address local rural business challenges, market failures, and opportunities (max 300 words)

Please explain how the interventions selected will address local rural business challenges, market failures, and opportunities (max 300 words):

- Enable our smaller businesses to 'grow locally' investing in entrepreneurship to unlock barriers to growth through grants for equipment and premises, allowing them to develop new products and facilities that will be of wider benefit to the local economy.
- Supporting projects where there is evidence of likely market failure due to rurality and to allow for the increasing/sustaining of jobs.
- We will invest to allow the fast tracking of business modernisation towards Net Zero targets in processing and premises, encouraging pilot projects across the area leading the way in new approaches and technologies.
- Invest farm businesses looking to diversify income streams creating and sustaining rural jobs and support the transition from the Common Agricultural Policy.
- Revitalise service centres for economic prosperity enabling local people to become more involved in leading and developing a local approach to 'place branding' that is focused around reaching new visitors and increasing local distinctiveness.
- Invest into economic growth in tourism, food and farming businesses and increasing of support for creative and arts that play a significant part in rural economics and rural identity.

10 Please rank the interventions selected in order of expected value added.

Please rank the interventions selected in order of expected value added:

>Funding (capital grants) for small scale investment in micro and small enterprises in rural areas.

Including capital funding for net zero infrastructure for rural businesses, and diversification of farm businesses outside of agriculture to encourage start up, expansion or scale up of these businesses where this involves converting farm buildings into other commercial or business uses. £851,997.50 (1)

>Funding (capital grants) for growing the local social economy and supporting innovation. This includes:

- community businesses
- cooperatives and social enterprises
- research and development sites

This intervention corresponds to the UK Shared Prosperity Fund (UKSPF)

intervention E26. £333,751.50 (2)

>Funding (capital grants) for the development and promotion (both trade and consumer) of the visitor economy, such as:

>local attractions

>trails

>tourism products more generally

This intervention corresponds to the UKSPF intervention E17. £238,553.75 (3)

Interventions – rural communities

11 Please choose the interventions you wish to use under the rural communities investment priority (2023-2024). Select as many options as you wish from the menu.

Capital grant funding for investment and support for digital infrastructure for local community facilities, Capital grant funding for investment in capacity building and infrastructure support for local civil society and community groups, Capital grant funding for creation and improvements to local rural green spaces, Capital grant funding for existing cultural, historic and heritage institutions that make up the local cultural heritage offer, Capital grant funding for local arts, cultural, heritage and creative activities, Capital grant funding for active travel enhancements in the local area, Capital grant funding for rural

circular economy projects, Capital grant funding for impactful volunteering and social action projects to develop social and human capital in local places

12 Please choose the interventions you wish to use under the rural communities investment priority (2024-2025). Select as many options as you wish from the menu.

Capital grant funding for investment and support for digital infrastructure for local community facilities, Capital grant funding for investment in capacity building and infrastructure support for local civil society and community groups, Capital grant funding for creation and improvements to local rural green spaces, Capital grant funding for existing cultural, historic and heritage institutions that make up the local cultural heritage offer, Capital grant funding for local arts, cultural, heritage and creative activities, Capital grant funding for active travel enhancements in the local area, Capital grant funding for rural circular economy projects, Capital grant funding for impactful volunteering and social action projects to develop social and human capital in local places

13 Please explain how the interventions selected will address local rural communities challenges, market failures, and opportunities (max 300 words)

Please explain how the interventions selected will address local rural communities challenges, market failures, and opportunities (max 300 words):

- Responding to the cost-of-living crisis and taking opportunities presented by the REPF, we will nurture rural talents and leadership investing in social enterprise and community-led business as a sector of growing importance, as more communities choose to run their own pubs, village shops/produce markets, health and social care and other key facilities.
- We will invest to support new and improved community infrastructure, providing essential community services and assets for local people and businesses to benefit the local economy. This adds value to our UKSPF aspirations through supporting community-led business and innovation that often fill gaps when market failure occurs, using volunteers and innovative approaches to support the delivery of vital rural services and to benefit the local economy.
- We will invest to improve and widen the use of rural community buildings including village halls; including fast tracking of modernisation towards Net Zero targets in improving premises, allowing them to act as demonstration sites and making their running costs more affordable.
- We will invest to improve availability of broadband connectivity in rural places to alleviate the issues of poor network coverage and lacking public accessibility in some places.
- We will invest in active travel plans to enable better access through cycling and walking to rural services centres.

14 Please rank the interventions selected in order of expected value added.

Please rank the interventions selected in order of expected value added:

- > Funding (capital grants) for investment and support for digital infrastructure for local community facilities. This intervention corresponds to the UKSPF intervention E15. £471,341.75 (2)
- > Funding (capital grants) for investment in capacity building and infrastructure support for local civil society and community groups. This intervention corresponds to the UKSPF intervention E11. £658,751.50 (1)
- >Funding (capital grants) for creation of and improvements to local rural green spaces. This intervention corresponds to the UKSPF intervention E3. £85,337.50 (7)
- >Funding (capital grants) for existing cultural, historic and heritage institutions that make up the local cultural heritage offer. This intervention corresponds to the UKSPF intervention E4. £159,178.50 (3)
- >Funding (capital grants) for local arts, cultural, heritage and creative activities. This intervention corresponds to the UKSPF intervention E6. £104,375.25 (5)
- >Funding (capital grants) for active travel enhancements in the local area. This intervention corresponds to the UKSPF intervention E7. £158,751.50 (4)
- >Funding (capital grants) for rural circular economy projects. £64,379.25 (8)
- >Funding (capital grants) for impactful volunteering and social action projects to develop social and human capital in local places. This intervention corresponds to the UKSPF intervention E9. £88,730.00 (6)

Interventions outcomes

15 Please select what outcomes the interventions selected in the rural business investment priority are expected to achieve

Jobs created, Jobs safeguarded, Number of new businesses created, Number of businesses adopting new to the firm technologies or processes, Number of businesses with improved productivity, Number of businesses experiencing growth, Number of businesses increasing their export capability, Number of businesses increasing their turnover

16 Please select what outcomes the interventions selected in the rural communities investment priority are expected to achieve

Jobs created, Jobs safeguarded, Increased users of facilities or amenities, Improved perception of facility or infrastructure project, Improved perception of facilities or amenities, Improved perceived or experienced accessibility, Number of new businesses created, Increased footfall, Increased visitor numbers, Increased use of cycleways or paths, Improved engagement numbers, Number of community-led arts, cultural, heritage and creative programmes as a result of support, Improved perception of events, Improved perception of local facilities or amenities, Number of community-led programmes as a result of support, Volunteering numbers as a result of support

Delivery

17 Please set out the indicative spend profile of your REPF allocation, additional to that of your UKSPF investment plan. Please detail the indicative budgets at investment priority level and at intervention level, for the 2 years of the fund, including if REPF money will be used to complement UKSPF funded projects. (300 words max)

Please set out the indicative spend profile of your REPF investment plan, additional to that of your UKSPF investment plan. Please detail the indicative budgets at investment priority level and if known, at intervention level, for the 2 years of the fund (300 words max):

>Funding (capital grants) for small scale investment in micro and small enterprises in rural areas. £212,999.38 (Yr1) £638,998.13 (Yr2)
>Funding (capital grants) for growing the local social economy and supporting innovation £83,437.88 (Yr1) £250,313.63 (Yr2)
>Funding (capital grants) for the development and promotion (both trade and consumer) of the visitor economy £59,638.44 (Yr1) £178,915.31 (Yr2)
>Funding (capital grants) for investment and support for digital infrastructure for local community facilities. £117,835.44 (Yr1) £353,506.31 (Yr2)
>Funding (capital grants) for investment in capacity building and infrastructure support for local civil society and community groups. £164,687.88 (Yr1) £494,063.63 (Yr2)
>Funding (capital grants) for creation of and improvements to local rural green spaces. £21,334.38 (Yr1) £64,003.13 (Yr2)
>Funding (capital grants) for existing cultural, historic and heritage institutions that make up the local cultural heritage offer. £39,794.63 (Yr1) £119,383.88 (Yr2)
>Funding (capital grants) for local arts, cultural, heritage and creative activities. £26,093.81 (Yr1) £78,281.44 (Yr2)
>Funding (capital grants) for active travel enhancements in the local area. £39,687.88 (Yr1) £119,063.63 (Yr2)
>Funding (capital grants) for rural circular economy projects. £16,094.81 (Yr1) £48,284.44 (Yr2)
>Funding (capital grants) for impactful volunteering and social action projects to develop social and human capital in local places. £22,182.50 (Yr1) £66,547.50 (Yr2)

An intervention rate of 80% across the programme.

We will form 'District Expert Advisory Groups' in each district, made up of local authority partners and key stakeholders to evaluate EOIs, look at match-funding and ensure individual bids align & do not duplicate

A Decision-Making Panel will make final allocation decisions ensuring a project cannot be funded by private finance or has previously received funding from DEFRA or other sources through eligibility checks. This group will include other rural stakeholders for rural business such as CLA, NFU, tourism and the arts representation.

Value for money evaluation will be carried out on applications.

18 Please set out how you intend to select projects to support, detailing including how you will ensure they deliver value for money, including additionality. Please also set out how you will determine that projects cannot be funded by private finance. (500 words max)

Please set out how you intend to select projects to support and ensure they will deliver value for money (500 words max):

We will write a bidding prospectus for the fund and will advertise the fund through using our own and partners websites and social media. We will build a pipeline of possible projects coming forward from day one and will do some up-front work with projects that have already come forward during the REPF consultation. We will also offer some online sessions to explain the fund and application process so that businesses and communities can question staff about the process. We would also offer 1:1 online access to applicant guidance sessions with a member of staff as the need occurs.

Funding will be ring-fenced for each district council area but there is a possibility to combine funding for Countywide schemes if necessary. There will also be an integration between UKSPF and REPF decision-making, particularly, where grants are being given, to ensure duplication does not occur. We will operate in as agile a way as possible, using one team to manage the funds across all four districts.

We will form 'District Expert Groups' in each district, made up of local authority partners and other key stakeholders for a district area to evaluate EOI applications, integrate with UKSPF projects, look at match-funding and to ensure individual bids align and do not duplicate activities. Expert Groups will bring knowledge of the district but will not have a say over the final grant applications.

We will form a 'Grant Decision Making Panel' that will bring a fund wide perspective and will make the decision on the funding. This group will have distinct representation and include other rural stakeholders for rural business such as CLA, NFU, tourism and the arts representation. Grant decisions will be reported to the UKSPF Programme Board to allow them to take a strategic overview of both the UKSPG and REPF programmes and outputs/outcomes. We will consider value for money at the application appraisal stage to ensure we are using public funds in a way that creates public value through looking at costs, financial and social benefits and outcomes. We will ensure that project assessment focuses on the impacts of a proposal that are 'additional' (lead to a net increase in overall public value). This allows us to distinguish between such occasions and those where a proposal will lead to displacement (a shift in value from one location to another); leakage (value 'leaking out' from the targeted area to surrounding areas of the intervention); and/or deadweight (continuation of the status quo). We will also consider the longer-term impacts of a project and how investments can be sustained.

We will ensure the projects cannot be funded by private finance through eligibility checks and ensuring that this is 'funding of last resort'. This means that the funding could not have been raised by an applicant in any other way. We do expect those that can match- fund projects and have set our intervention rate for the whole programme at 80%.

Delivery

19 Have you identified opportunities to work with other places on specific interventions and/or projects for the rural business interventions?

No

Delivery

22 Have you identified opportunities to work with other places on specific interventions and/or projects for the rural communities interventions?

No

Approach to engagement with rural partners

25 Further to your UKSPF Investment Plan engagement, have you engaged or consulted with rural stakeholders, or expanded your UKSPF local partnership group, to inform the information you have submitted above? If yes, please give details. You should also use this section to tell us about planned future engagement with rural stakeholders.

Describe the engagement you have undertaken with your Rural Advisory Group and any other local rural stakeholders to inform your investment plan and what support you have from them (500 words max):

To inform completion of the addendum by the deadline a rapid consultation exercise was undertaken with rural businesses and communities to understand their views on potential investment priorities and to hear about any project ideas they have that might fit the funding criteria. 122 replies were received from across all district areas.

An online survey was developed and directly mailed to 1,260 business and community recipients by Cambridgeshire ACRE and promoted via social media to its followers on multiple occasions.

Additionally, colleagues at District Councils, Cambridgeshire & Peterborough Combined Authority, the National Farmers Union, the Country Land & Business Association, Natural Cambridgeshire, the Cambridgeshire Chambers of Commerce and VCS infrastructure organisations were asked to circulate to their memberships/mailling lists and to promote via social media posts too.

We have also had direct consultation with CLS, NFU, RSPB and Natural Cambridgeshire (Local Nature Partnership) who have provided an overview of funding priorities from their members.

We have produced articles about the funding and promoted through newsletters to make rural stakeholders aware.

The outcomes have told us about rural needs, support for investment priorities, estimated size of grants and grant allocations related to priorities, project ideas and investment needs for both businesses and communities related to interventions. The results of the consultation have helped us identified gaps in the UKSPF allocations where REPF investment can support.

All respondents to the consultation provided contact details and nearly all (98%) gave their consent to be added to the REPF mailing list for future communications to be sent. We plan to keep this engagement in the future by keeping them up to date regarding the REPF's development through emails and newsletters.

Partners will also be engaged through contributing to the District Expert Groups and the Grant Decision Making Panel.

26 Are there aspects of your plans to use your REPF allocation that are not supported by rural stakeholders and the rural community?

No

Approach to engagement with rural partners

28 Are there MPs who are not supportive of your investment plan?

No

Confirmation of approval

30 Chief executive

Chief executive name:
Gordon Mitchell

31 Elected leader

Elected leader name:
Cllr Anna Smith

32 Section 151 officer

Section 151 officer name:
Robert Emery

Confirmation

33 Email address

Email address to receive PDF:

Business Board	Agenda Item
10 July 2023	3.5

Title:	Strategic Funds Management Review
Report Officer:	Interim Associate Director Business, Steve Clarke
Lead Member:	Interim Chair of the Business Board, Andy Neely
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	No vote required

Recommendations:

A	To note the updates contained within this report
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Strategic Objective(s):

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

X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
X	Increased connectivity
X	Enabling resilient communities

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 15 th June 2023.
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2. Update

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	Programme outcomes being delivered from invested projects in programme until 2030. Recycled LGF returned from projects over medium term, Business Board awarded £4.7million recycled LGF last year still being monitored.
Getting Building Funding (GBF)	£14.6million	Business Board awarded the £14.6m GBF to the University phase 2 project invested Propco2 for delivery

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)

2.2 CURRENT SPEND ON LIVE PROJECTS:

The spend to end May 2023 on Business Board projects awarded with Recycled Local Growth Funds shown below:

Project Title	Project Description	Strategic Growth Ambition Fit	Grant Funding Amount	Spend to Date	Leverage Funding	End of Project Monitoring	Project Delivery on track or comments
Illumina Genomics Accelerator	Investment in start-up life science companies	Economic & Growth	£2,000,000	£900,000	£29,000,000	2030	Yes, still in investing period
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	Yes, still in investing period
Business Growth Service - Inward Investment expansion	Investment in the inward investment element of the Growth Works programme	Economic & Growth	£400,000	£400,000	£0	2030	Yes, outputs achieved
Barn4 specialist growing facilities	Containerised growing systems on NIAB's Park Farm	Innovation	£400,000	£400,000	£332,785	2025	Yes, Spent now monitoring outputs
Fenland Hi-Tech Futures	An investment in equipment for the North Cambs Training Centre	Economic & Growth	£400,000	£400,000	£237,000	2025	Yes, Spent now monitoring outputs
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	No, Project Change Request expected in September

	Ramsey Produce Hub	project will deliver improvements to the Great Whyte, commercial heart of Ramsey	Infrastructure	£1,158,525	£0	£295,000	2027	Slight delay, Commencing delivery when SPF agreement signed
	Centre for Green Technology	Building design at Peterborough College	Infrastructure	£397,093	£397,093	£39,709	2027	Yes, Spent now monitoring outputs
	University of Peterborough Phase 3	Phase 3 teaching building on ARU Peterborough site	Infrastructure	£2,000,000	£0	£24,000,00	2032	Yes, funding expected to be drawn in later stage of project
	Total Funding			£12,097,868	£3,632,581	£50,166,965		

2.3 PROGRAMME DELIVERY & MONITORING

Officers have previously reported to the Board that the College of West Anglia (COWA) 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. COWA have now been working up an option for 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. They have appointed design consultants who are still finalising the detailed project costs and build specification plan and are getting additional Quantity Surveyor advice and will now not be bringing the PCR for due diligence in mid-July which means it will now tabled for the Business Board meeting in September for recommendation to the Combined Authority board for consideration.

The Monitoring of all projects is conducted and gathered on a quarterly basis. As the last round of quarterly data gathered and reported at Business Board meeting in May the next quarter won't be gathered and reported until the Business Board meeting in September.

The Business Growth Service independent evaluation was delayed and will now be completed end of June which unfortunately is not in time for this board paper. The output report 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. The draft final report will be shared directly via email to the Business Board Members for review prior to final presentation of findings to the Directors of Cambridgeshire and Peterborough Growth Company, and the Combined Authority constituent Local Authority Officers

2.4 UK SHARED PROSPERITY FUND

The Strategic Funds team have started to receive signed grant funding agreements for each of the projects from Local Authorities and delivery organisations, as they are counter signed-off first claims for funding are being invited.

First formal 6 monthly return was submitted to DLUHC requesting carry forward of all unspent funds form 2022/23. Once the team at DLUHC have reviewed the return we will receive notification of our 2023/24 allocation which should include the underspend.

The Rural England Prosperity Funding is being managed through a revision to the UK Shared Prosperity Fund (UK-SPF) Memorandum of Understanding (MOU), the MOU having been received by the Combined Authority to be signed to receive and disperse the funds as per the approved Addendum to the UK-SPF Local Investment Plan. There is a separate paper to this Business Board meeting that outlines the Implementation plan.

The MOU was returned to DLUHC 16/06 and the GFA for the fund is now being worked up. The relevant districts are taking the proposals for use of REPF through their governance arrangements and hope to sign off by members by end of July.

2.5	<p>GAINSHARE</p> <p>Officers have commenced procurement for an Investment Fund delivery contractor for the Business Growth Investment Fund project. The market engagement event was held in early May, followed by a questionnaire exercise for interested delivery partners to complete to help inform the final invitation to tender (ITT). The feedback received has helped inform the specification and the ITT will be released to the market during July, with target for contract award and contract commencement likely by September.</p> <p>The Market Towns Programme (Phase 2) Programme has moved into mobilisation phase after completing the procurement of delivery partners through a published prospectus and funding call.</p> <p>The contracts are being worked up for the selected delivery partners in each workstream within the programme as per below:</p> <ul style="list-style-type: none"> • Stream 1 - Community Ownership of Local Businesses – Lead Delivery Partner – Plunkett Foundation • Stream 2 - Social Enterprise Hubs – Lead Delivery Partner – Social Enterprise East of England • Stream 3 - STEM Exhibition Programme - Lead Delivery Partner – Cambridge Science Centre <p>Update report on the delivery milestones and first outputs/outcomes will be presented back to the Business Board, and Combined Authority Board, at their meetings in November.</p>
2.6	<p>GETTING BUILDING FUND</p> <p>The Materials and Manufacturing Research and Development Innovation centre fully built by the Peterborough Research and Development Property Company Ltd (Propco2) fully investing all the Getting Building Funds, discussions have now advanced with the new partner to join the Joint Venture company and take lease space in the building. The new partner would be taking on managing and marketing the space within the innovation centre. This is ongoing.</p>
2.7	<p>CREATE GROWTH FUND</p> <p>The Creative East programme, funded by DCMS' Create Growth Programme, secured £1.275m in funding to the end of March 2025 to deliver an investment readiness business support programme for the creative industries sector across Norfolk, Suffolk, Cambridgeshire and Peterborough. The consortium, which acts as the Governance Group, is made up of New Anglia LEP, Cambridgeshire and Peterborough Combined Authority, University of East Anglia, ARU Peterborough, Norwich University of the Arts, University of Suffolk, and Norfolk and Suffolk County Councils.</p> <p>There are four 12-week cohorts that will be delivered across the geography. Cohort 1 is progressing well and is centred around Norwich/Norfolk from April to July 2023. Cohort 2 is centred around Ipswich/Suffolk from September to December 2023 and the application deadline is 7th July 2023. Cohorts 3 (Peterborough) and 4 (Cambridge) will be delivered in 2024. For the Peterborough cohort, which will commence in February, the deadlines are 22 December 2023 for expressions of interest (EOI) and 12 January for applications. The Cambridge cohort will commence in September 2024 and the deadlines are 21 June for EOIs and 5 July for applications.</p> <p>Following successful applications, creative industries businesses on the cohorts will have a diagnostic session with one of the Creative East investment advisors to review the business' initial investment proposition and to understand the business needs. There are weekly Masterclass sessions and workshops (mixture of online and face-to-face) ranging from pitching practice to developing your offer. Investment advisors will also facilitate bespoke mentoring support from the pool of mentors to help businesses achieve their objectives and get the most out of the programme.</p> <p>In addition to the investment readiness business support programme, creative industries businesses across the Creative East geography have access to specific Innovate UK Grant Funding Competitions for the Create Growth regions. Competition 1 closed on 8th February 2023 and gave an opportunity for micro, small and medium sized creative industries businesses to apply for £10,000-£30,000 for innovation projects to grow their business. Each Create Growth region had 18 successful businesses receiving grant funding from this programme (please see attached for our list – embargoed until the publication of the Creative Industries Sector Vision on 14 June 2023). In this announcement, DCMS increased the budget for the Create Growth Programme by £10.9m bringing it to a total of £28.4m to the end of March 2025. This will enable DCMS to double the number of Create Growth regions to twelve.</p> <p>The Creative East team are engaging with Assistant Principal Faculty of Business, Innovation and Entrepreneurship Faculty of Creative and Digital Arts and Sciences at ARU Peterborough to discuss how ARU can best input into the programme, support with venues and to understand how the Creative East team can access the creative industries network in the area. Even though the application portal is</p>

	<p>coming soon for the Peterborough Cohort, the team have received a small number of EOIs already. There is a pipeline of relevant contacts which the programme will be marketed and targeted towards once the first Cohort has been delivered.</p> <p>The feedback we have received to date from participants on the programme show that they have really valued the bespoke nature of the programme, the peer-to-peer nature (but centred around creative industries businesses which they welcome), the pitching sessions have gone down very well and the access to experienced mentors who have a wealth of experience, expertise and industry contacts that can benefit their business.</p>
2.8	<p>UKRI INNOVATION LAUNCHPAD</p> <p>Government has now confirmed it is likely to announce in the summer regards the two Expressions of Interest (EOI) that the Combined Authority submitted to UK Research and Innovation (UKRI) in response to a call in England for Innovation Launchpads.</p>

3. Appendices

3.1	None
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4. Implications

Financial Implications

4.1	None
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Legal Implications

4.2	None
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Public Health Implications

4.3	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.
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Environmental & Climate Change Implications

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

4.5	None
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Background Papers

4.6	<p>Community Renewal Fund Award Approval Combined Authority Board 24 Nov 2021 Agenda item 3.6</p> <p>Getting Building Fund Award Approval Combined Authority Board 25 Nov 2020 Agenda Item 3.5</p> <p>Levelling up Project Approval Combined Authority Board 30 June 2021 Agenda Item 7.2</p> <p>UK Shared Prosperity Fund Implementation Plan Approval Combined Authority Board 22 March 2023 Agenda Item 7.4</p> <p>Gainshare Business Growth Fund Approval Combined Authority Board 30 November 2022 Agenda Item 4.5</p> <p>Gainshare Market Towns Phase 2 Approval Combined Authority Board 22 March 2023 Agenda Item 5.4</p>
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Business Board		Agenda Item
10 July 2023		3.6
Title:	Growth Works - Management Update to Year 3, Quarter 9 (to April 2023)	
Report of:	Steve Clarke, Interim Associate Director Business	
Lead Member:	Andy Neely, Acting Chair of the Business Board	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	N/A	

Recommendations:

A	Note the Growth Works Programme Performance Update to Year 3, Quarter 9 (to April 2023)
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Strategic Objective(s):

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

X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
	Increased connectivity
	Enabling resilient communities

1. Purpose

1.1	To update the Business Board on performance data for the Growth Works Programme for the reporting period to 31 st April 2023 (Year 3, Quarter 9).
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2. Proposal

2.1	<p>The Growth Works Programme delivers the Combined Authority strategic objectives of achieving ambitious skills and employment opportunities, and achieving good growth through the delivery of business support services for Cambridgeshire & Peterborough businesses and focuses on 4 key service lines within the programme:</p> <ul style="list-style-type: none"> • Skills Brokerage Service • Inward Investment Service • Growth Coaching Service • Equity & Investment Service.
2.2	The contract for the Growth Works Programme was signed on 12th February 2021, and the service went 'live' following a public launch on 27th May 2021 and comes to an end on 31st December 2023.

2.3	<p>Monthly and quarterly contractual meetings with Gateley Economic Growth Services (GEG) and the contract consortia are scheduled up to contract end date, also quarterly performance update reports are presented to the Skills Committee and the Business Board. Furthermore, the Programme's Performance Management Committee meets monthly and is currently chaired by Cllr Nethsingha and includes both Mike Herd and Nitin Patel from the Business Board, and Nigel Parkinson as Director of Growth Co.</p> <p>The Business Board is asked to note this report on the Growth Works Programme Performance Update to Year 3, Quarter 9 (January to April 2023).</p>
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3. Background

- 3.1 The table below sets out the overall summary of performance to date from February 2021 and against the contracted target outcomes at the programme level:

Service Reporting Line	Programme Actual Yr3, Q9 (February 2021 to April 2023)	Total Whole Programme Targets	Year 3 Targets (January to Dec 2023)
Skills – Apprenticeships	423	1,400	977
Skills - Learning Outcomes	1,130	1,705	575
Growth Coaching – New Jobs	2,296.5	3,223	926.5
Inward Investment – New Jobs	868	823	151
Grants – New Jobs	761	1,220	459
Equity – New Jobs	104	220	116

The tables below breakdown the contracted programme performance outcomes above that have been delivered to date (April 2023). These are broken down by Local Authority geography and also include the wider old Local Enterprise Partnership (LEP) outside of Cambridgeshire and Peterborough.

Growth Works Service delivery	CCC	ECDC	FDC	HDC	PCC	SCDC	LEP Area	TOTAL
Growth Coaching:	10	72	0	74	255	104	82	597
Investment	56	0	0	0	0	0	0	56
Capital Grants	0	6	25	0	22	5	0	58
Equity Investment	84	0	0	0	0	0	0	84
<i>Skills has no target to achieve for jobs but occasionally creates jobs</i>								
Year-1 and 2 New Jobs accumulative total	538.5	393	310	273	551	687.5	158.5	2,974.5
Year-3 (Q9 only) New Jobs accumulative total	150	78	25	74	277	109	82	797
TOTALS	688.5	471	335	347	828	796.5	240.5	3,771.5

Skills Outcome	CCC	ECDC	FDC	HDC	PCC	SCDC	LEP Area	TOTAL
Year-1 and 2 Learning Outcomes Total	42	1	126	20	673	5	0	867
Year-3 (Q9 only) Learning Outcomes Total	1	0	43	69	91	0	0	204
TOTALS	43	1	169	89	764	5	0	1,071

Year-1 and 2 Apprenticeships Total	95	8	32	19	146	17	0	317
Year-3 (Q9 only) Apprenticeships Total	24	3	3	5	56	0	0	91
TOTALS	119	11	35	24	202	17	0	408

- 3.2 Growth Works Programme Overview:
- The rationale behind the creation and launch of Growth Works Programme in 2021 was to support growing businesses and organisations across the Cambridgeshire and Peterborough Combined Authority region and to create long term sustainable jobs.
 - In the last quarter (Q9) Growth Works added 797 jobs, this was our strongest quarter yet. Momentum continues to build and continues to add more jobs quarter on quarter.
 - At the end of April 2023, the Growth Works programme had achieved its best month and the whole programme total was at 4102.5 jobs attributed and is ahead of target by 561.5 jobs or 15.8%.
 - Over the course of the programme, Growth Works has embedded itself within the regions ecosystem, creating a strong brand with impact and momentum in the market that belongs to the Combined Authority.
 - The programme has pivoted and adjusted well in the wake of many macro-environment hurdles (i.e. Covid, Ukraine, cost of living/energy crisis, mini budget etc.) and whilst some service lines are still behind like the Skills, overall successful delivery is still being maintained as acknowledged by members of the Business Board.
 - The Client Survey Net Promoter Score (NPS) for Quarter 9 is 48% which is classed as 'Good' but the score has declined last two quarters which is being monitored. When taken as an aggregated score from the beginning of the programme, Growth Works NPS score is at 63% regularly achieving 'World Class' status based on a sample pool of 168 beneficiaries.
 - Growth Works Programme has engaged with 7,855 companies in total across the CPCA region.
- 3.3 Headline updates for each Service Line:
- Skills Brokerage**
- Learning outcomes trajectory is on track to deliver the 1705 required, as the skills service continues month on month to increase activity.
 - Macroeconomic drivers have created significant challenges in delivering the apprenticeship outcomes hoped for both at a regional and national level.
 - There have been challenges around proportionality across the 6 council areas.
 - In terms of European Social Fund (ESF) output metrics from within the programme, these are behind but improving and the pipeline is showing a reasonable strong flow of opportunities.
 - The Growth Works Skills Team are working collaboratively with the CPCA to address these challenges, although progress has been lower than expected.
- Inward Investment**
- From contract start and during mobilisation a very lean team built a pipeline and delivered early wins and jobs at pace and scale.
 - Inward Investment have exceeded targets from project inception.
 - Subsequently, the CPCA awarded an additional £480,000 in Local Growth Fund (LGF) to expand the activity and jobs target. This stretch target has now been beaten with 8 months of the programme left to run, proving the hypothesis that foreign companies and their capital is attracted to the region.
 - This hypothesis has not only been validated by the strong job numbers, but also by the c.2 leads that have been generated by Growth Works for every 1 by Department for Business and Trade (DBT) own national inward investment service.
 - The Inward Investment service line has had a success in all 6 district councils and has had successes in a variety of different sectors.
 - The Inward Investment service line at contract end will have a healthy pipeline with 275 companies (lead, pursuit, active) with a combined 8,832 potential jobs for the region.
 - The Combined Authority, Business Board and Local Authorities are considering what arrangements are required to service this pipeline so these opportunities and the potential jobs are not lost to the region.

	<p>Capital Grants & Equity Investments</p> <ul style="list-style-type: none"> • At the beginning of the programme Growth Works team ramped up at scale after contract signing to deliver £2.043m in awards of CapEx in 6 weeks to meet one of the funding stream deadlines, this was all done during the mobilisation phase while the Streams were getting ready to go live. • Growth Works has substantially overdelivered on the beneficiaries of the service with 79 companies receiving SME CapEx grants against a contract target of 56, with 32 companies receiving grants against a target of 8 in the first £2.043m tranche referred to above. • The Equity Investment Service was rejuvenated in September 2022 to go live in December 2022, within 4 months it has delivered 47% of its job target. With an additional 36% which are currently awaiting approval in this month's Investment Panel. • The Equity Investment Service has outperformed the typical success for this type of Investment Fund offering in the market as was acknowledged by the recent programme assessment team. • The Equity team has built sophisticated relationships with the business investment community and a sustainable pipeline of companies that will continue to grow and bring jobs into the region over the coming years. • The Equity Investment Service has been presented a number of opportunities which crystallise a significant number of jobs in 2024 and beyond. <p>Growth Coaching</p> <ul style="list-style-type: none"> • The hypothesis laid out in the original business case and tender was tested during what was a difficult Macroeconomic period and as such not substantially proven by the sub-contract service line delivery partner, this led to a Project Change Request (PCR) around criteria of grant being sought and approved on the related European Regional Development Fund (ERDF) funded element of the Growth Coaching service line. Since that approval, a fresh approach to engaging the market using new staff with wider skillsets is delivering the current upturn in numbers. • The upturn has led to the Growth Coaching service line being at a jobs total of 2,296.5, which is 181.5 (8.6%) ahead of where we modelled to be on the 30-April. • Across the metrics that feed into this job creation there has been a similar improvement, with business starting coaching reaching 53% of the Q10 target in April, the first month of the next quarter. • Similarly, there were 110 coaching completions in April, the strongest month of the contract to date, which leaves this metric 3.7% ahead of where it was modelled to be by 30-April. • This has all been because of the change in marketing and delivery approach taken by the service line sub-contractor.
3.4	<p>The Combined Authority has commissioned an objective evaluation review of the Growth Works Programme to undertake an in-depth analysis review of overall performance. This work will inform any future service design and lay the ground for the ex-post analysis required by the national managing authority on the funds within the programme (LGF, ERDF and ESF) and the Combined Authority's own Evaluation Framework requirements.</p> <p>The review will also take stock of activity across the CPCA area, and how this and Growth Works Programme deliver against CPCA's strategic and economic objectives, identifying what's needed in a 'gap analysis'. Bringing together the review elements with the latest research into what works; an understanding of the future funding, economic and policy context; and where opportunities for further improvement might lie in any enhanced devolution offer for CPCA. The final evaluation report and findings is expected to be completed and available in July 2023.</p> <p>Key objectives and main tasks:</p> <ul style="list-style-type: none"> • Interim evaluation – light touch evaluation of Growth Works Programme, reviewing performance, appraising impacts. • Review economic, policy, business and funding context – major economic and policy trends shaping the business environment, changes to public and private funding environment and opportunities. • Business demography – analysis of business population and trends. • Gap analysis – map current and planned provision against current and future priorities and opportunities. • Recommendations for new business support system – framework for new system, logic model for intervention rationale and case.

4. Appendices

4.1	The Growth Works Programme report for Year 3, Quarter 9 is attached as <u>Appendix 1</u> and gives more detailed analysis across all performance indicators.
4.2	Client Satisfaction Survey and Net Promoter Score (NPS) for Quarter 9 is attached as <u>Confidential Appendix 2</u> .
4.3	The Growth Works Programme Local Authority Data Pack is attached as Appendix 3.

5. Implications

Financial Implications

5.1	No implications.
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Legal Implications

6.1	No implications.
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Public Health Implications

7.1	No implications.
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Environmental & Climate Change Implications

8.1	No implications.
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Other Significant Implications

9.1	None.
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Background Papers

10.1	Business Board Quarter 8 Management Update (March 2023) - 2.4 Growth Works Management Review – January 2022 Skills Version (cmis.uk.com)
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CPCA Business Growth Service Contract Management Group Report

Growth Works: Reporting Period to
30th April 2023





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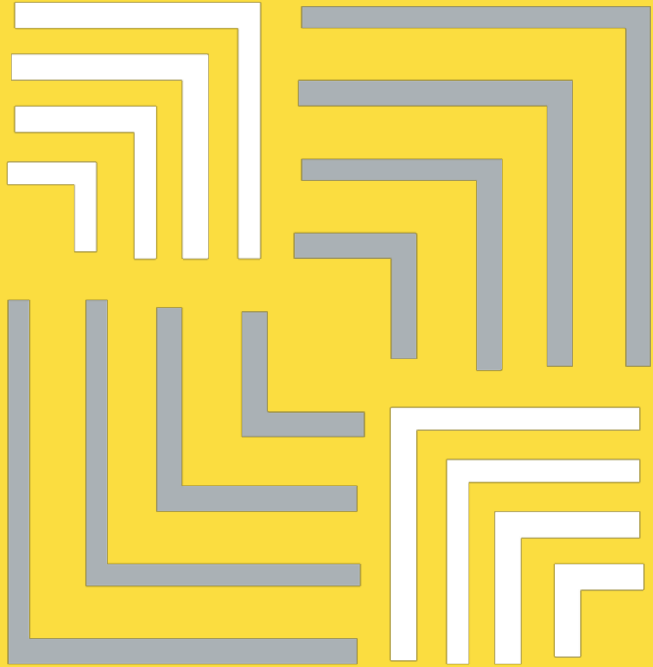
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GLOSSARY

NOTE: this report contains acronyms and abbreviations. The glossary below is intended to help readers understand them where they appear.

Acronym / Term	Definition
AML/KYC	Anti-Money Laundering / Know Your Customer – company checks made to build assurance
BEIS	Department for Business, Energy and Industrial Strategy – a UK Central Government entity
CEC	Careers and Enterprise Company – a contract serviced by GW for CPCA
CapEx	Capital Expenditure (items of capital value, or assets, on a company balance sheet)
CPCA	Cambridgeshire and Peterborough Combined Authority
CO23/R9	Metrics for the Skills Service under ESF (see below)
CPIER	Cambridgeshire and Peterborough Independent Economic Review
CRF	Community Renewal Fund
CRM	Customer Relationship Management - in this case the tool we all use is HubSpot
DIT	Department for International Trade – a UK Central Government entity
DIT-IST	DIT's Investment Services Team – outsourced function helping investors into the UK
DWP	Department for Work and Pensions – a UK Central Government entity
EOI	Expression of interest – an early stage in a process for identifying a potential beneficiary
Enrolments	A company being served by the Growth Coaching Service that is enrolled in a service delivery
ERDF	European Reconstruction and Development Fund
ESF	European Social Fund
ESIF	European Structural Investment Funds
FTE	Full Time Equivalent - standard unit of measure for staff deployed to deliver agreed activity
GC	Growth Coaching – one of the four service lines GW is delivering for CPCA
G&E	Grants & Equity – one of the four service lines GW is delivering for CPCA
GEG	Gateley Economic Growth Services – the legal entity delivering under the Growth Works brand

Acronym / Term	Definition
GHQ	Global Head Quarters
GVA	Gross Value Added – an economic impact calculation
GW	Growth Works – the market facing brand of Gateley Economic Growth Services
I.D.	A unique identifier reference to a particular case
IIS	Inward Investment Service – one of the four service lines GW is delivering for CPCA
LGF	Local Growth Funding
LIS	Local Industrial Strategy
MHCLG	Ministry of Housing, Communities and Local Government
P2P	Peer to Peer
PIV	Project Inception Visit - a process step in securing central government approval to disburse ESIF monies to beneficiaries
PMO	Programme Management Office
Q#	Quarter (a reporting period of three calendar months)
RAG	Red-Amber-Green - an evaluation method where green is positive, amber is neutral, and red is a cause for concern. We use metrics to assess RAG on the Performance Indicators as per the contract schedules on performance and reporting.
RAID Log	A management information tool for capturing, evaluating and managing Risks, Assumptions, Issues and Dependencies to delivery of contracted outcomes
SME	Small- and Medium-sized Enterprise
SPV	Special Purpose Vehicle
SS	Skills Service – one of the four service lines GW is delivering for CPCA
TDMI	Talent Development Maturity Index
TUPE	Transfer Undertakings for the Protection of Employees



1. Programme Director's Summary

Summary – Programme Director’s Update

Year-3: Quarter-10, April 2023.

Combined Authority Colleagues,

I am delighted to be sharing the Growth Works contract management group month end report, for the April 2023 reporting period. In keeping with our collective partnership working ethos, please find the content herein as an example of our commitment to openness and transparency.

The outturn on jobs at the of close Q10-April is 15.8% ahead of where we had hoped it would be at the this stage of the programme, building on the position at the end of Q9 which was 13.3% ahead. We remain conscious that the challenges identified in Year-2 remain, especially but not wholly in the volume heavy services. They are being addressed, as we have seen in the Year-3 to date performance, but some of these challenges are heavily influenced by the general economic situation. Businesses across the patch continue to tell us that they will pause and reflect before making decisions about how, when and where to invest their time and money – working capital is critical to their thinking and how this impacts their job creation. We retain healthy pipelines in Inward Investment and Equity; and in Skills, while the Learning Outcomes and ESF performance has greatly improved work remains to be done on Apprenticeships. The jobs numbers in Coaching is stellar this month (and in last quarter) and there is a clear correlation between jobs and the number of Coaching Starts and Completions – this Service Line is accountable for over 58% of the Growth Works target. The programme team remain committed to rising to meet the challenges ahead and as we head through the final year of the programme, as always, we will consult with you through the journey.

Your regular and collegiate engagement with us helps build certainty in both the Combined Authority and Growth Works about the direction we are headed in terms of delivering the outcome you seek – jobs!

I look forward to discussing our progress to date and journey ahead with you.

Richard Cuda,

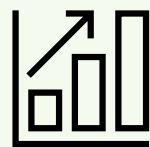
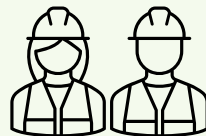
Programme Director

Summary – Programme Director's Perspective

Year-3: Quarter-10, April 2023.

Three Things We Are Happy We're Doing Well

1. Programme jobs committed is 15.8% (+561) ahead of where we thought we would be at end of April (Q10, Year-3).
2. Inward Investment pipeline has 275 companies (lead, pursuit, active) with a combined 8,832 potential jobs for the region.
3. Coaching Starts and Completions are contributing to the stellar performance in jobs created by Growth Coaching.



Three Things We Are Keeping An Eye On

1. Macro economic / market conditions are impacting the ability of volume heavy services to deliver the current required outcomes.
2. ERDF targets must be delivered within an extremely tight timeframe post-PCR and run rates must continue to increase.
3. Ambiguity about the future of Growth Works is causing some concern around personnel.



Programme Director's Summary: Growth Works Outcomes – Year-3, Quarter-10, April 2023



JOBS	Year 1 Target	Year 2 Target	Year 3 Target	Programme Target	Year 1 Actual	Year 2 Actual	Year 3 (01-Jan to 30-Apr)	Programme Actual (15-Feb-2021 to 30-Apr-2023)
Coaching	46	1,454	1,723	3,223	139	1,388.5	(+172) 769	2,296.5
Inward Investment	75	*263	*485	*823	**323	349	(+140) 196	868
SME CapEx Grants	397	474	349	1,220	439	255	(+9) 67	761
Equity	0	10	210	220	0	14	(+6) 90	104
SKILLS HAS NO TARGET TO ACHIEVE FOR JOBS BUT OCCASIONALLY CREATES NEW JOBS					4	63	(+4) 6	73
Total	518	2,201	2,767	5,486	905	2,069.5	(+331) 1,128	4,102.5

* The Inward Investment jobs target for the whole of contract has increased to 823 from 600, with year 2 moving from 175 to 263, and year 3 moving to 485 from 350.

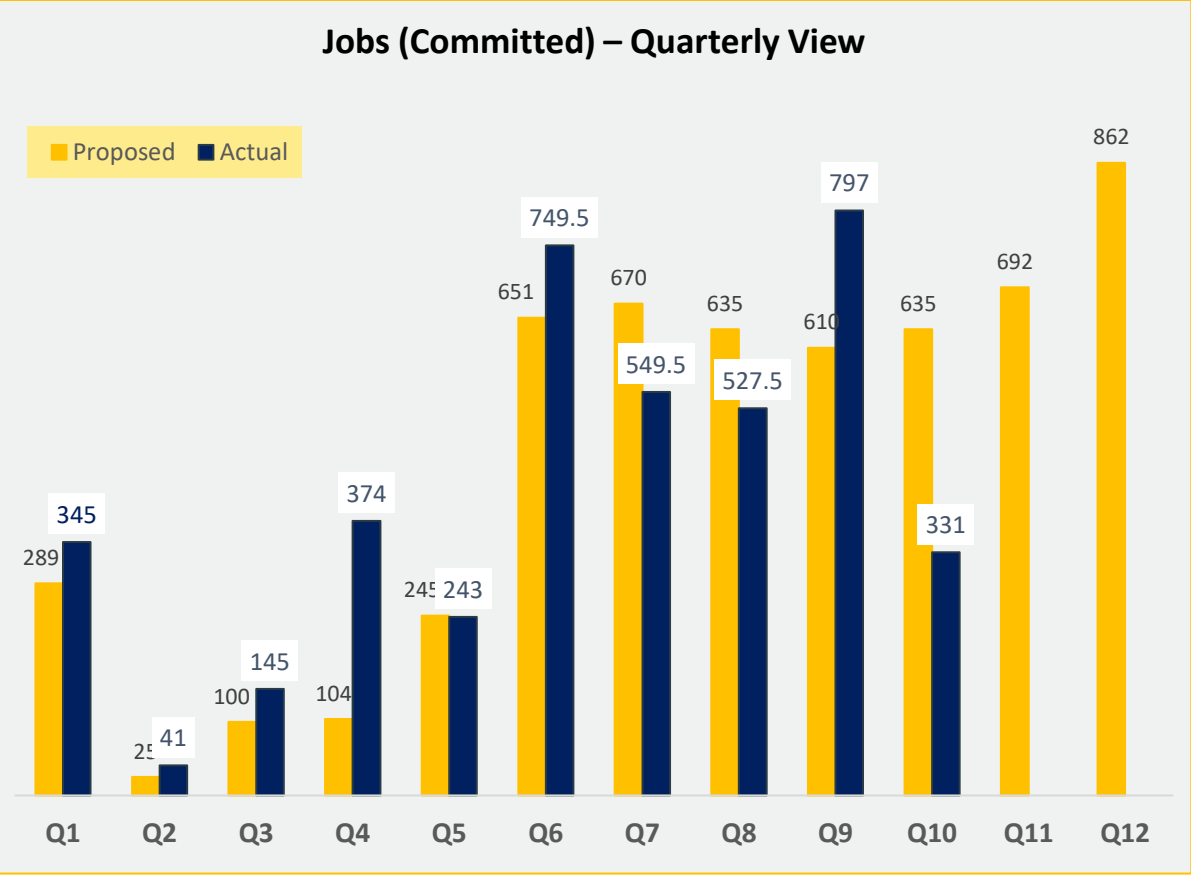
** The jobs total to date has increased net +4 in Year-1 due to a June 2021 reported 'win' creating a larger commitment to jobs than originally thought.

Skills: non-job outcomes	Year 1 Target	Year 2 Target	Year 3 Target	Programme Target	Year 1 Actual	Year 2 Actual	Year 3 (01-Jan to 30-Apr)	Programme Actual (15-Feb-2021 to 30-Apr-2023)
Learning Outcomes	209	748	748	1,705	257	610	(+59) 263	1,130
Apprenticeships	51	449	900	1,400	66	251	(+15) 106	423

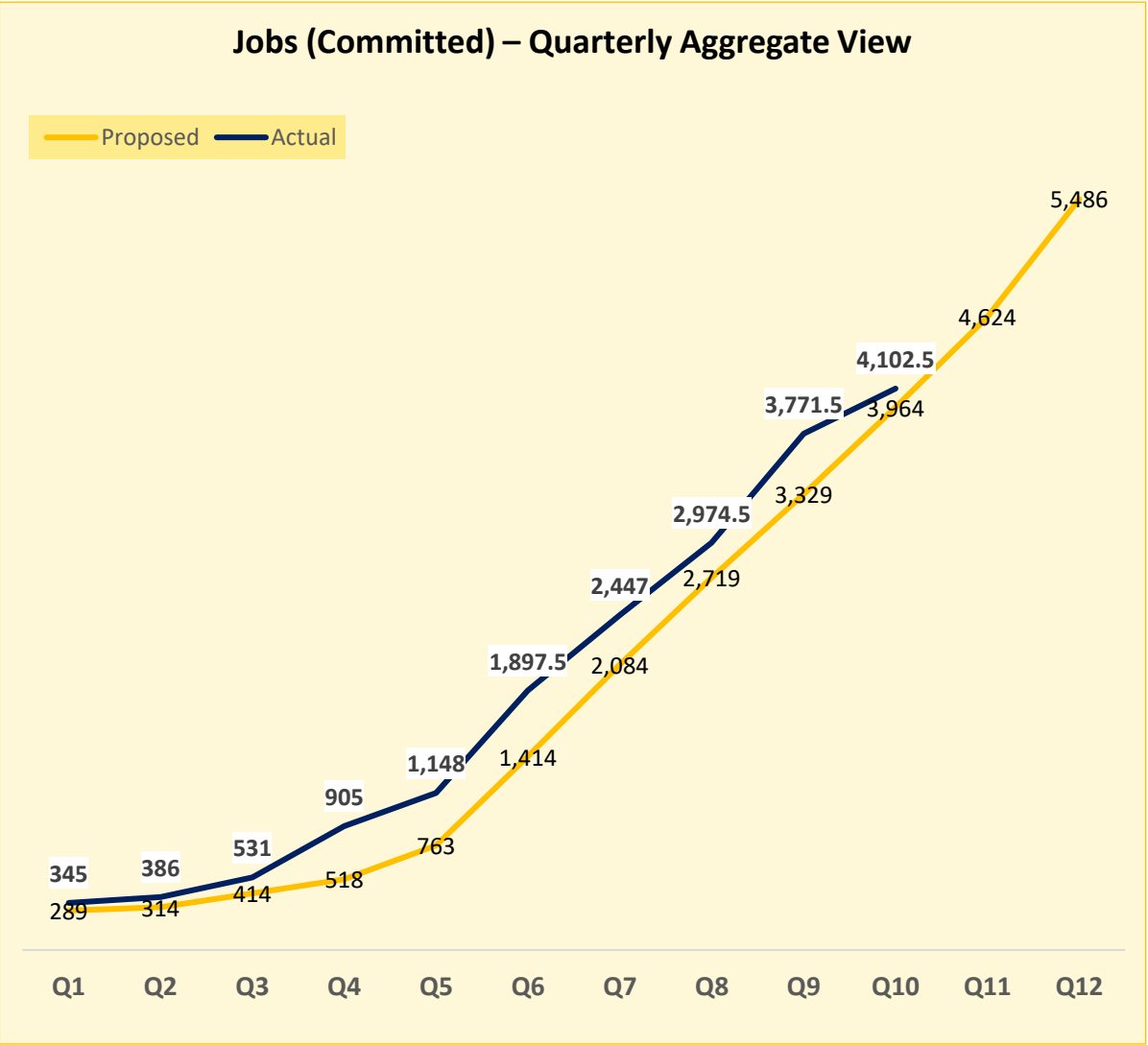
NOTE: Measuring Jobs Forecast/Committed, Jobs Created/Evidenced, and Apprenticeships.

On 6th June 2022, at Growth Co request Growth Works submitted for review and discussion a point of view paper with a suggested way forward to report how the programme measures jobs forecast/committed, jobs created/evidenced, and apprenticeships above an agreed baseline. Apprenticeships are now measured where GWwS has had a direct touchpoint / impact on the decision to create an apprenticeship.

Programme Director's Summary: Year-3, Quarter-10, to 30th April 2023 – Jobs

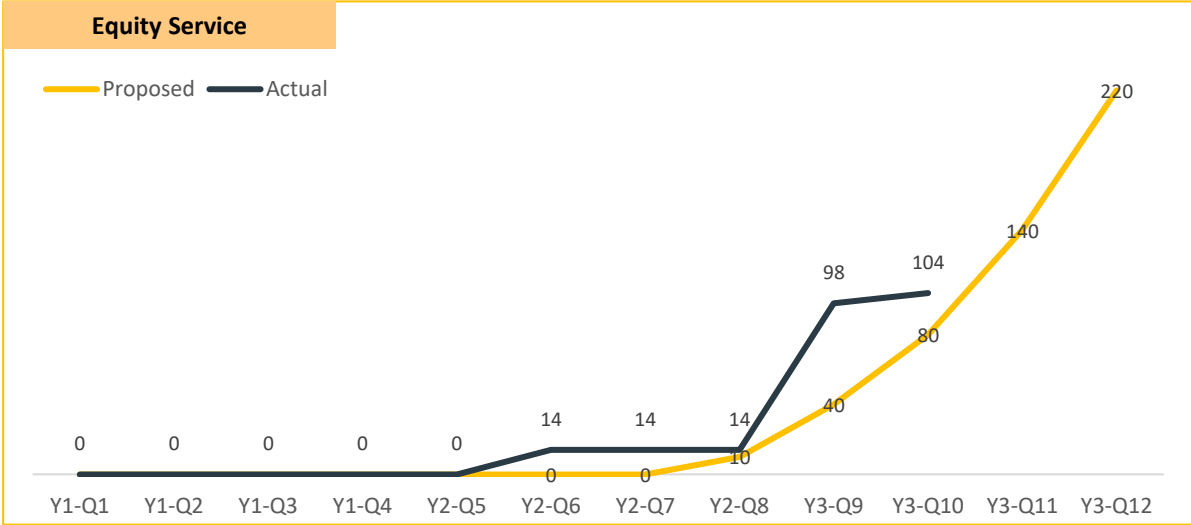
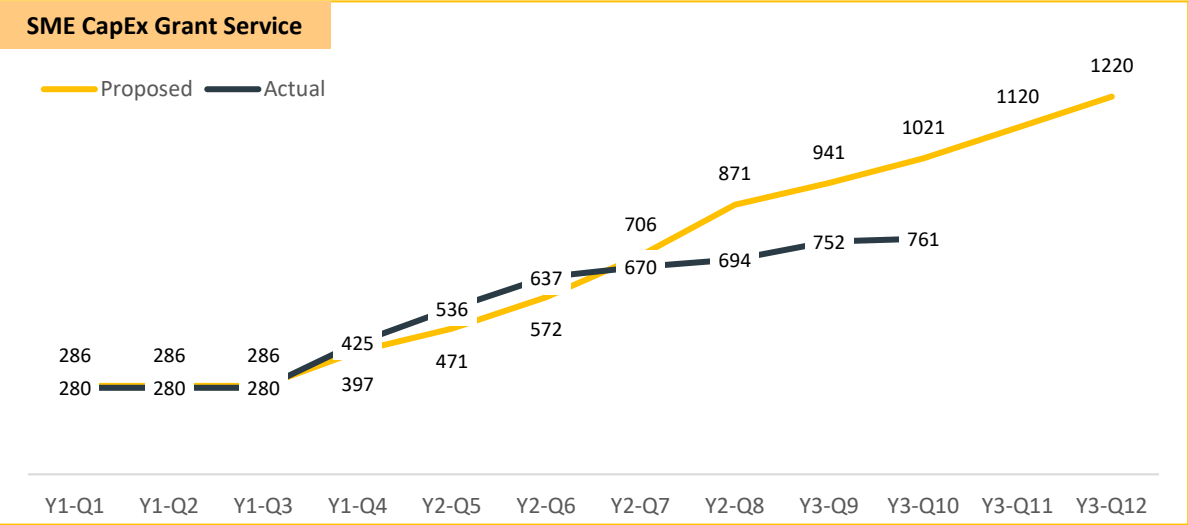
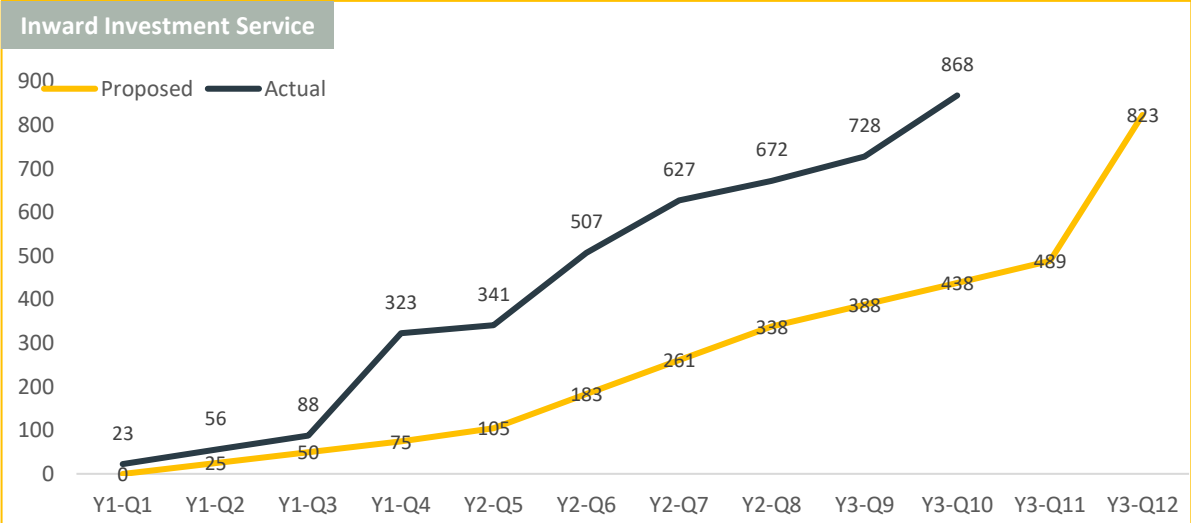
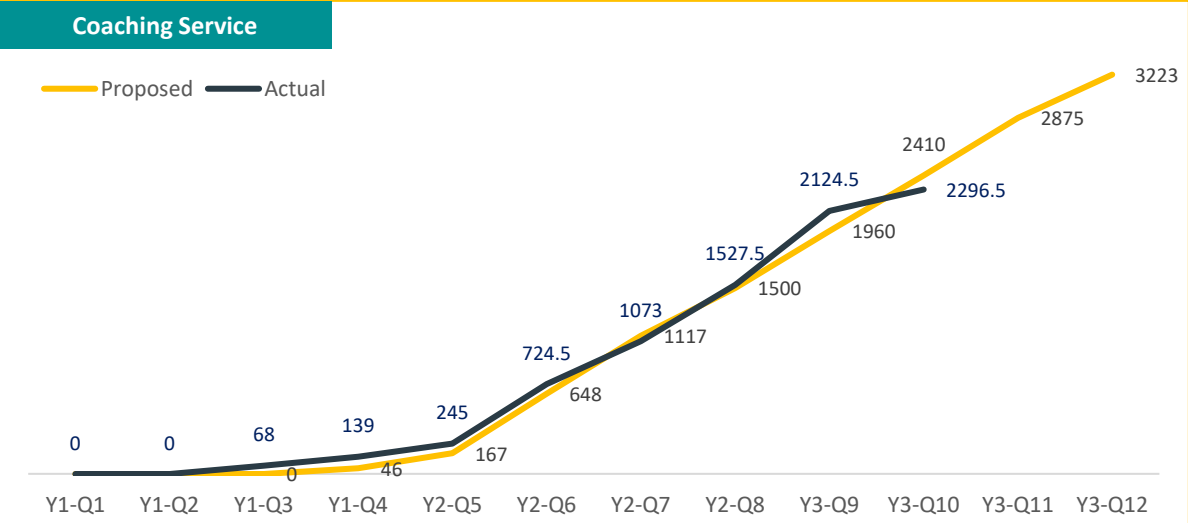


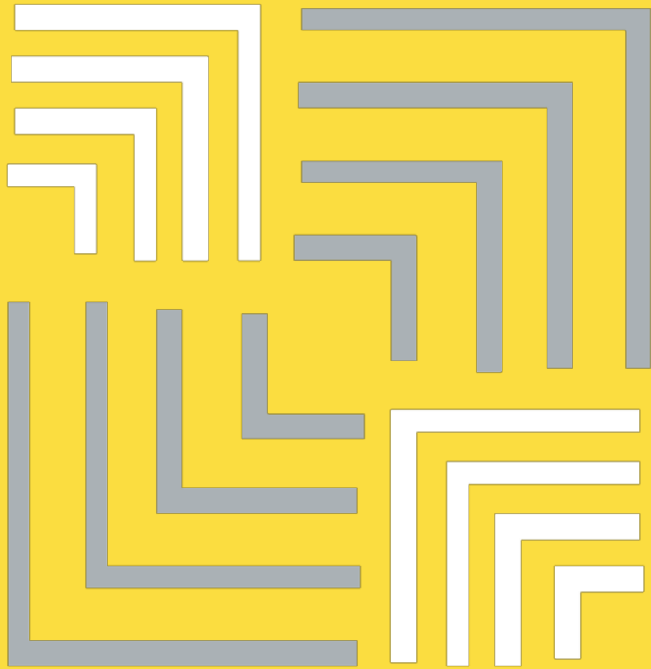
NOTE: SME CapEx Grants Tranche-1: to 31st March 2022.
As per the qualification note explaining the position with the 32 companies awarded a CapEx Grant on 31st March 2021, we have recalibrated the Q4 data on jobs to reflect the fact that the Grants Jobs (committed) total for Year one is reset at 439 from 497 to account for the 58 jobs that companies will not generate.



Jobs by Service Line – Aggregate View

NOTE: Q10 data is to 30th April 2023 (it does not include any jobs created by Skills as this Service Line are not measured on jobs).





2. Growth Coaching Service

SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

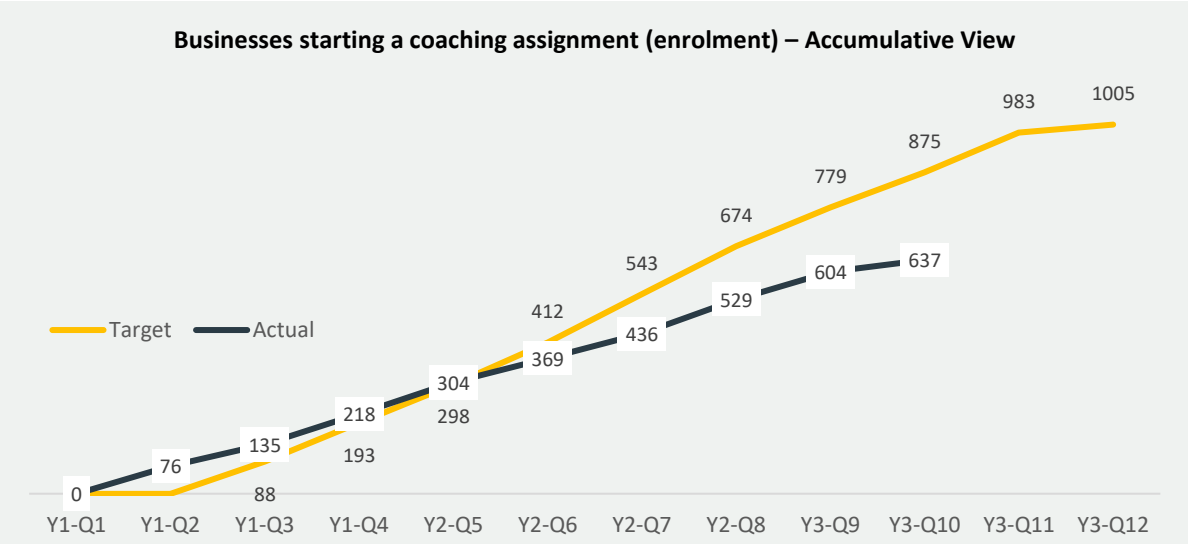
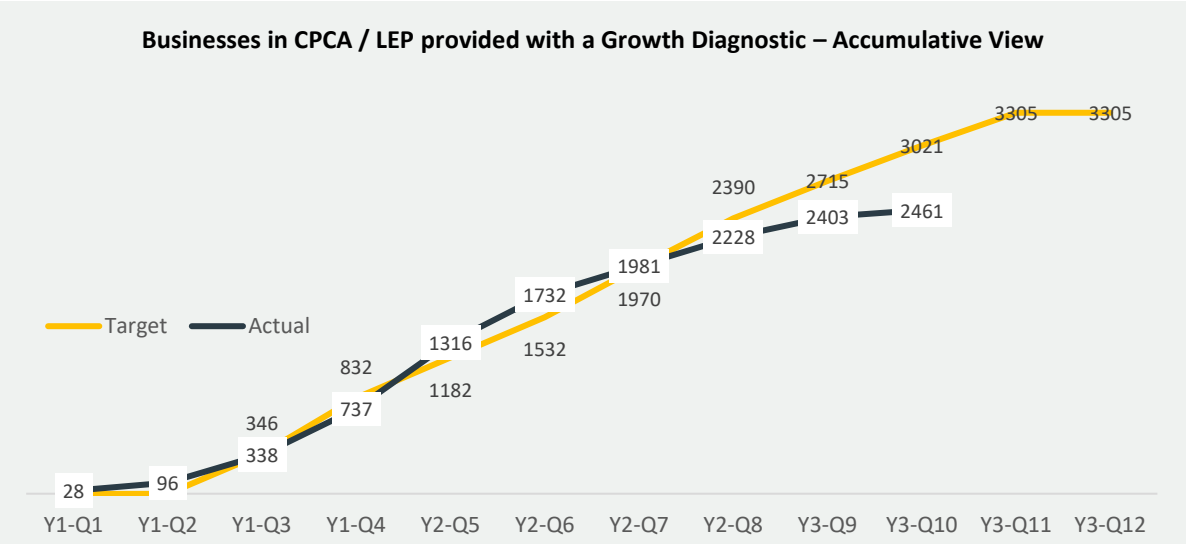
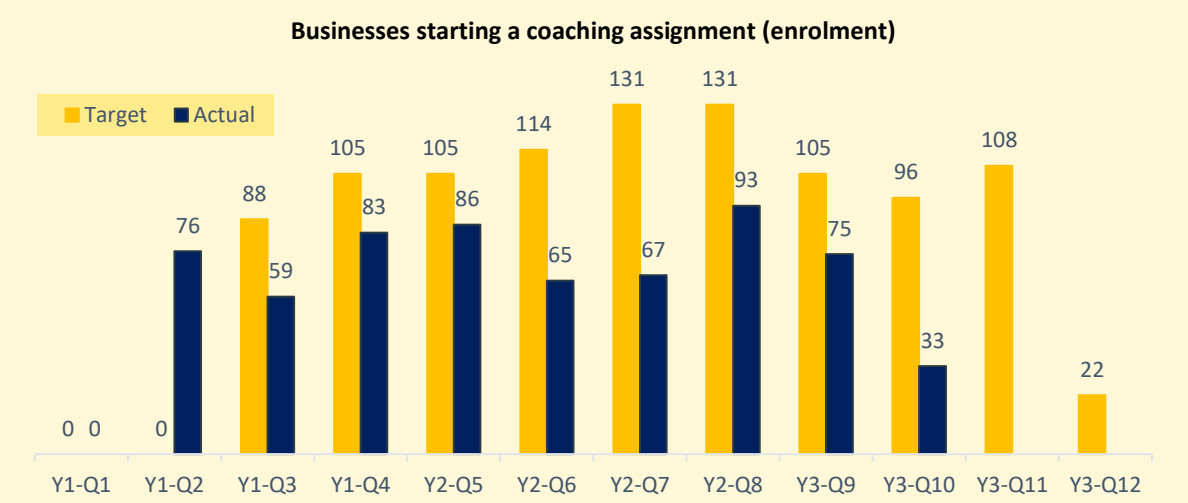
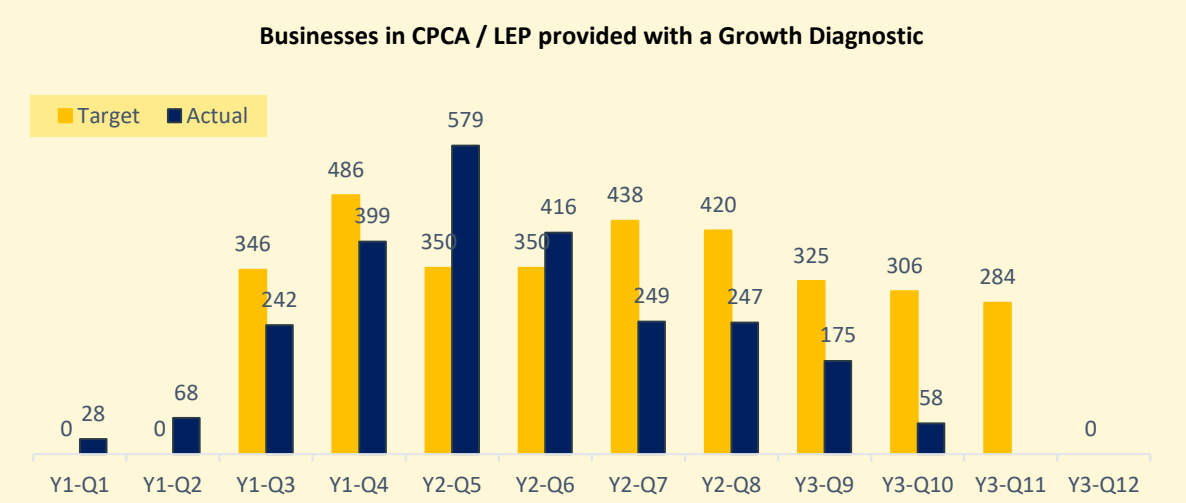
NOTE: Q10 data is to 30th April 2023.

Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	(Q10) This Quarter					Q11 Target	Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Apr 2023)	Whole of Contract Actual (15-Feb 2021 to 30-Apr 2023)		Q10 Target (01-Apr to 30-Jun)	Actual (30/04)	Actual (31/05)	Actual (30/06)	Q10 Total to 30/04		
Jobs created (forecast / committed)	46	1454	1723	3223	139	1,388.5	769	2,296.5	597	465	172			172	450	348
Businesses provided with (i.e. undertaken) a Growth Diagnostic	832	1558	915	3305	737	1,491	233	2,461	175	306	58			58	284	0
Businesses starting a coaching assignment (enrolment)	193	481	331	1005	218	311	108	637	75	96	33			33	108	22
Size profile of businesses provided with a growth diagnostic, matched coach and scope of support (S/M/L in %)	67½% / 30% / 2½%	52½% / 36¼% / 11¼%	38¾% / 48¾% / 12½%	50% / 40% / 10%	51¼% / 39¼% / 9½%	60¼% / 32¼% / 7½%	55½% / 37% / 7½%	57½% / 34¼% / 7¼%	69¼% / 25% / 5½%	40% / 45% / 15%	54½% / 39½% / 6%			54½% / 39½% / 6%	40% / 50% / 10%	35% / 55% / 10%
Businesses starting a coaching journey	154	385	466	1005	216	302	188	706	114	140	74			74	127	50
Businesses completing a coaching journey	44	327	634	1005	46	279	321	646	211	197	110			110	171	60

- As in Year-1, we ran a 'Fast Close' process where data was pulled from actual performance at 17.00 on Friday 16th December, in order to close the book on Year-2 and determine performance.
- Qualitative and delayed measurements (*in italics*) are reported separately. GVA will be calculated with relevant accepted formulas once provided by the Combined Authority.
- Jobs details are provided as a separate Microsoft Excel attachment to the month end report, as a data download from HubSpot, the Growth Works programme single source of truth.

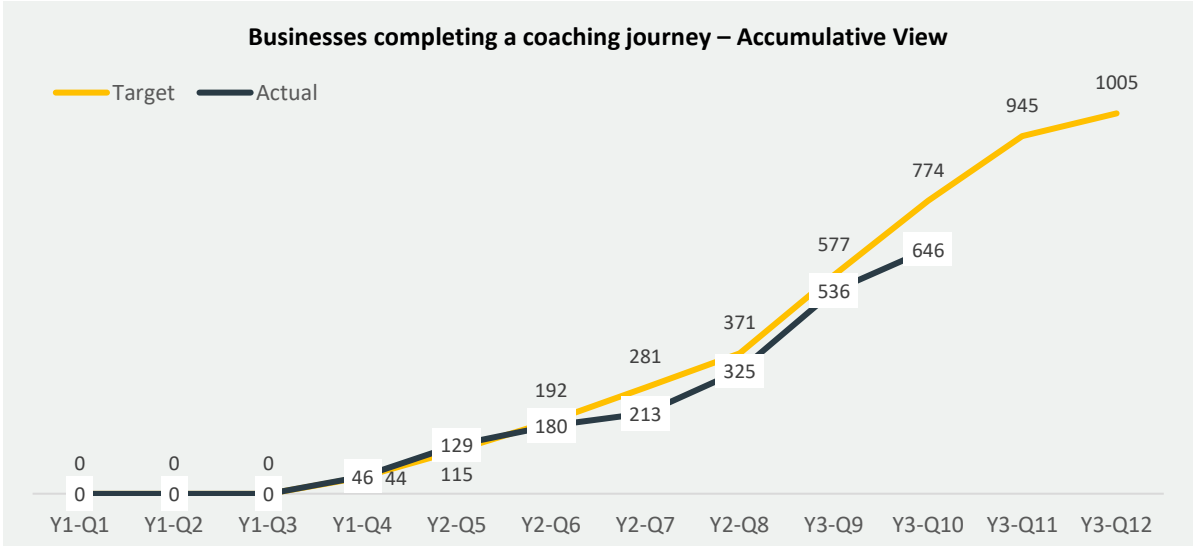
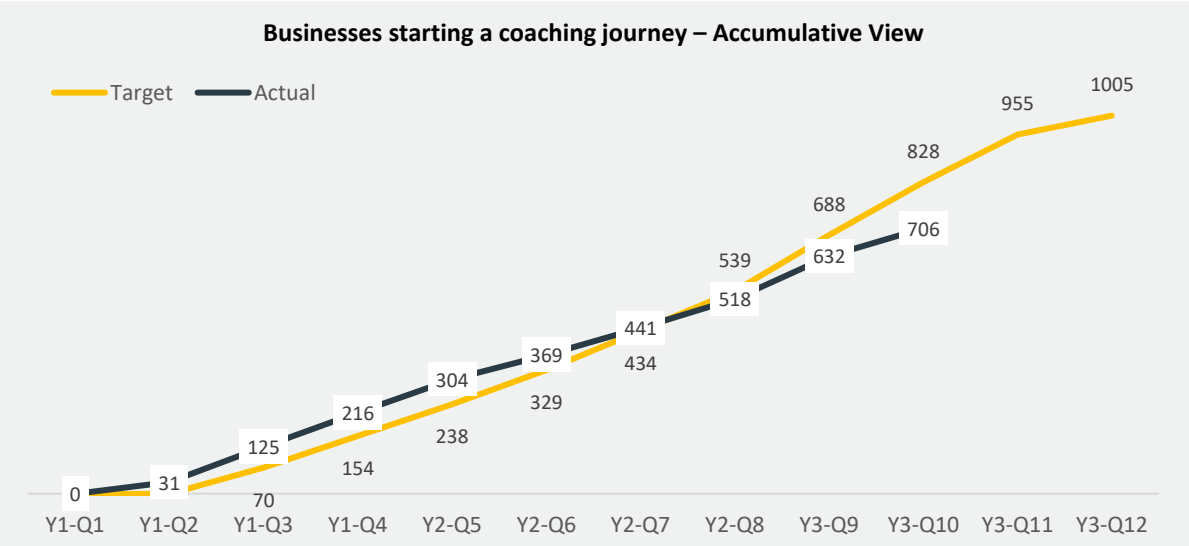
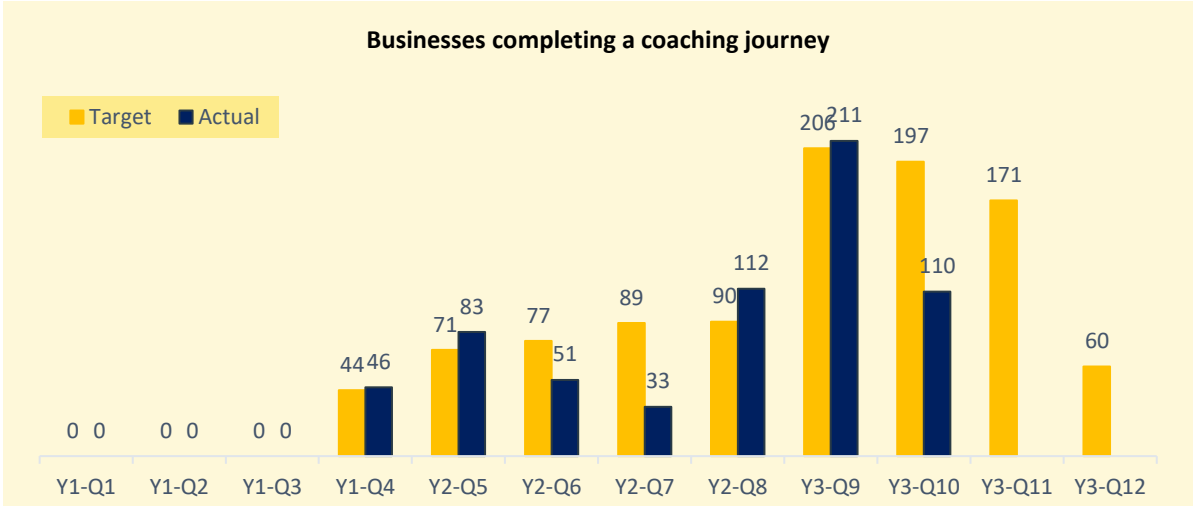
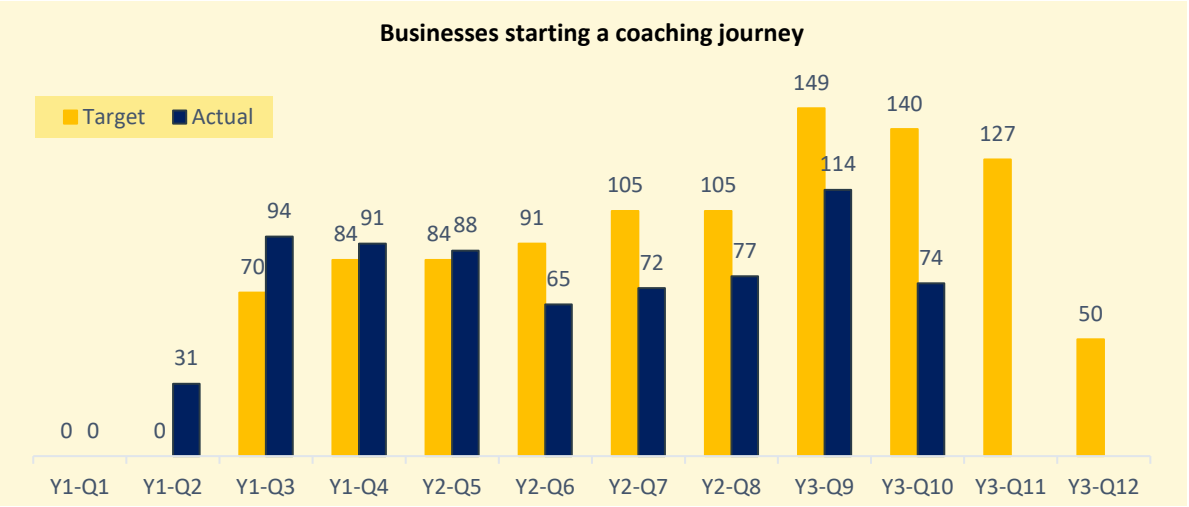
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q10 data is to 30th April 2023.



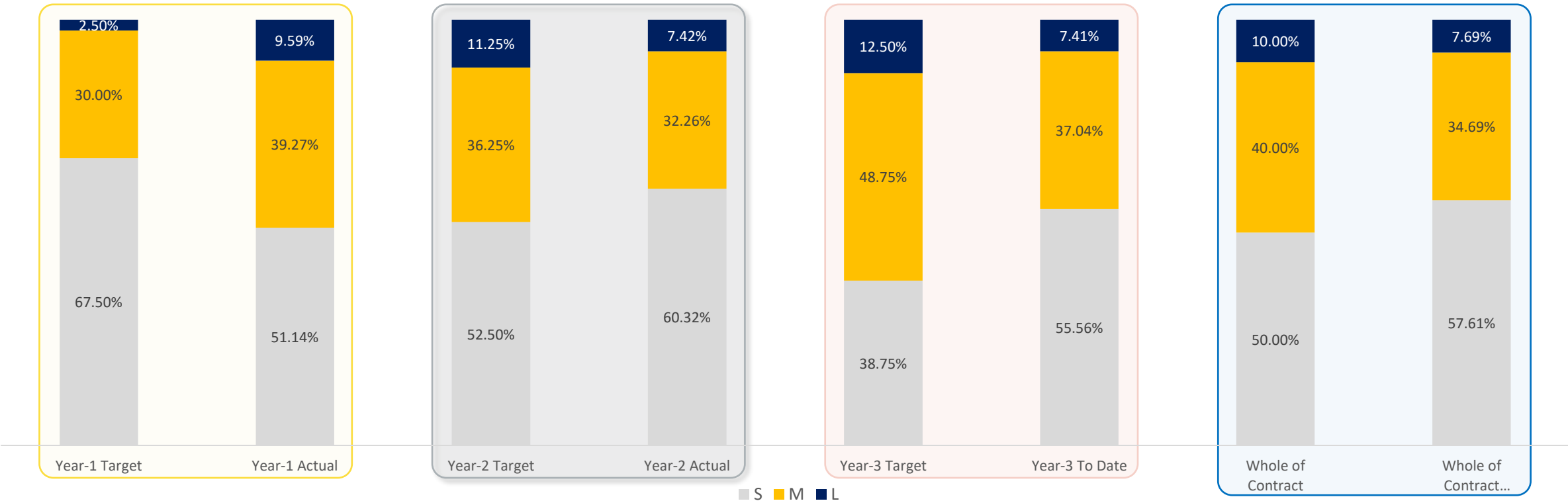
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q10 data is to 30th April 2023.



SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Size profile of businesses provided with a growth diagnostic, matched coach and scope of support. Q10 data is to 30th April 2023.



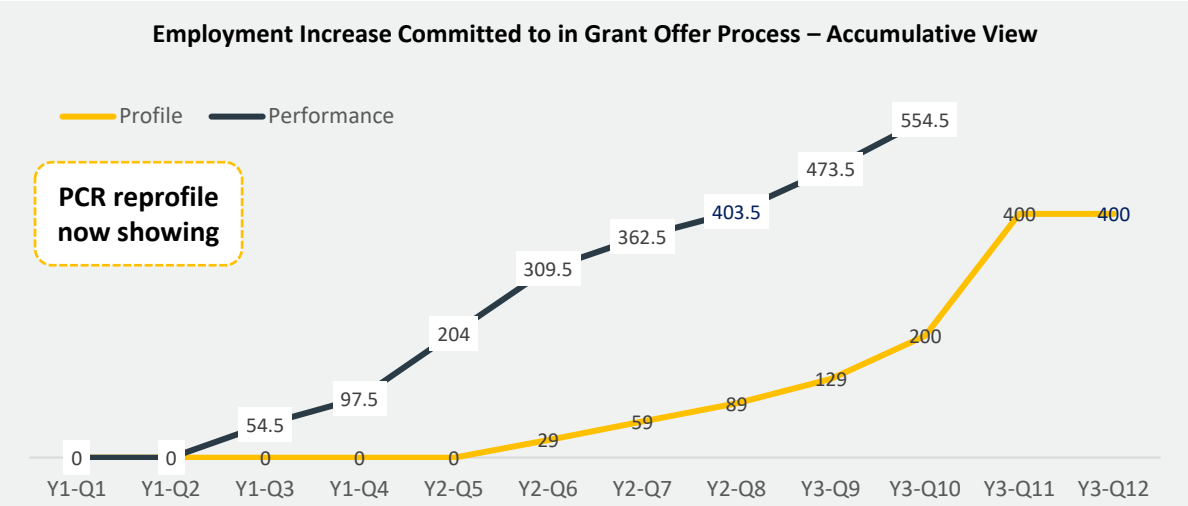
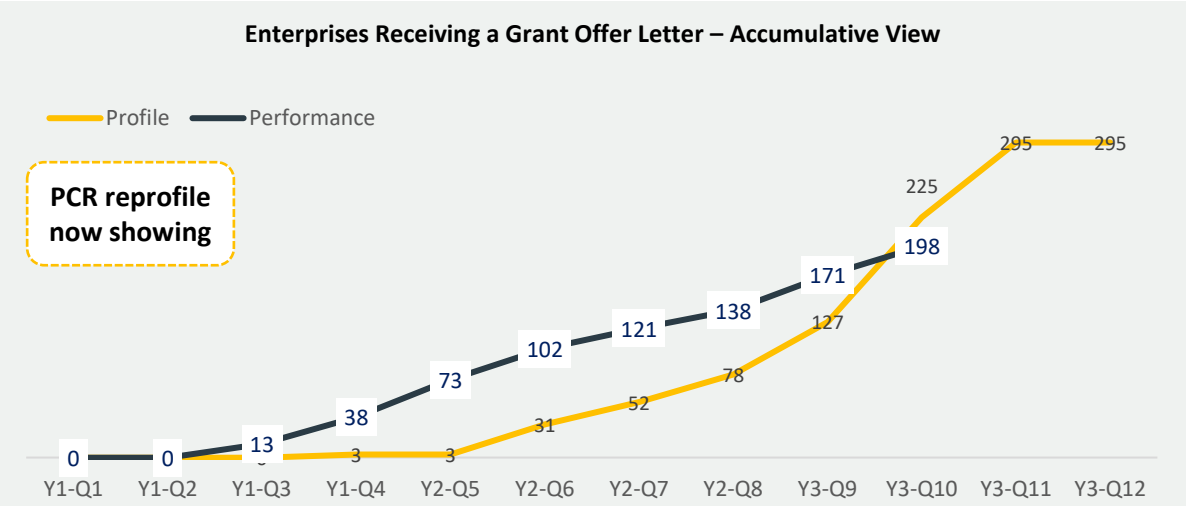
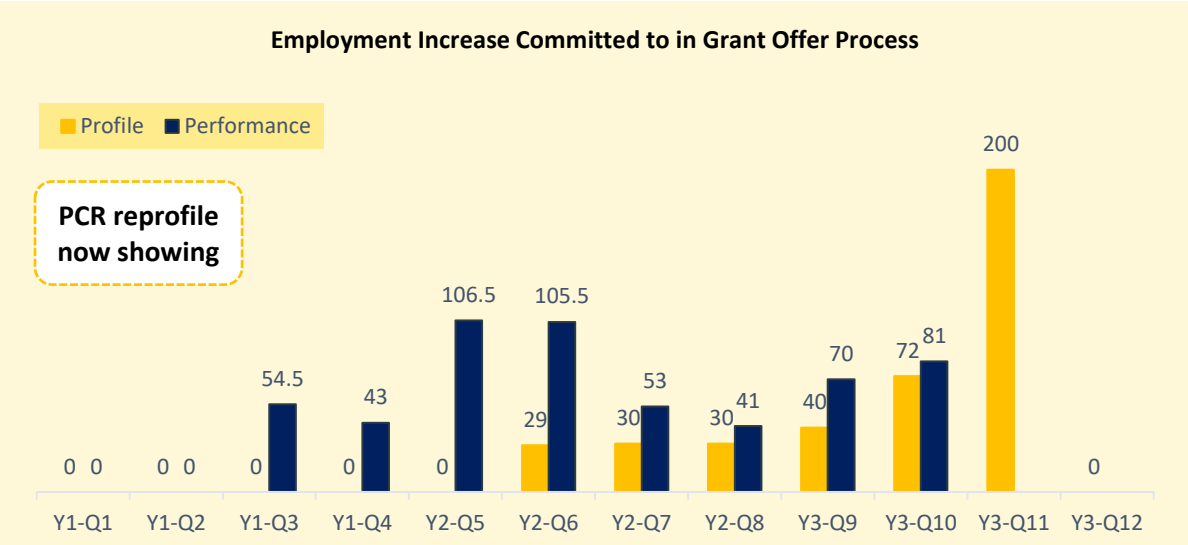
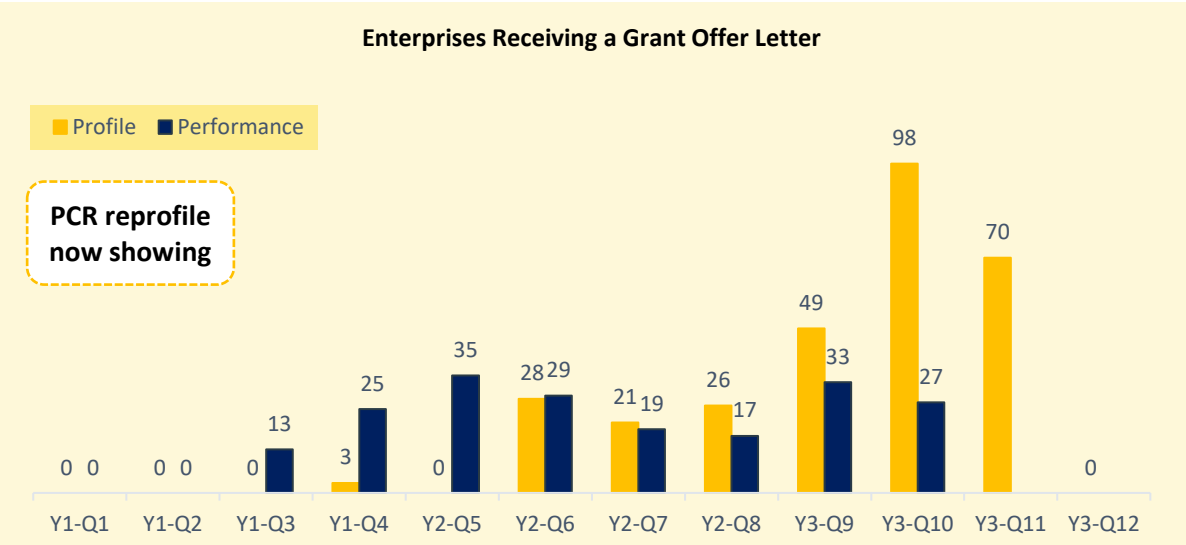
The categories are defined as follows:

- S = companies with 3-9 employees
- M = companies with 10-49 employees
- L = companies with 50-250 employees

Category	Whole of Contract Target		Actual to Date	Gap to Close
	%	Actual		
S = companies with 3-9 employees	50%	503	367	136
M = companies with 10-49 employees	40%	402	221	181
L = companies with 50-250 employees	10%	100	49	51
Total	100%	1,005	637	368

SERVICE LINE DASHBOARD VIEW: Growth Coaching Service – ERDF Revenue / Nudge Grants (1/2)

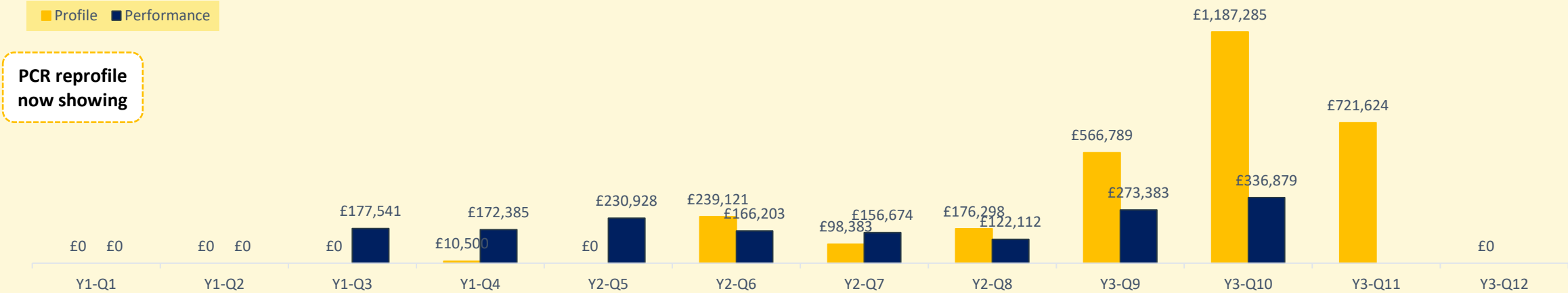
NOTE: Q10 data is to 30th April 2023.



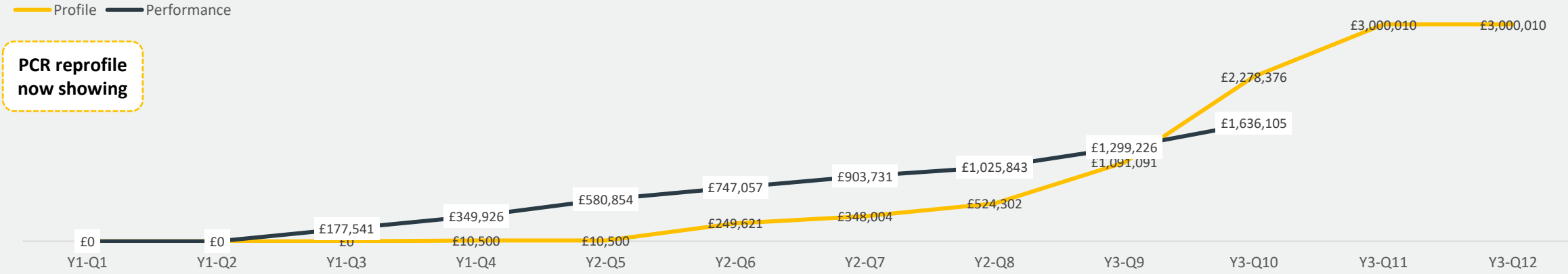
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service – ERDF Revenue / Nudge Grants (2/2)

NOTE: Q10 data is to 30th April 2023.

Value of Grants Offered in Grant Offer Letters Set Against the Profile for the £3,000,000 ERDF Match Funded Pot

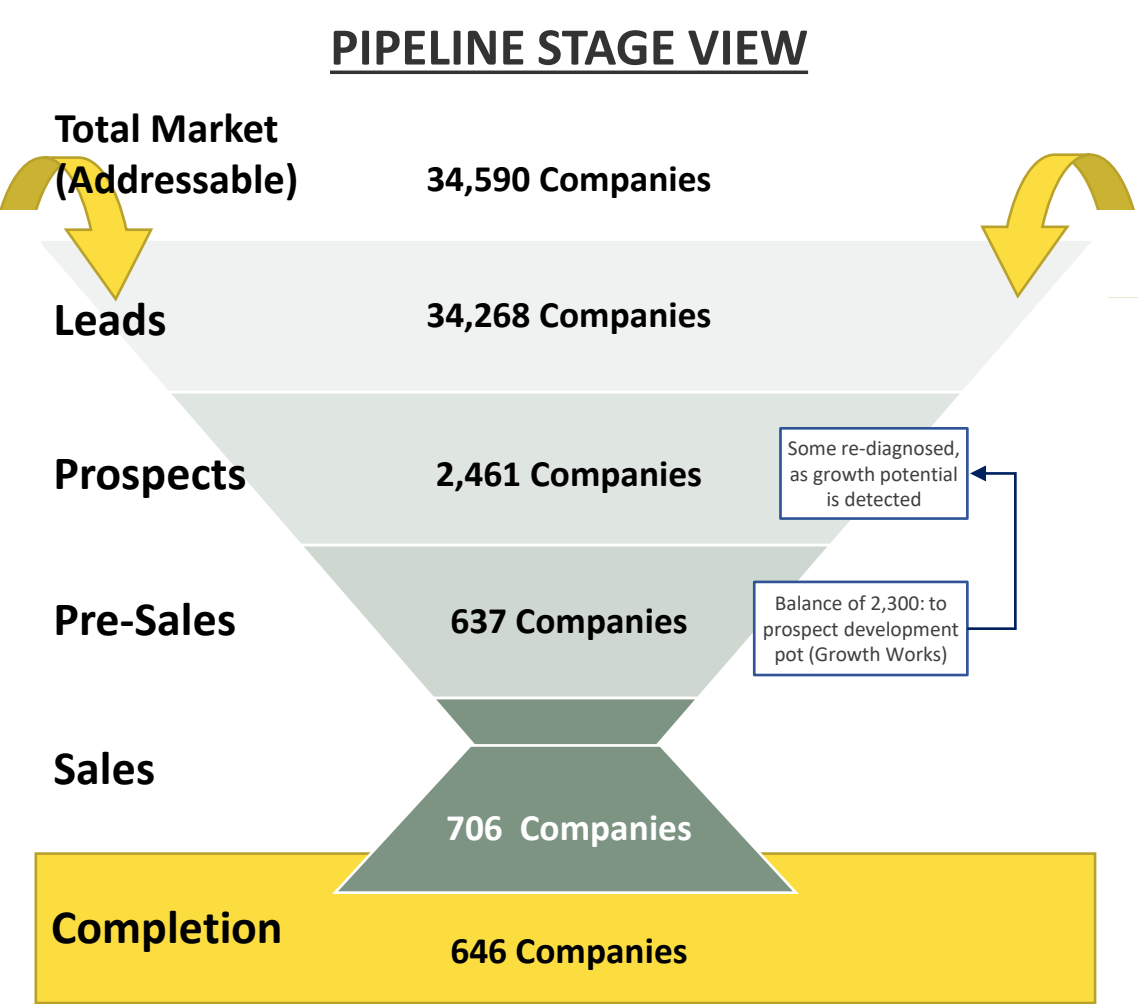


Value of Grants Offered in Grant Offer Letters Set Against the Profile for the £3,000,000 ERDF Match Funded Pot – Accumulative View



SERVICE LINE PIPELINE VIEW: Growth Coaching Service

NOTE: the data illustrated is to Q9 data is to 30th April 2023 and shows the totals for businesses within the CPCA / LEP area.

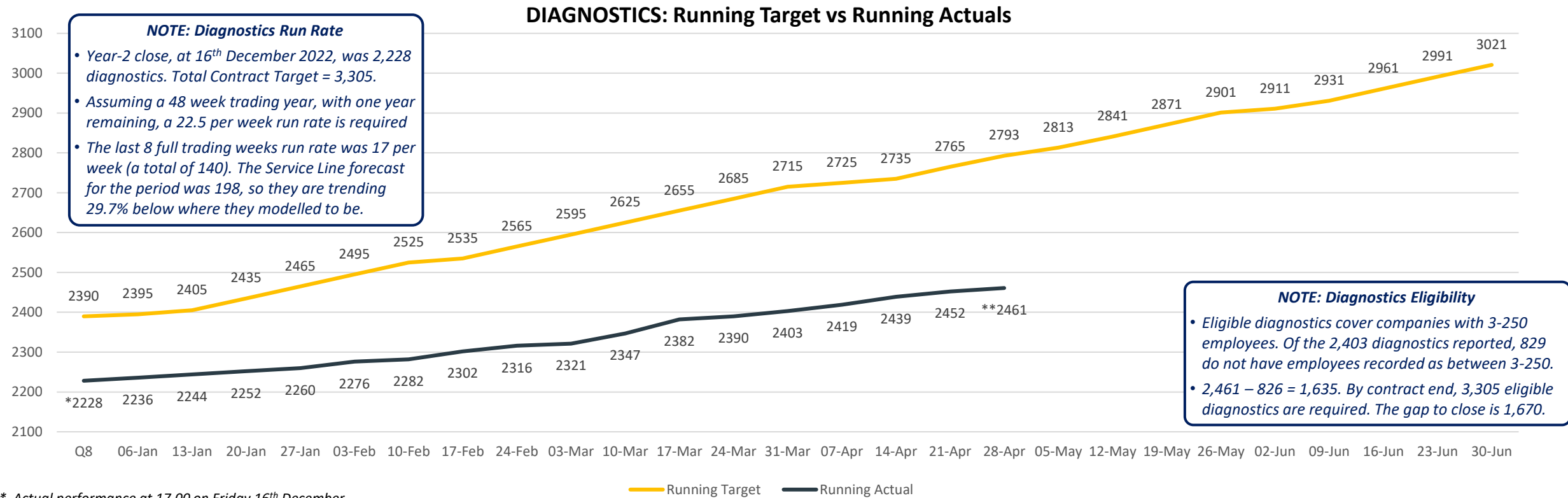


Pipeline Stage	Definition of Stage	Performance Indicator (whole of contract)	Monthly Performance	Contract to Date Performance
Total Market (Addressable)	34,590 SME companies in CPCA region (with 5+ employees) (ONS2020)	N/A <ul style="list-style-type: none">Awareness RaisingMarketing		
Leads	Evidenced connections with 8,062 mostly cold / unqualified businesses	8,062 SMEs Reached	549 this month	34,268 to date
Prospects	Marketing and qualification / diagnosis to 3,305 companies	3,305 SMEs Diagnosed	58 this month	2,461 to date
Pre-Sales	Enrolment into Growth Works	1,005 Enrolled	33 this month	637 to date
Sales	Client starts coaching journey	1,005 starts	74 this month	706 to date
Completion	Client completes coaching journey	1,005 completions	110 this month	646 to date

SERVICE LINE PIPELINE VIEW: Growth Coaching Service – Weekly ‘Diagnostics’ Tracker

NOTE: Q10 data is to 30th April. Of the companies reported as completing a diagnostic, **826** are not in the 3-250 employee range.

Week Ending	Year-1	Q8	Q9 - 2023 (Target 325)														Q10 - 2023 (Target 306)													
	(to 16 Dec'21)	(to 16 Dec'22)	06-Jan	13-Jan	20-Jan	27-Jan	03-Feb	10-Feb	17-Feb	24-Feb	03-Mar	10-Mar	17-Mar	24-Mar	31-Mar	07-Apr	14-Apr	21-Apr	28-Apr	05-May	12-May	19-May	26-May	02-Jun	09-Jun	16-Jun	23-Jun	30-Jun		
Targets	832	2,390	5	10	30	30	30	30	10	30	30	30	30	30	30	10	10	30	28	20	28	30	30	10	20	30	30	30		
Actuals	737	*2,228	8	8	8	8	16	6	20	14	5	26	35	8	13	16	20	13	**9											



* Actual performance at 17.00 on Friday 16th December

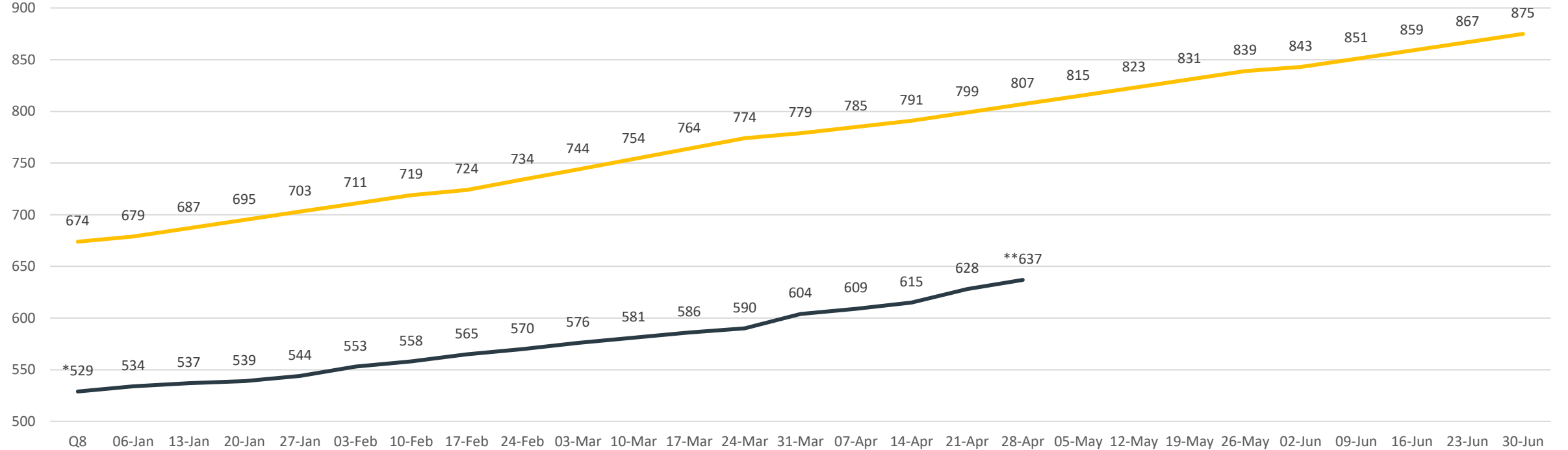
**Actual performance at 17.00 on Sunday 30th April

SERVICE LINE PIPELINE VIEW: Growth Coaching Service – Weekly ‘Enrolments’ Tracker

NOTE: Q10 data is to 30th April 2023.

Week Ending	Year-1	Q8	Q9 - 2023 (Target 105)													Q10 - 2023 (Target 96)												
	(to 16 Dec'21)	(to 16 Dec'22)	06-Jan	13-Jan	20-Jan	27-Jan	03-Feb	10-Feb	17-Feb	24-Feb	03-Mar	10-Mar	17-Mar	24-Mar	31-Mar	07-Apr	14-Apr	21-Apr	28-Apr	05-May	12-May	19-May	26-May	02-Jun	09-Jun	16-Jun	23-Jun	30-Jun
Targets	193	674	5	8	8	8	8	8	5	10	10	10	10	10	5	6	6	8	8	8	8	8	8	4	8	8	8	8
Actuals	218	*529	5	3	2	5	9	5	7	5	6	5	5	4	14	5	6	13	**9									

ENROLMENTS: Running Target vs Running Actuals



* Actual performance at 17.00 on Friday 16th December

**Actual performance at 17.00 on Sunday 30th April

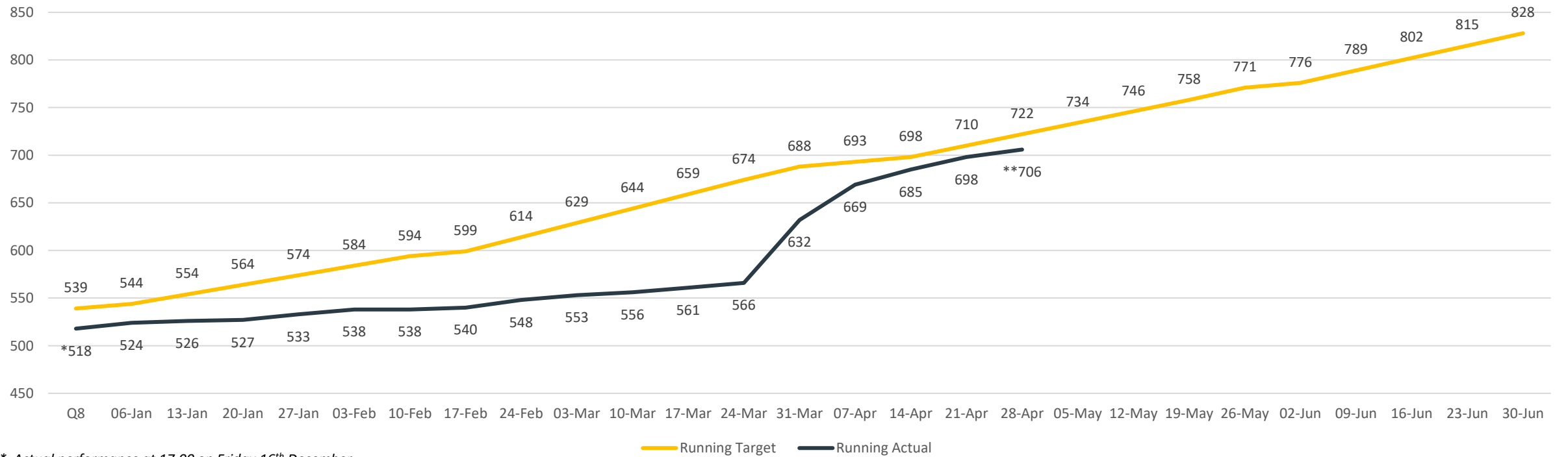
Running Target Running Actual

SERVICE LINE PIPELINE VIEW: Growth Coaching Service – Weekly ‘Started Coaching’ Tracker

NOTE: Q10 data is to 30th April 2023.

Week Ending	Year-1	Q8	Q9 - 2023 (Target 149)														Q10 - 2023 (Target 140)													
	(to 16 Dec'21)	(to 16 Dec'22)	06-Jan	13-Jan	20-Jan	27-Jan	03-Feb	10-Feb	17-Feb	24-Feb	03-Mar	10-Mar	17-Mar	24-Mar	31-Mar	07-Apr	14-Apr	21-Apr	28-Apr	05-May	12-May	19-May	26-May	02-Jun	09-Jun	16-Jun	23-Jun	30-Jun		
Targets	154	539	5	10	10	10	10	10	5	15	15	15	15	15	14	5	5	12	12	12	12	12	13	5	13	13	13	13		
Actuals	216	*518	6	2	1	6	5	0	2	8	5	3	4	6	66	37	16	13	**8											

STARTED COACHING: Running Target vs Running Actuals



* Actual performance at 17.00 on Friday 16th December

**Actual performance at 17.00 on Sunday 30th April

SERVICE LINE VIEW: Growth Coaching Service – Business Challenges

Business challenges cited by companies on their diagnostic forms. Data shown is to 30th April 2023 as total to date.
(New additions for the month 1st to 30th April in brackets).






























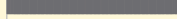
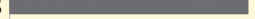
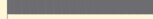




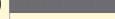





































Businesses completing a Diagnostic form are asked to give their reasons or business challenges / concerns for engaging with Growth Works with Coaching.

The table opposite lists the reasons and the number of recorded entries against each (where a company may record more than one reason). There are 6,490 in total, an increase of 195 entries in the month 1st to 30th April.

- Green bars indicate people and talent challenges. These make up 25.1% of entries.
- Grey bars indicate operational and infrastructure efficiency and effectiveness challenges. These make up 21.7% of entries.
- Purple bars indicate growth specific challenges. These make up 32.3% of the entries.
- The brown bar indicates finance as a challenge. This makes up 15.6% of entries.
- Others (blue bar) make up 5.3% of entries.

SERVICE LINE VIEW: Growth Coaching Service – Business Challenges by Geography

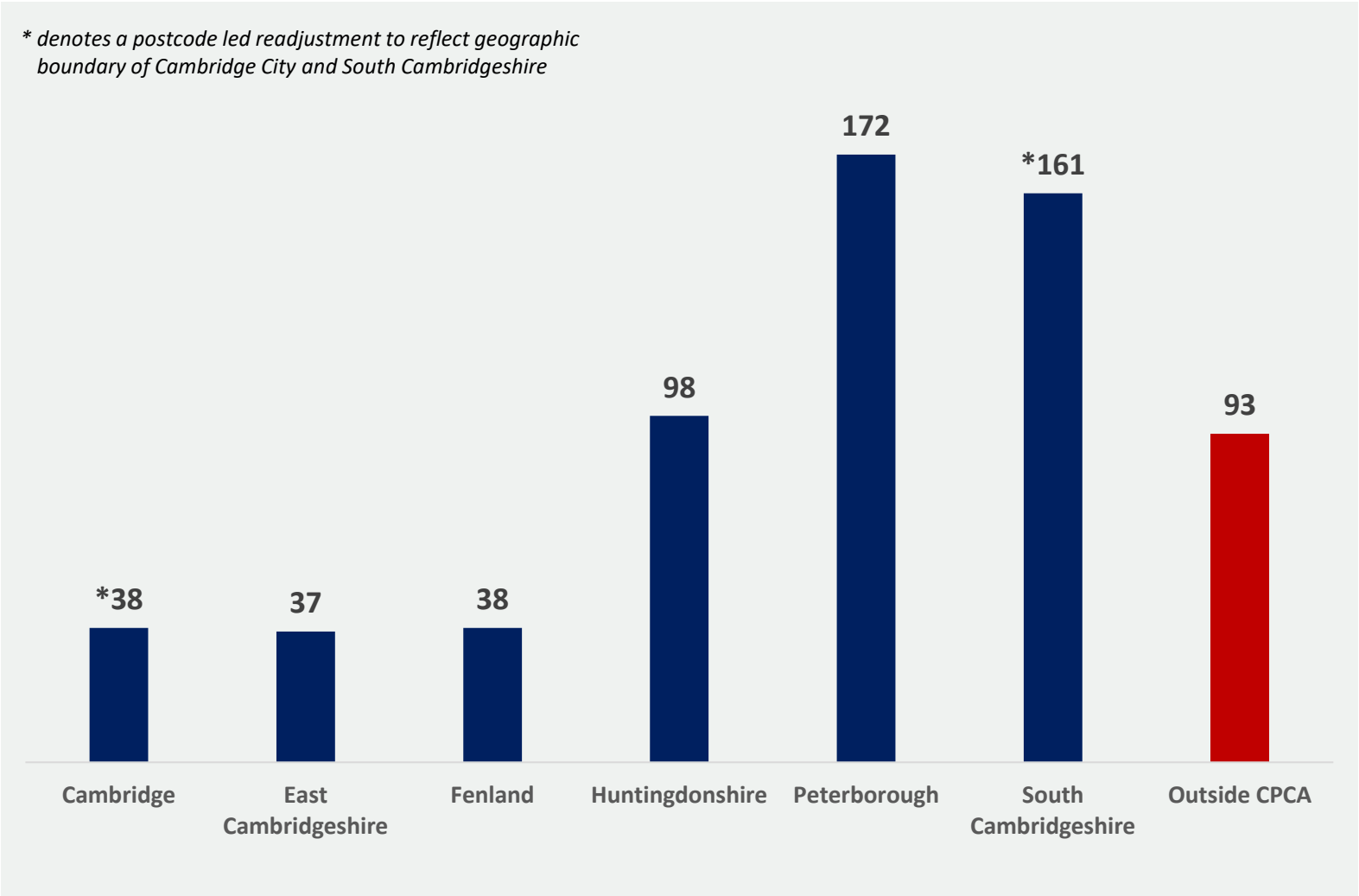
Business challenges cited by companies on their diagnostic forms, for businesses in the six CPCA partner areas. Data shown is to 30th April 2023 as total to date. The coloured bar coding is the same used on the previous page. A total of 5,363 challenges out of a total of 6,490 recorded, are attributed to businesses within the six CPCA partner areas.

Challenge	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC
Need growth finance	63 	70 	68 	167 	236 	215 
Need to find the right new people	55 	62 	63 	169 	250 	227 
Need to improve skills deficits in current team	22 	23 	21 	66 	100 	70 
Need more effective people development strategy	13 	7 	13 	36 	63 	51 
Need new equipment	34 	52 	57 	129 	178 	117 
Need bigger premises	29 	33 	32 	63 	89 	67 
Need to improve productivity	12 	26 	22 	65 	80 	60 
Need more effective marketing	46 	28 	42 	144 	232 	167 
Need more effective sales	30 	23 	26 	80 	144 	126 
Need more effective growth strategy	29 	23 	33 	97 	136 	114 
Need more effective leadership and management	6 	12 	6 	26 	59 	34 
Other	19 	21 	20 	60 	86 	63 

TOTAL BY GEOGRAPHY	358	380	403	1,102	1,653	1,311
Variance from previous month	(+5)	(+17)	(+20)	(+8)	(+142)	(+101)

SERVICE LINE VIEW: Growth Coaching Service

Businesses enrolled in the Growth Coaching Service, by CPCA district. Data shown is to 30th April 2023 as total to date.



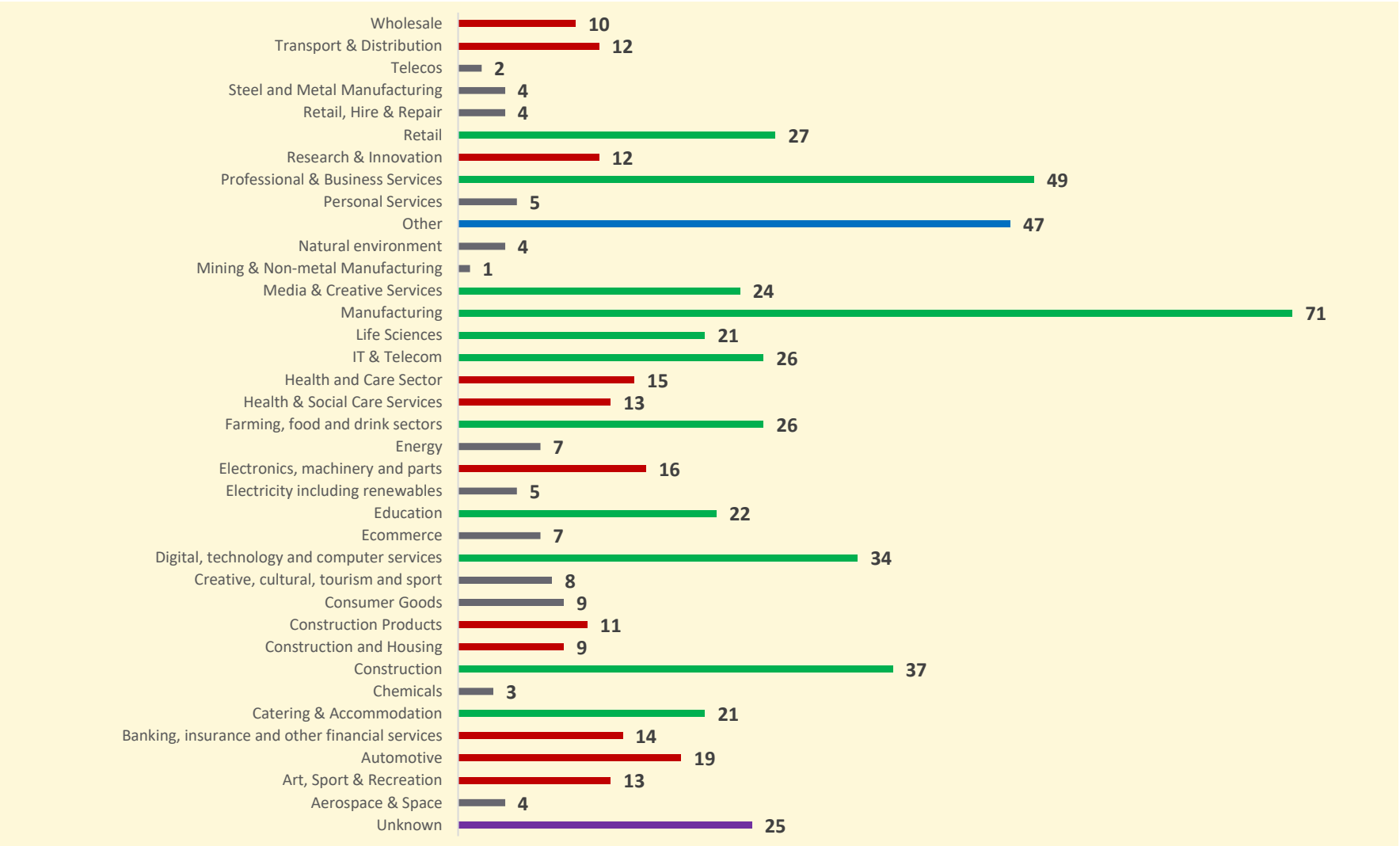
District	Count	Share
Cambridge	38	6.0%
East Cambridgeshire	37	5.8%
Fenland	38	6.0%
Huntingdonshire	98	15.4%
Peterborough	172	27.0%
South Cambridgeshire	161	25.3%
Outside CPCA	93	14.6%
Total	637	100.0%

At 30th April 2023 a total of 637 companies enrolled in the Growth Coaching Service. The table above and chart opposite lists the number of companies by CPCA district.

Companies listed as being out of the CPCA area.	Kings Lynn and West Norfolk	4
	North Hertfordshire	3
	Rutland	12
	South Holland	12
	South Kesteven	33
	Uttlesford	6
	West Suffolk	19
	Out of CPCA/LEP area	4

SERVICE LINE VIEW: Growth Coaching Service

Businesses enrolled in the Growth Coaching Service, by sector. Data shown is to 30th April 2023.



At 30th April 2023 a total of 637 companies had enrolled with the Growth Coaching Service.

The table opposite lists the number of companies by sector.

- Green bars indicate sectors with twenty or more companies.
- Brown bars indicate sectors with between ten and nineteen companies.
- Grey bars indicate sectors with between one and nine companies.
- The Blue bar indicates 'other'.
- The Purple bar indicates 'unknown'.



GROWTH WORKS

SUB-SECTION:

GROWTH HUB (all business service)

- **Regular events and webinars and weekly business news in Cambridgeshire & Peterborough**
- **Social media engagement and promotion**



SERVICE LINE REPORTING: Growth Coaching Service – Growth Hub, April 2023

Growth Hub data presented is taken from HubSpot.

The GROWTH HUB

What is it?

The CPCA Growth Hub is funded by BEIS and the Cambridgeshire & Peterborough Combined Authority. It connects local businesses to the help, support, information and funding that they need to thrive and grow. The region covers Cambridgeshire, Peterborough, West Norfolk, West Suffolk, North Hertfordshire, South Holland, South Kesteven and Uttlesford in Essex.

What we do?

The CPCA Growth Hub is a business support one stop shop that advises and points beneficiaries towards the support they require, whether individuals with a great idea, those that have been trading for a while or need funding support to expand. The CPCA Growth Hub makes the process of finding information and support easier by bringing together a multitude of information in one place. The team of Advisers are on hand to provide advice and support with any business queries or concerns from starting a business to growing it. They support business through any stage of development, not just high growth businesses, whether the enquirer is looking at Employment and Training, Starting Up a new business or Growing their company.

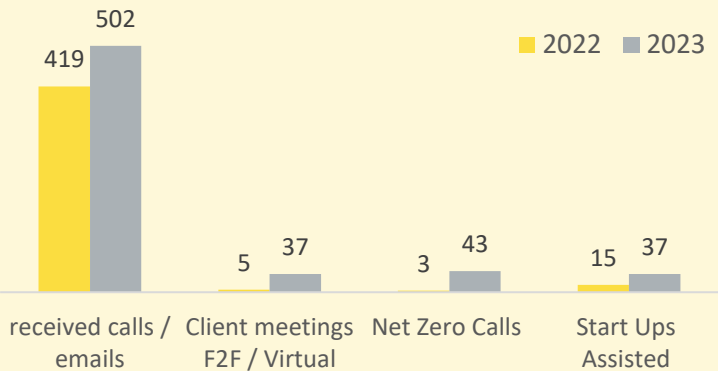
Measurements?

BEIS' funding is based on delivering local business support. This is normally a reactive service but in times like BREXIT and COVID this extended to proactive outreach and business intelligence gathering for BEIS. BEIS require weekly, monthly and quarterly targets to be delivered for the service.

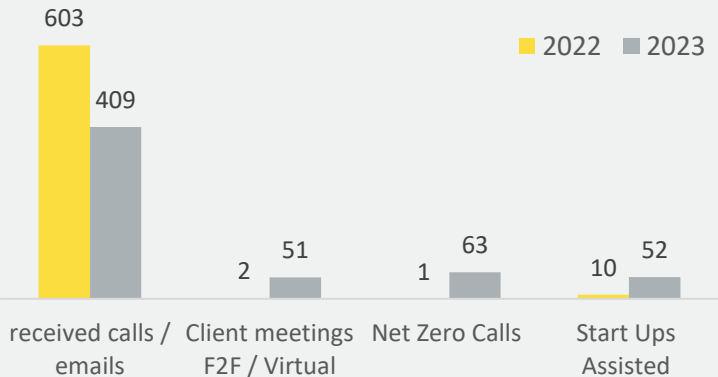


- Looking at the figures in the chart from 2022 which was busy with businesses calling for signposting to grants, very much businesses in distress, now 2023 is very different with nearly 87% of calls from pre starts or startups looking for guidance / signposting / mentoring / business planning / financial forecasts.
- The Growth Hub needs to start looking for funding 2024/25 as soon as possible,
- GH in talks with Big Bear Creative regarding a refresh of the GH website, it's now 3 years old and needs to be relevant i.e., Net Zero needs a page of its own and the grant offerings need updating to keep pace with the new DBT dept
- Relations with LA's and EDO's is at an all-time high, we are working very closely with all LA's across the region and are even being asked advice by LA's outside the region (Somerset/ Devon) on building relations and developing programmes.
- Staff have settled in well after the upheaval of the threatened redundancy.

Growth Hub Figures April – 2022 / 2023



Growth Hub Figures March – 2022 / 2023



SERVICE LINE REPORTING: Growth Coaching Service – Growth Hub, April 2023

April Update

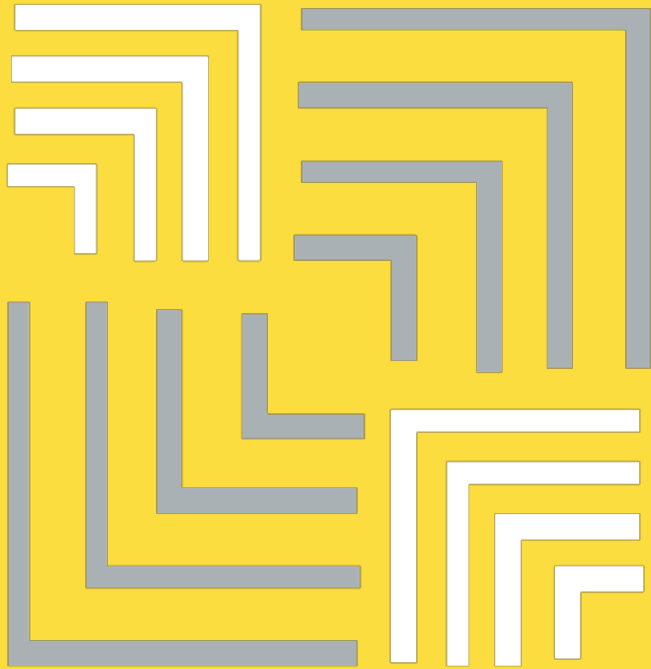
- GH Received 502 calls and emails this month
- 22 x 1 hour mentoring sessions delivered.
- Attended 32 stakeholder meetings across the month.
- Still huge amounts of calls regarding Growth Works grants due to marketing campaigns, sadly quite a few not eligible but these get picked up by the Growth Hub team and signposted to relevant programmes
- The Growth Hub Arc Cluster meeting this month discussed working together more, in May’s meeting we will discuss what courses to develop and deliver across the cluster region
- Engagement with PCC is at an all-time high now after meetings with Adrian Chapman and Tom Hennesey, enquiries from PCC region are up by approximately 100%
- New business bulletin has gone down well in the community, all the EDO’s have noticed the fresh new approach, we have asked suppliers and membership organisations to do a piece monthly, MAKE UK will supply narrative for the MAY edition with IP Lawyers and solicitors taking June and July
- Advisors are visiting all business centres across the region in April / May to deliver leaflets and ensure the GH and GW are top of the agenda.
- Updating the website refreshing and ensuring content is still relevant following confirmation of funding.

April: Digital Marketing Data Update

Digital marketing activities	Digital marketing statistics
Business Bulletin (Weekly)	16.45% open rate
Social Engagement (LinkedIn)	New followers – 20 Total Followers – 540 Impressions - 2772

March: Digital Marketing Data Update

Digital marketing activities	Digital marketing statistics
Business Bulletin (Weekly)	Rolling out new Business Bulletin this month
Social Engagement (LinkedIn)	New followers – 20 Total Followers – 537 Impressions - 1509



3. Inward Investment Service

SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Q10 data is to 30th April 2023.

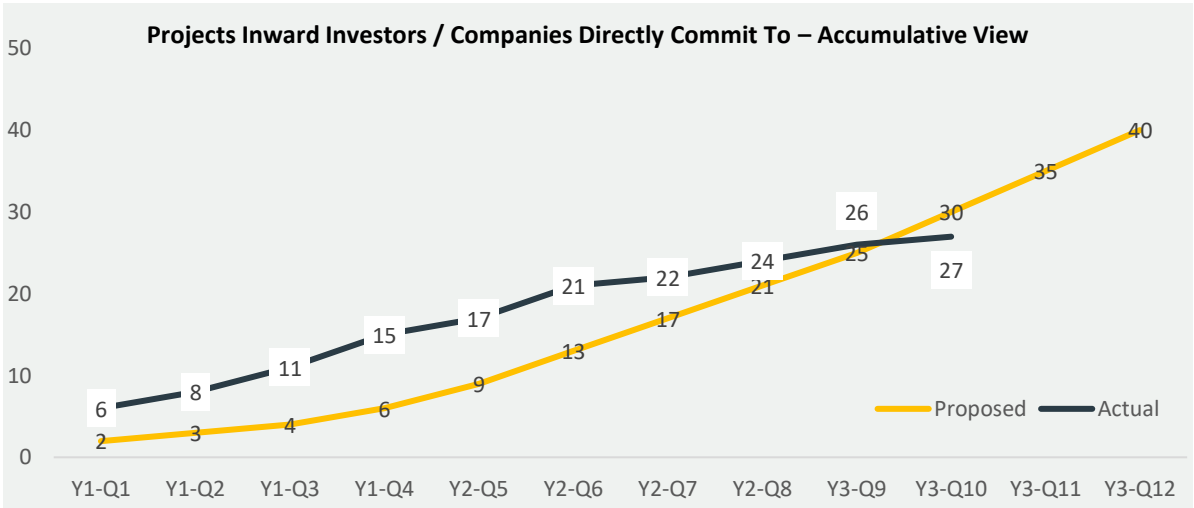
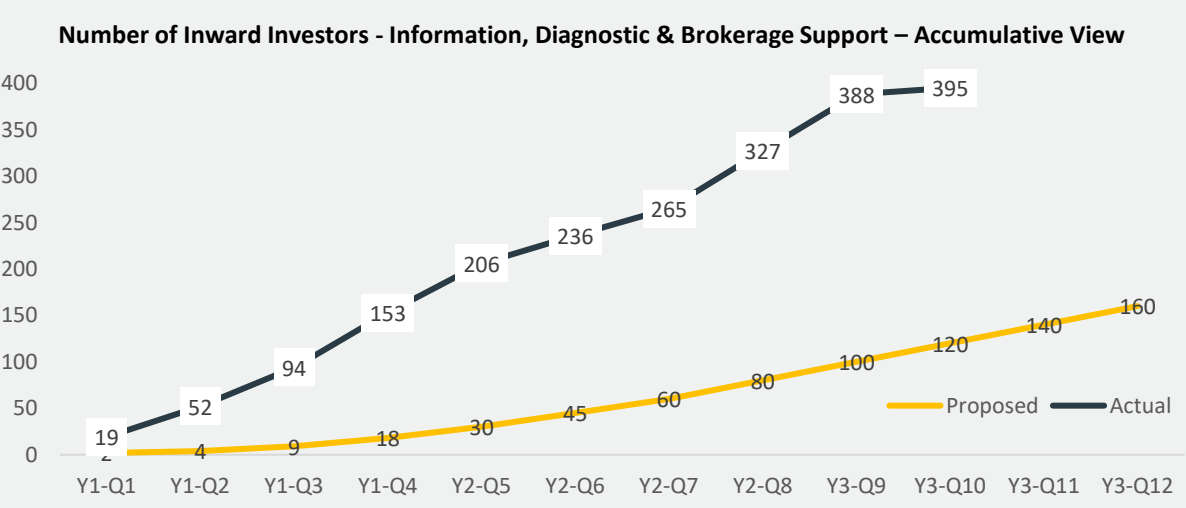
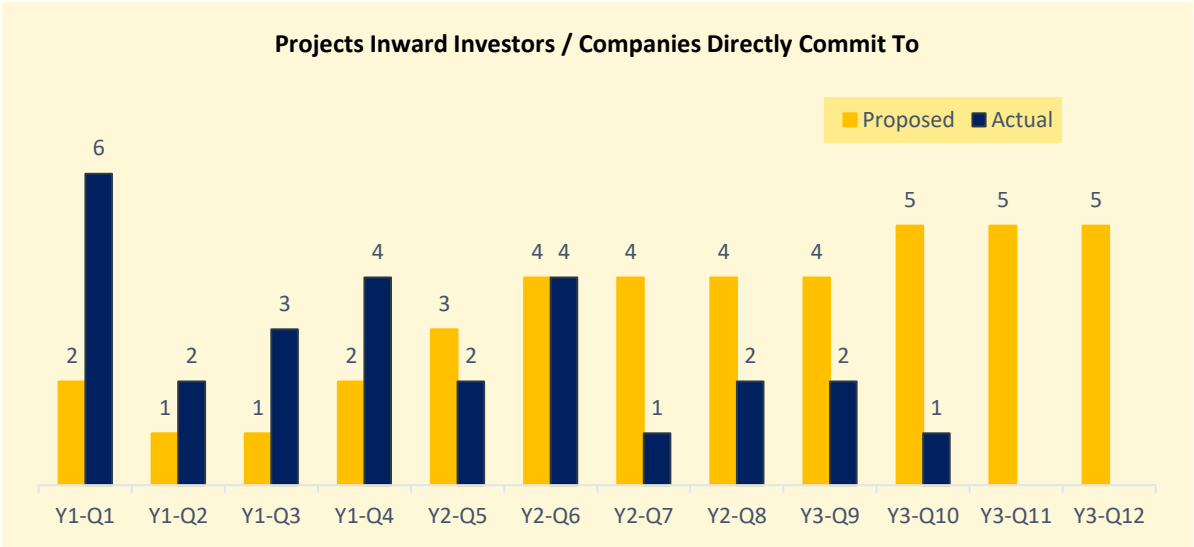
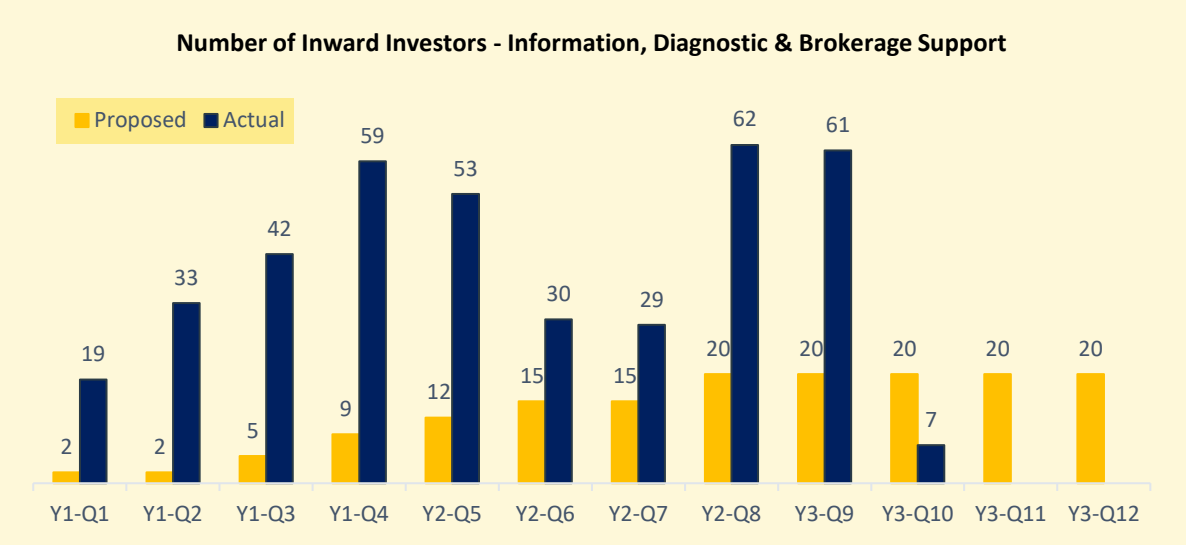
Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	(Q10) This Quarter					Q11 Target	Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Apr 2023)	Whole of Contract Actual (15-Feb 2021 to 30-Apr 2023)		Q10 Target (01-Apr to 30-Jun)	Actual (30/04)	Actual (31/05)	Actual (30/06)	Q10 Total to 30/04		
Jobs created (forecast / committed)	75	263	485	823	323	349	196	868	56	50	140			140	50	334
Inward investors receiving information, diagnostics, and brokerage support)	18	62	80	160	153	174	68	**395	61	20	7			7	20	20
Inward investor commitments to expand or for new investments	6	15	19	40	15	9	3	27	2	5	1			1	5	5

NOTES:

- One win this month: Paragraf (UK Inbound: High Tech Manufacturing) – Huntingdonshire, 140 jobs (see note)
- 7 new companies added to the pipeline this month.
- Following a successful completion to the CCN process reallocating £400,000 of LGF monies, as well as the earlier CCN pivoting £80,000 of Innovation and Relocation Grant monies, the jobs total for the Inwards Investment Service will increase in total from 600 over three years to 823 (£80k=15; £400k=208).
- Inward Investors receiving information pipeline adds up to 403 companies – 395 shown, denoted by the (*). Of the other 8 companies, 1 is a target not yet approached, 4 abandoned as not FDI/IIS, and 3 ‘closed out – lost’ as the engagement did not progress from a very early stage.
- As in Year-1, we ran a ‘Fast Close’ process where data was pulled from actual performance at 17.00 on Friday 16th December, in order to close the book on Year-2 and determine performance.

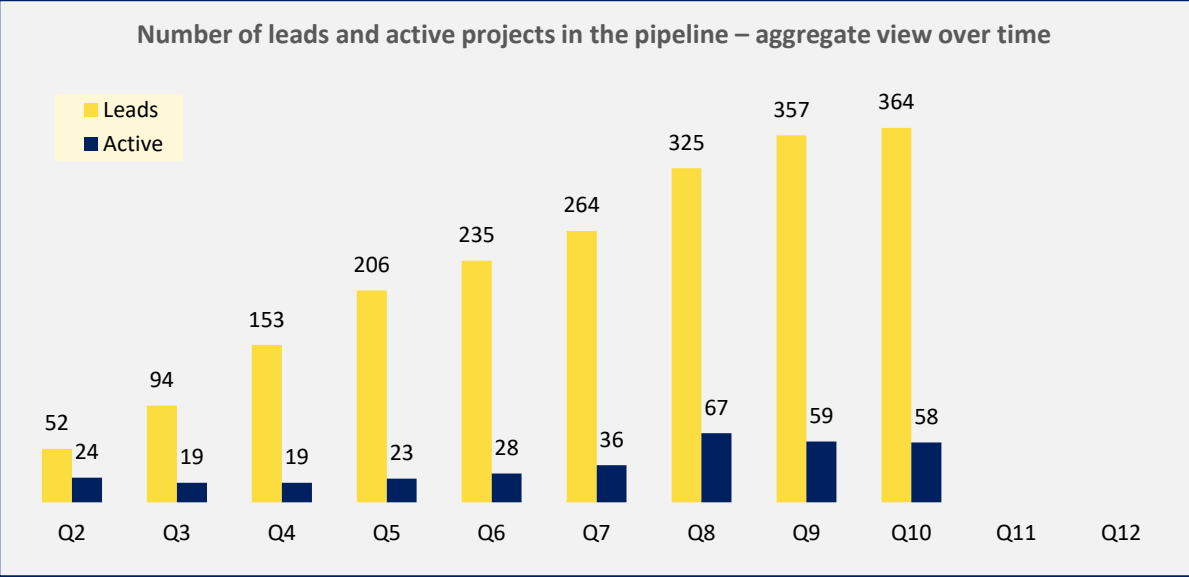
SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Q10 data is to 30th April 2023.



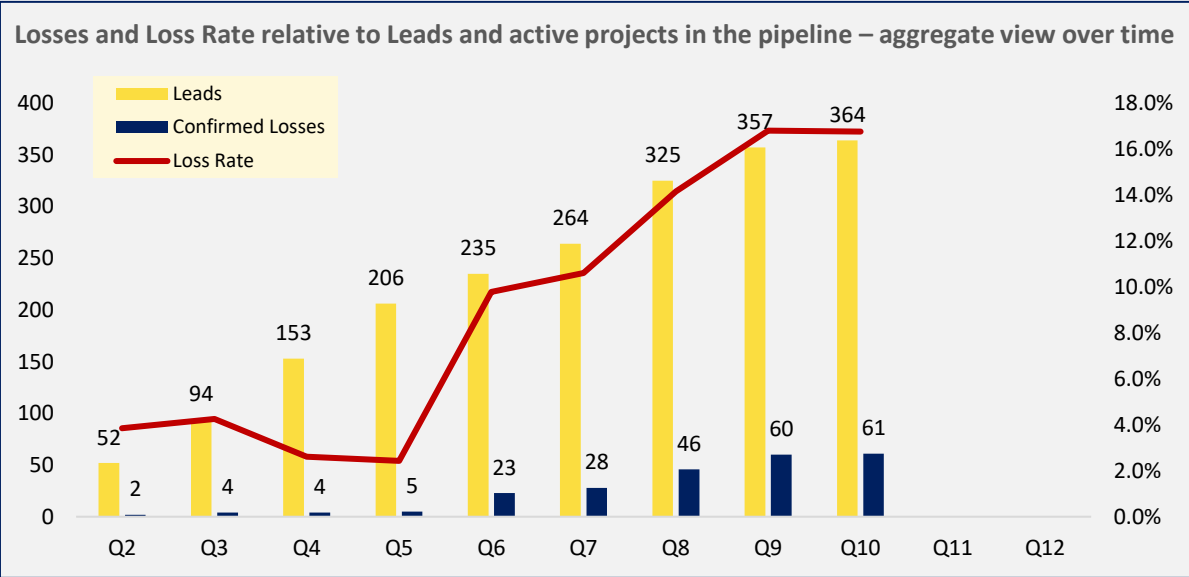
SERVICE LINE DASHBOARD VIEW: Inward Investment Service – opportunity cost

NOTE: The ability to pursue leads and convert them into active projects, where an investor considers a location in the patch as a strong contender to be their destination, is critical to securing the job creating investment successes the team. Q10 data is to 30th April 2023.



As the pipeline has grown, with more ‘new leads’ to serve, the ability of the team to dedicate time in pursuit of existing leads in order to convert them into active projects, diminishes. The table below shows the number of active projects as a total of the leads generated since the programme commenced, at specific moments in time.

Aggregate position at contract period	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Active Projects (% of Leads)	46.2%	20.2%	12.4%	11.2%	11.9%	13.6%	20.5%	16.5%	15.9%		



Building *Locate Cambridge* brand equity has positively impacted lead generation. However, capacity limits prior to the completion of the CCN reallocating LGF funds meant not every lead generated could be actively pursued, so choices and trade offs had to be made, which resulted in a higher loss rate. The table below shows the number of losses as a percentage of leads since programme start, at specific moments in time since programme start.

Aggregate position at contract period	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Losses (% of Leads)	3.8%	4.3%	2.6%	2.4%	9.8%	10.6%	14.2%	16.8%	16.8%		

Summary of IIS global new company enquiries for the period 1st to 30th April 2023

Leading Indicator	Foreign	UK	Total
Total Companies Supported	17	2	19
(New Companies Supported: a subset of the total above)	(6)	(1)	(7)
Jobs Potential (New Companies)	32	30	62

Existing Companies Served This Month	
UK (1) • Kleanbus	Foreign (11) • Bio Natural Solutions (BNS) • DAEJIN Advanced Materials Ins. • Datagusto • Diagnostics Biochem Canada • Gene Bio Medical • Graymatics • Intelligent Assist • Nemi • RO Carbon Labs • Selfit Medical • Syngene International



ARGENTINA

- Companies served: **Sylvarum (Agritech)**
- Jobs potential: **unknown**
- Service Provided: Growth Works info, support and grants. CPCA Agritech strengths, Equity, introduction to industry specialised IP attorney.




MEXICO

- Company served: **Tekmann (Manufacturing)**
- Jobs Potential: **12**
- Service Provided: Growth Works info, support and grants.

UK – Intra Border Expansion

Cinema8 (Technology)

- Jobs potential: **30**
- Service Provided: Growth Works information, support and grants. Provided info on Tech capabilities, Cambridge Tech Week and IGNITE PROGRAM.



INDIA

- Company served: **Plant Lipids (Food & Drink)**
- Jobs Potential: **unknown**
- Service Provided: Growth Works info, support and grants.; plus info on Food & Drink capabilities, Skills and Equity.

- Company served: **Rishabh Ethanol India (Agritech)**
- Jobs Potential: **unknown**
- Service Provided: Growth Works info, support and grants



TURKEY

- Company served: **Aura Bilisim (Agritech)**
- Jobs potential: **unknown**
- Service Provided: Growth Works info, support and grants.

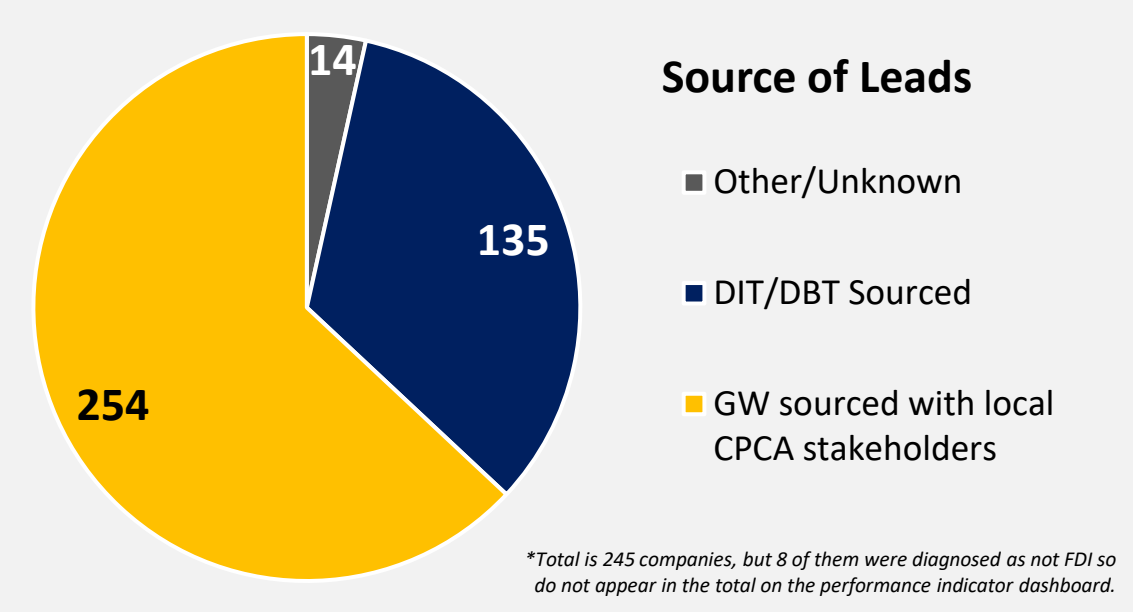


AUSTRALIA

- Companies served: **Wood recycling Plant – DBT Confidential (Manufacturing)**
- Jobs potential: **20**
- Service Provided: Growth Works info, support and grants.

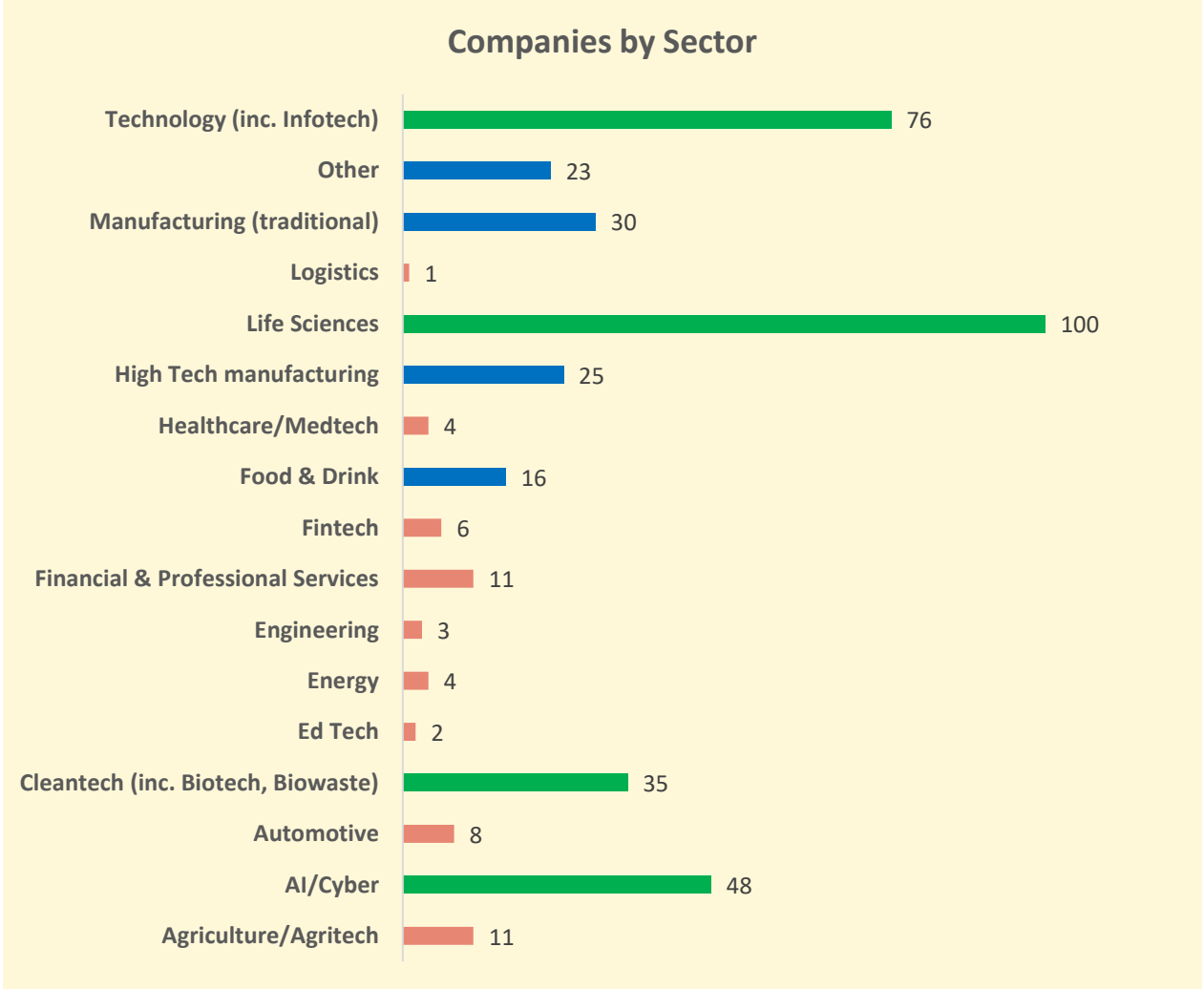
SERVICE LINE VIEW: Inward Investment Service – origin of leads and sector coverage of leads

NOTE: the data illustrated is to 30th April 2023.



GW/CPCA/Local Partner Channel	Number
Competition	93
Commercial Partner	33
CPCA	12
Growth Works Sourced	63
External Event	48
Direct	4
Huntingdonshire District Council	1

- The data shows for every DIT/DBT inbound lead, Growth Works sources just under 1.9 leads through its own efforts. It was over 2:1 at the end of 2021.
- Life Sciences, AI/Cyber, Tech and Cleantech companies account for circa 64% of leads.



SERVICE LINE VIEW: Inward Investment Service – locations of FDI successes

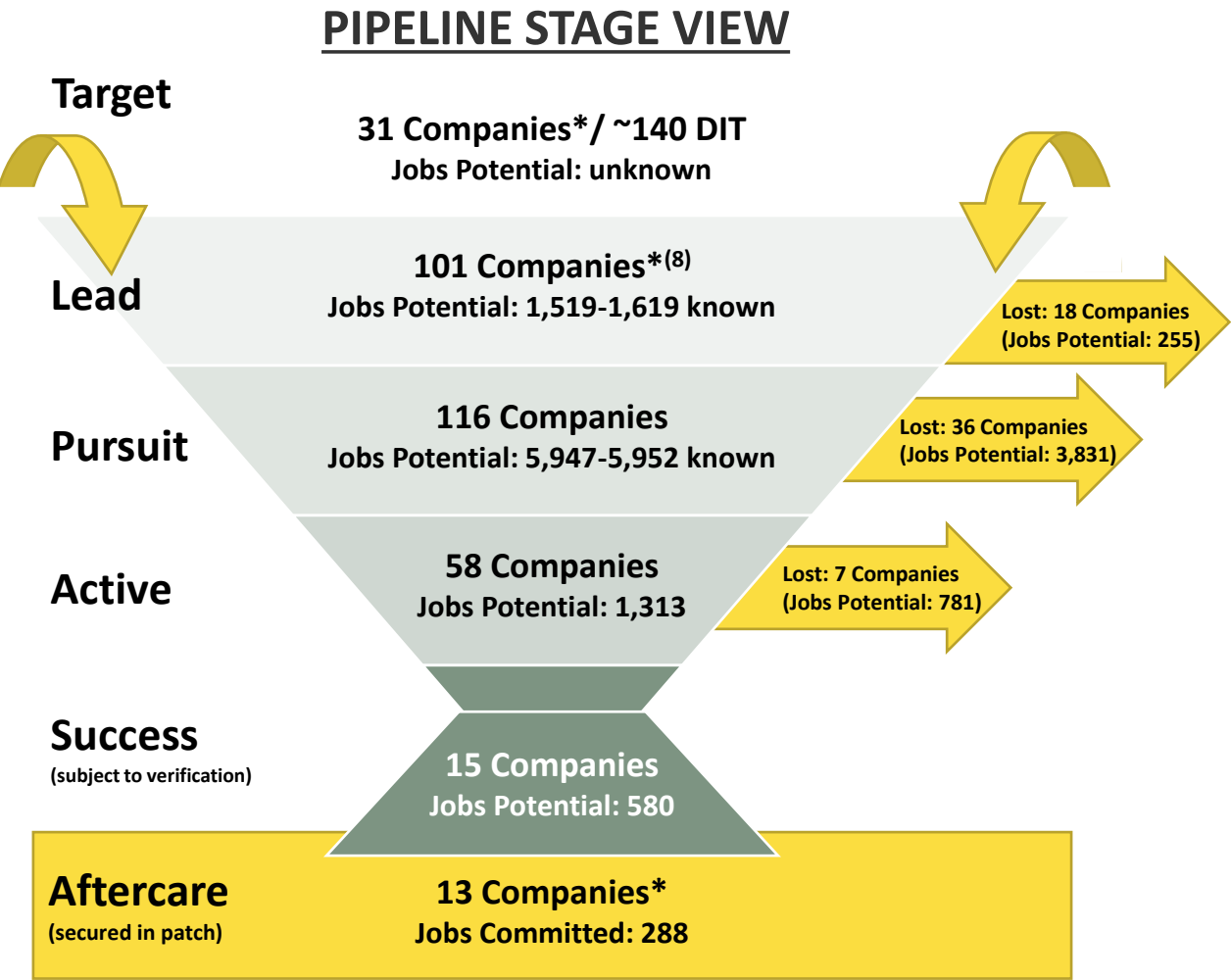
NOTE: Q10 data is to 30th April 2023.

District	Successes	Jobs Committed (+Grants*)	Sectors	Countries of Origin
Cambridge	9	385 (+5 Grants*)	<ul style="list-style-type: none"> Financial Services Life Sciences x5 Technology x2 Food & Drink 	<ul style="list-style-type: none"> Netherlands Netherlands x2, South Korea, Canada, Switzerland Germany, USA Turkey
Peterborough	6	40 (+27 Grants*)	<ul style="list-style-type: none"> AI/Cyber Financial & Professional Services x3 Manufacturing (traditional) x2 	<ul style="list-style-type: none"> New Zealand Canada x2, UK inbound Canada, UK inbound
Huntingdonshire	2	147	<ul style="list-style-type: none"> Life Sciences High Tech Manufacturing 	<ul style="list-style-type: none"> Argentina UK Inbound
East Cambridgeshire	2	205	<ul style="list-style-type: none"> Food & Drink High Tech Manufacturing 	<ul style="list-style-type: none"> Japan UK inbound
South Cambridgeshire	6	55 (+13 Grants*)	<ul style="list-style-type: none"> AI/Cyber Engineering Life Sciences x3 Technology 	<ul style="list-style-type: none"> Australia UK inbound Canada, Spain, Turkey Netherlands
Fenland	1	18 (+12 Grants*)	<ul style="list-style-type: none"> Food & Drink 	<ul style="list-style-type: none"> UK inbound
Outside CPCA, In LEP	1	18	<ul style="list-style-type: none"> Life Sciences 	<ul style="list-style-type: none"> UK inbound
Total	27	868 (+57 Grants)		

* Jobs created numbers reported here as IIS jobs do not include Grants jobs, which are in brackets to the side: jobs that have been generated through IIS delivery efforts to land an investor but where we have connected them to colleagues in the Grants Service – so that should the company qualify for support, the additionality offered by the Grants Service helps to secure the IIS ‘win’ – are not counted by us. We show them here so that Combined Authority colleagues can see that a) we do not double count, and b) we work across service lines to achieve a greater impact for CPCA.

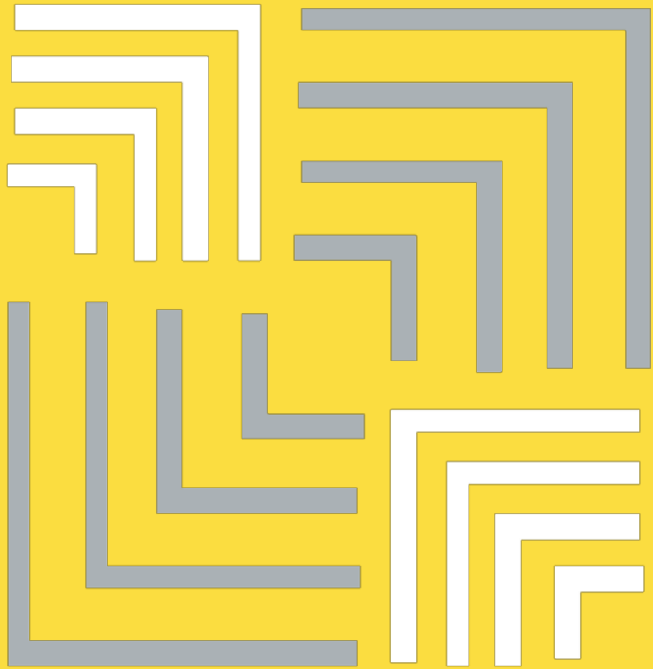
SERVICE LINE PIPELINE VIEW: Inward Investment Service

NOTE: the data illustrated is to 30th April 2023.



PIPELINE	
Stage	Notes
Target	31 companies to be actively engaged.
Lead	Jobs potential on 86 of these is currently unknown. In addition, there are eight shown here as *(8): <ul style="list-style-type: none">• 4 served but later qualified out as FDI clients (Better Origin, Paxford Composites, Flusso, TWI)• 4 abandoned early (Fast Despatch, Environmental Science Group, My Transylvania, Viva Arts)
Pursuit	Jobs potential on 57 of these is currently unknown, while the jobs potential on the top ten (10) of the other 59 is 4,611.
Active	Jobs potential on the top three (3) of these account for almost 42% of the total (550), as follows: Mickledore (confidential drinks manufacturer – 300), Syngene International (150), and Leadzen (100)
Success	One win this month: Paragraf (UK Inbound), High Tech Manufacturing, Huntingdonshire – 140 jobs All jobs are reported as potential until such time as they land in patch on a payroll. Twelve (12) wins reported have now moved into aftercare.
Aftercare	When companies have landed and set up successfully in patch they will be account managed through the IIS aftercare process – 1 company (Mibin*) is being supported but not claimed as a ‘win’ because it landed through DIT (3 jobs).

PIPELINE: using established ratios and the data at Year-2 end (with many caveats in place) we predict the following further probable results by District during Year-3 (Feb-Dec).							
District	CCC	ECDC	FDC	HDC	PCC	SCDC	LEP
Successes	5	2	1	1	2	3	1
Jobs	50	20	10	10	20	30	8
(NOTE: this view is baselined with the data reported at the year-2 end ‘fast close’ (i.e., up to 17.00 on 16 th December 2022)							



4. Skills Service

SERVICE LINE DASHBOARD VIEW: Skills Service

NOTE: Q10 data is to 30th April 2023

Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	(Q10) This Quarter					Q11 Target	Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Apr 2023)	Whole of Contract Actual (15-Feb 2021 to 30-Apr 2023)		Q10 Target (01-Apr to 30-Jun)	Actual (30/04)	Actual (31/05)	Actual (30/06)	Q10 Total to 30/04		
Apprenticeships created (touched by GWwS)	51	449	900	1400	66	251	106	423	91	225	15			15	225	250
Additional training / learning outcomes (excludes apprenticeships)	209	748	748	1705	257	610	263	1,130	204	188	59			59	220	176
CO23s / SME Engagement	11	114	151	276	34	73	57	164	32	38	25			25	38	40
R9s (CO23 action plans completed)	3	75	129	207	9	36	44	89	36	40	8			8	40	14

Skills Update:

- April performance provided a strong start to Q10 and the month closes with some successes & new business engagement to building the pipeline.
- Across all geographic areas we have performed well and our pipeline moving into May continues to offer a base for success.
- Focus remains on lead generation, future pipeline, conversion of CO23's to R9's, Learning Outcomes and Apprenticeships.
- Although apprenticeship numbers continue to lag across the area, as agreed in the Q9 review, work is now underway to develop a more strategic approach. In addition, GWwS team members held a meeting in April, identifying future activity and opportunities to strengthen outcomes.
- There have been several notable events in April. Virtual Skills Surgeries for both Cambridge and Huntingdonshire. An Open Office Day in Stuart House Peterborough, to engage with new businesses in the area, develop existing relationships and promoting EA opportunities to support the CEC contract. In total there were 18 attendees, 4 future booked appointments, 3 Enterprise Advisors identified, and two additional relationships brokered between businesses and training providers.
- Several partnerships have been made in the month of April. Peterborough College have been introduced to Amazon to provide an onsite visit to facilitate careers and NCTC run by West Suffolk College have been introduced to WEA to support local provision for Fenland.

NOTE: Apprenticeships

GWwS is measured on apprenticeship starts only where GWwS has had a direct touchpoint / impact on the decision to create an apprenticeship.

NOTE: Jobs

GWwS does not measure job creation as an outcome or a performance indicator. However GWwS occasionally creates jobs, which are added to the Whole of Programme position.
 Year-1: 4 jobs (Q1, 0 / Q2, 1 / Q3, 3 / Q4, 0)
 Year-2: 63 jobs (Q5, 8 / Q6, 3 / Q7, 48 / Q8, 4)
 Year-3: 6 jobs (Q9, 2 / Q10, 4)

SERVICE LINE REPORTING: Skills Service – ESF KPIs

NOTE: Q10 data is to 30th April 2023

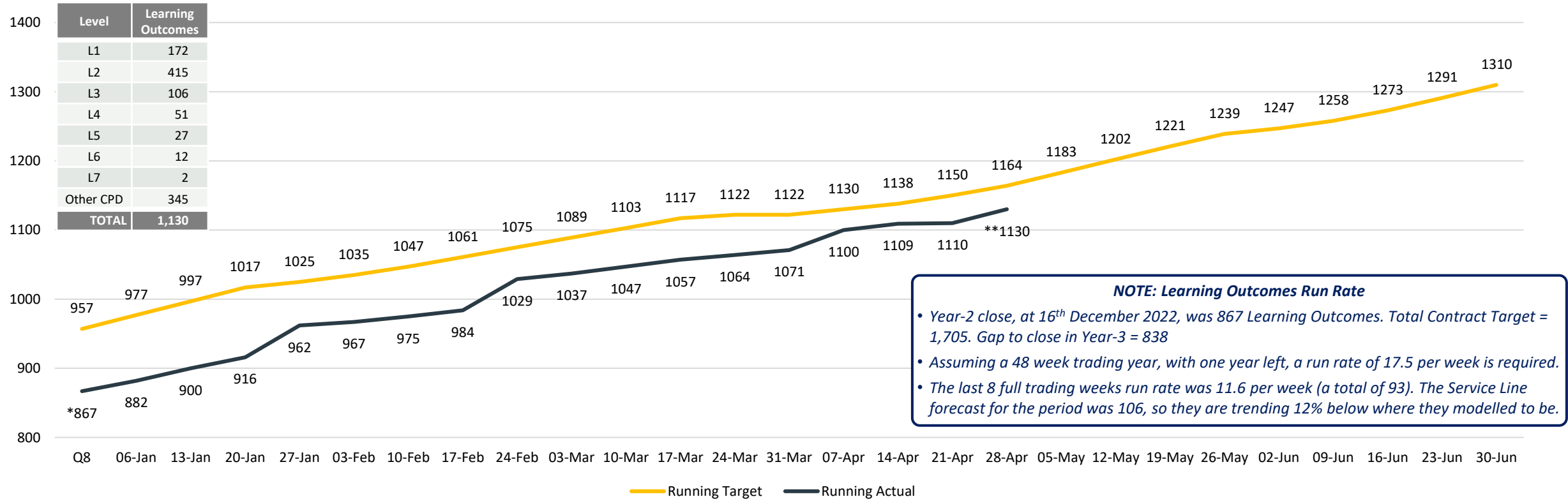
Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	(Q10) This Quarter					Q11 Target	Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Apr 2023)	Whole of Contract Actual (15-Feb 2021 to 30-Apr 2023)		Q10 Target (01-Apr to 30-Jun)	Actual (30/04)	Actual (31/05)	Actual (30/06)	Q10 Total to 30/04		
CO23s / SME Engagement	11	114	151	276	34	73	57	164	32	38	25			25	38	40
R9s (CO23 action plans completed)	3	75	129	207	9	36	44	89	36	40	8			8	40	14

- **CO23s claimed in April (Q10 to date) by district = East Cambridgeshire x 4, Peterborough x 9, South Cambridgeshire x 3, Cambridge x 2 Huntingdonshire x 3, Fenland x 4 = 25**
- **R9s claimed in April (Q10 to date) by district = Peterborough x 7, East Cambridgeshire x 1 = 8**
- We have communicated Q10 stretch targets for each KPI with the CPCA and have agreed actions designed to bridge shortfalls from Y1 & Y2 (CO23s = 54, R9s = 49).
- The team are undertaking focussed activity regarding outstanding R9s conversion and weekly monitoring is in place to ensure progress.
- As CO23 activity continues at pace, we anticipate R9 conversion will follow suit as we remain close to businesses in supporting action plan delivery. Note: some action plans contain medium to long term goals which means a slower progression to R9.
- Discussions were held during April to explore how we can remove barriers to businesses completing R9 paperwork. We made amendments to the process along with introducing the option of employers signing CO23 and the R9 declarations via hard copy with a "wet signature".
- Productive weekly meetings continue with the CPCA via the Senior Programme Manager to monitor progress and discuss areas requiring focus and support.
- We continue to build the pipeline of CO23s across all districts, with focus on quality lead sources, e.g., events, referrals, coaching diagnostics.
- Golley Slater complement the work of Business and Skills Relationship Managers to build our pipeline by making confirmed appointments with clients. In April they generated 27 appointments with 1 of these converting to a CO23 (Coolsite).
- During April, 27 different organisations completed the TDML.

SERVICE LINE VIEW: Skills Service – Learning Outcomes Weekly Tracker and Performance

NOTE: Q10 data is to 30th April 2023. The table inset at top left shows number of learning outcomes by level and type.

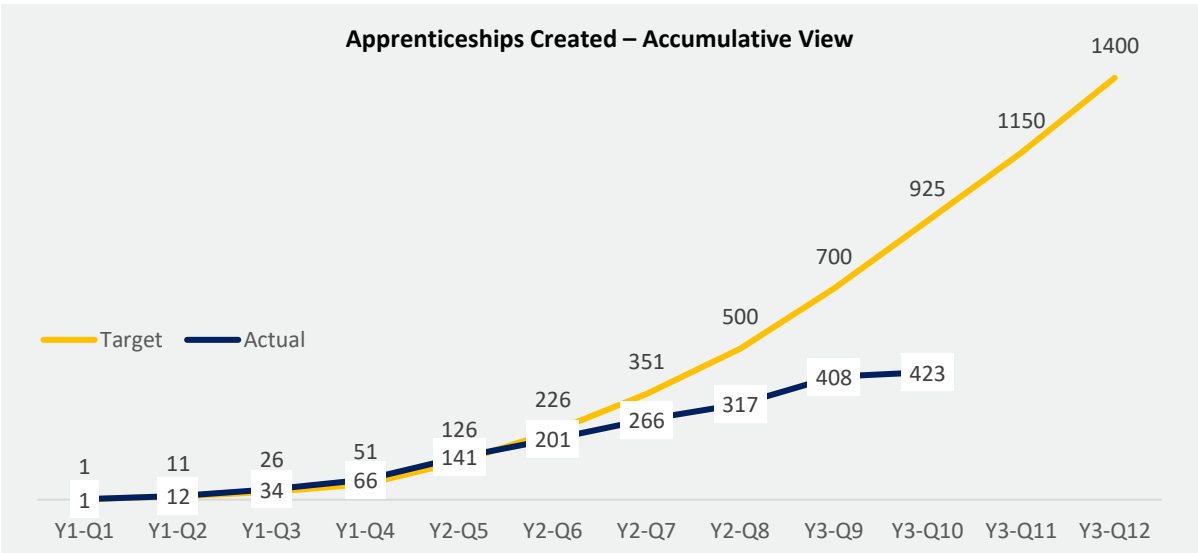
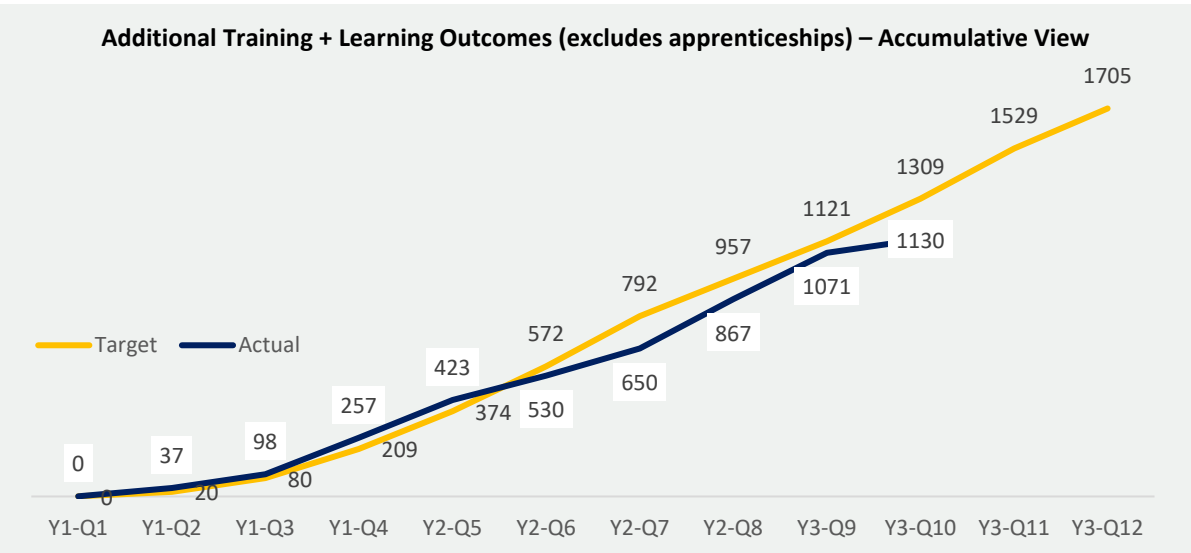
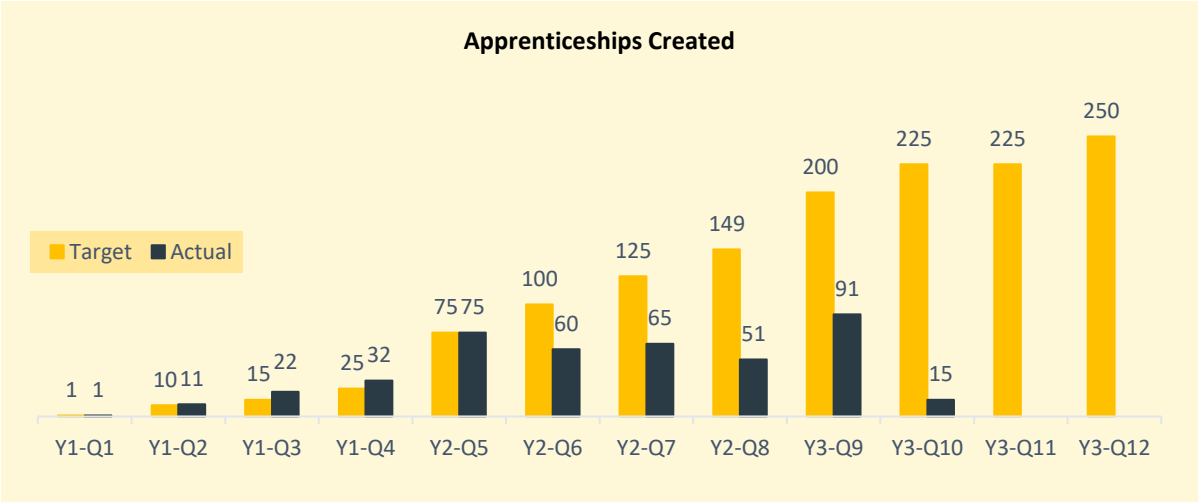
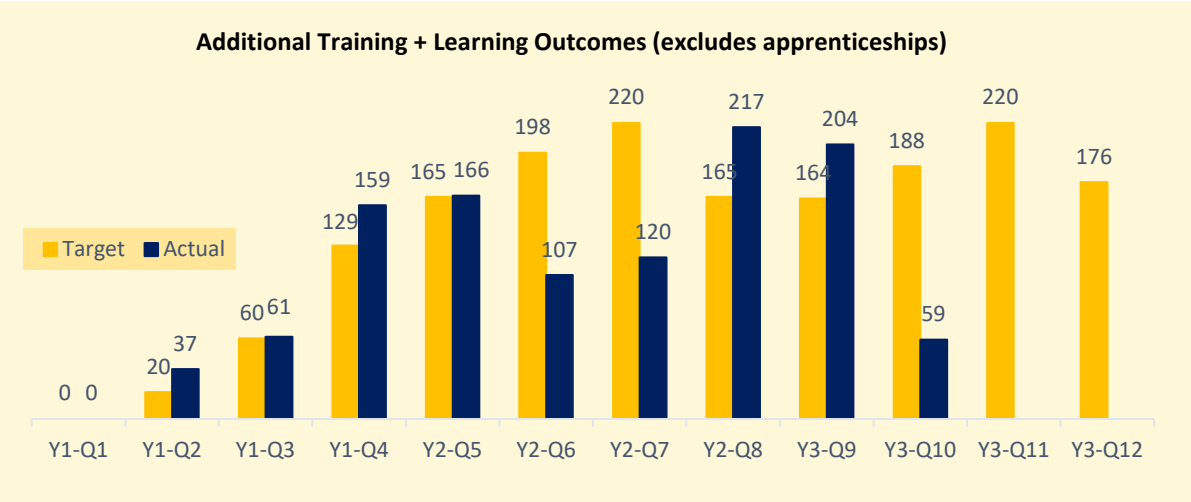
Week Ending	Year-1	Q8	Q9 - 2023 (Target 164)														Q10 - 2023 (Target 188)													
	(to 16 Dec'21)	(to 16 Dec'22)	06-Jan	13-Jan	20-Jan	27-Jan	03-Feb	10-Feb	17-Feb	24-Feb	03-Mar	10-Mar	17-Mar	24-Mar	31-Mar	07-Apr	14-Apr	21-Apr	28-Apr	05-May	12-May	19-May	26-May	02-Jun	09-Jun	16-Jun	23-Jun	30-Jun		
Targets	209	957	3	9	12	14	14	15	9	11	13	16	16	16	16	8	8	12	14	19	19	19	18	8	11	15	18	19		
Actuals	257	*867	15	18	16	46	5	8	9	45	8	10	10	7	7	29	9	1	**20											



* Actual performance at 17.00 on Friday 16th December
**Actual performance at 17.00 on Sunday 30th April

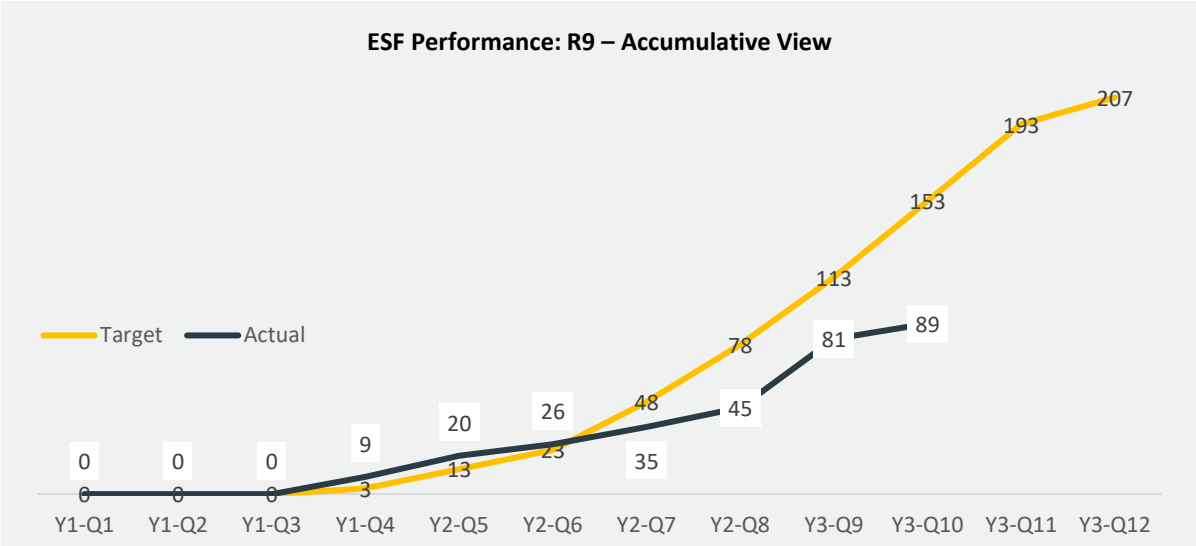
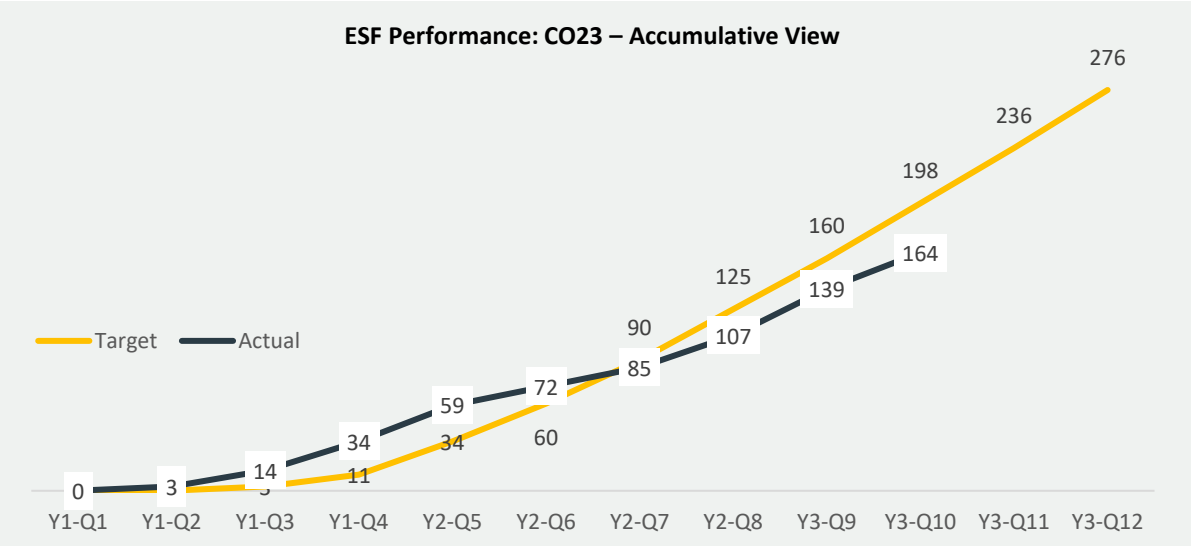
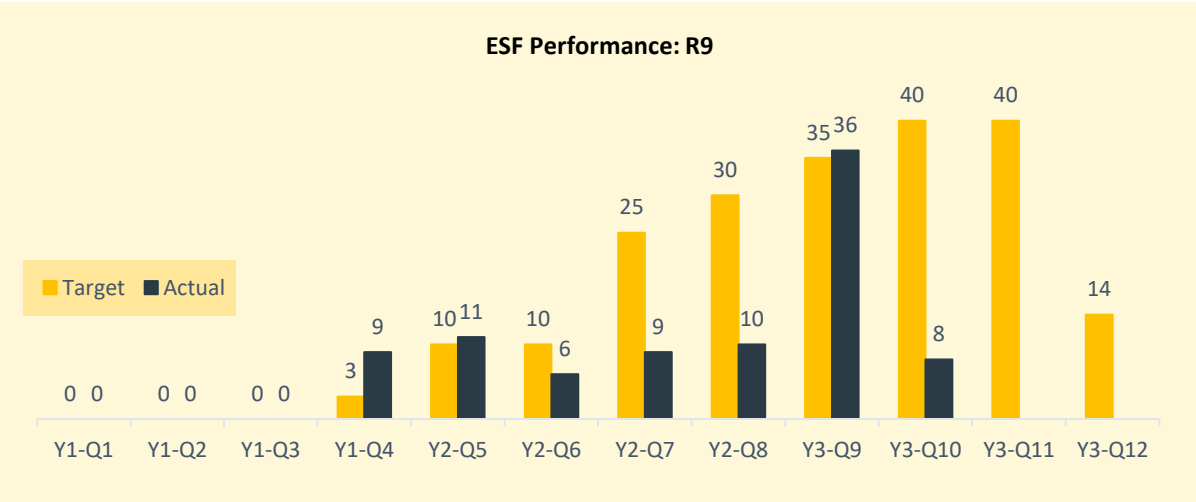
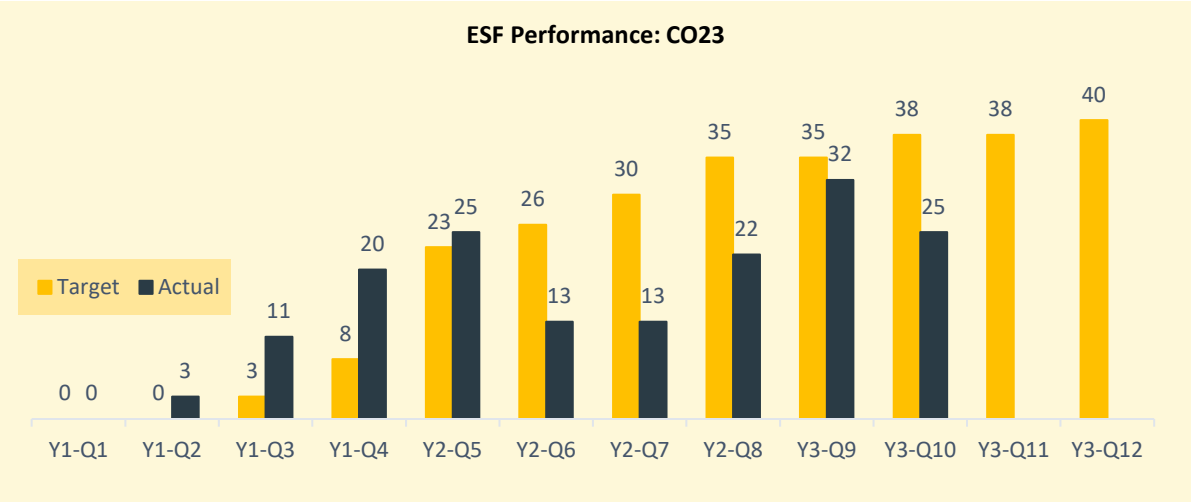
SERVICE LINE DASHBOARD VIEW: Skills Service

NOTE: Q10 data is to 30th April 2023.



SERVICE LINE DASHBOARD VIEW: Skills Service – ESF Metrics (CO23 and R9 Performance)

NOTE: Q10 data is to 30th April 2023.



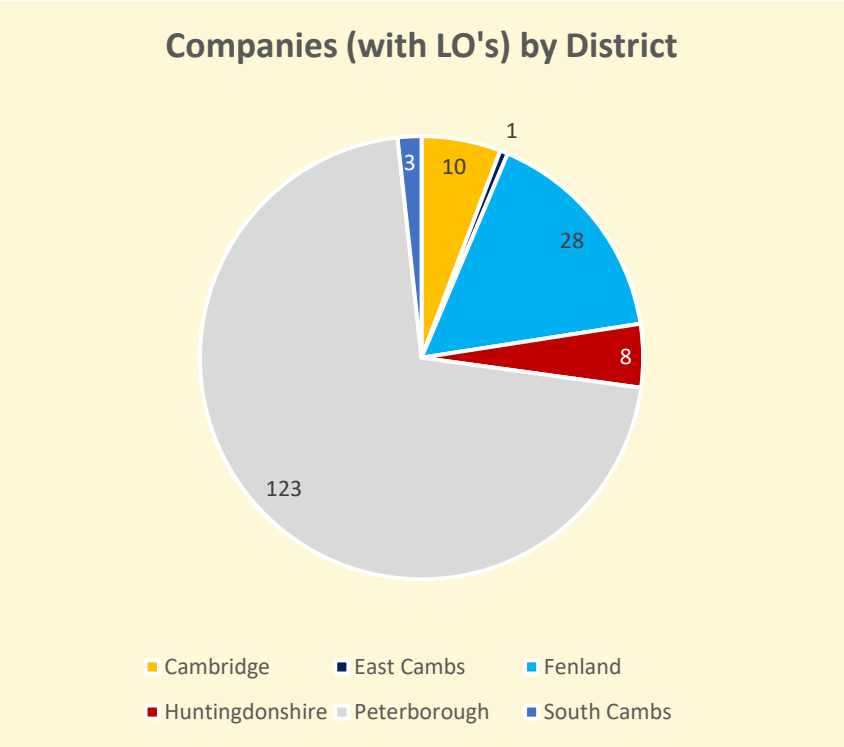
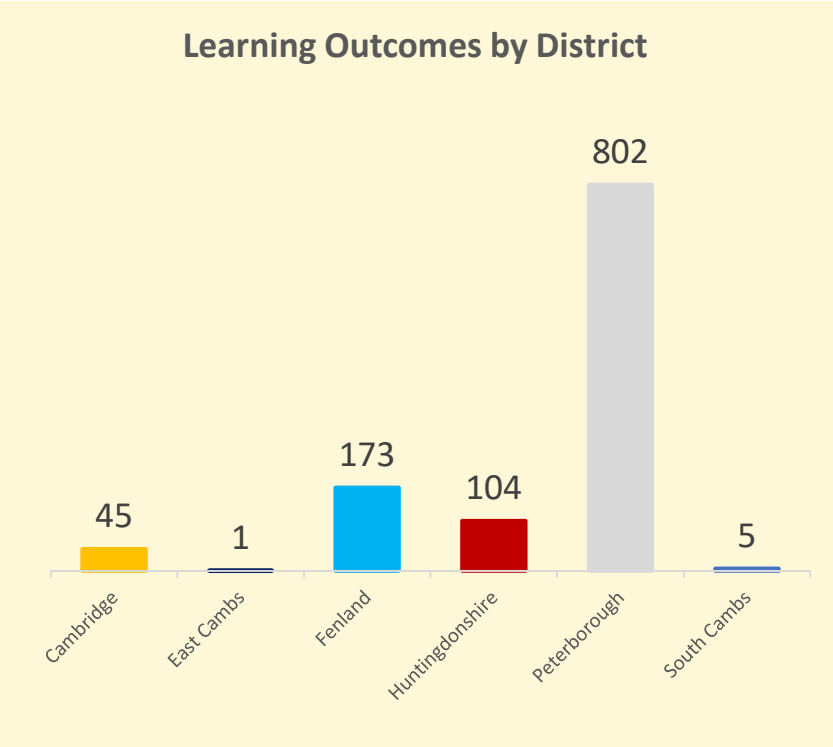
SERVICE LINE : Skills Service – Learning Outcomes and companies (with LOs) by district

NOTE: Q10 data is to 30th April 2023 as contract performance to date.

The imbalance between districts continues and is an area that we continue to address.

- 1. We have continued to increase our focus and activity on districts that have fewer reported learning outcomes, with an increasing number of TDMIs completed for South Cambs, East Cambs, Huntingdonshire & Cambridge. The usual starting point for future LOs.
- 2. Focus continues to build activity in all areas with emphasis on Learning Outcomes and Apprenticeship support provided. This and the point above are featured in action plans and broader work we are doing with organisations.
- 3. As stated last month we have steered our lead generator / appointment making partner (Golley Slater) to give a particular focus to these districts. To date they have generated 14 confirmed appointments across the districts named in point 1.

** in the March report the number of companies we reported LOs for with was under-reported by 9 and should have read 156. This was identified as part of a data cleanse exercise with CPCA.*



NOTE: at 30th April 2023 a total of 173 companies had created 1,130 learning outcomes.

Table-1 below shows performance, by DC, since Growth Works with Skills commenced contract delivery.

District	Learning Outcomes	Companies
Cambridge	45	10
East Cambridgeshire	1	1
Fenland	173	28
Huntingdonshire	104	8
Peterborough	802	123
South Cambridgeshire	5	3
Total	1,130	173

Table-2 shows the number of learning outcomes by DC in each of the months so far in Q10, with the Q9 total.

District	Q9	Apr'23	May'23	Jun'23
Cambridge	1	2		
East Cambridgeshire	0	0		
Fenland	43	4		
Huntingdonshire	69	15		
Peterborough	91	38		
South Cambridgeshire	0	0		
Total	204	59		

SERVICE LINE VIEW: Skills Service – Accessing Customers

NOTE: this view is updated quarterly, and currently shows Q10 data. GWwS are working with Growth Coaching to implement an automated process linking the platform and HubSpot, for Marketing & Coaching diagnostic leads.

Organic & Marketing

LINKEDIN ACTIVITY	RESPONSE RATE
Skills Surgery Activity	<ul style="list-style-type: none"> 27 engagements 2.49% CTR
Fenland	
South Cambs	<ul style="list-style-type: none"> 20 engagements 1.25% CTR

Key Account Management

We continue to work with some of the largest organisations CPCA wide to implement and achieve mindset change around Skills. We have introduced 3 KAM accounts Melissa Gresswell at the CPCA specifically to shape Bootcamp Delivery across target sectors.

KAM		
	Phase one	Phase two
Introductory letters sent	14	21
“Referrals”	4	0
Engaged	16	10
Outcomes	30	77

KAM Engagement Q9 (ongoing)			
	District	Meeting Completed	TDMI
Cambridge University	Cambridge	Yes	No
Howdens Engineering	Peterborough	Yes	Yes
Baker Perkins	Peterborough	Yes	Yes
Astra Zeneca	Cambridge	No	No
Lamb Weston	Fenland	No	No
Mick George	Huntingdon	Yes	No
Magpas	Huntingdon	No	Yes
Del Monte	Fenland	Yes	Yes
DFDS	Fenland	Yes	Yes
Greencore	Fenland	Yes	No
Galliford Try	Fenland	Yes	No
ARM	Cambridge	Yes	No
BGL	Peterborough	Yes	No
Caterpillar	Peterborough	Yes	No
Hotel Chocolat	Huntingdon	Yes	No

Referrals	
IIS (direct)	1 Eg.Technology
Coaching (direct)	0
Coaching diagnostic	26 Leads from Diagnostic Peterborough 8 Fenland 2 Huntingdonshire 2 Cambridge 3 East Cambs 1 South Cambs 10

SERVICE LINE REPORTING: Skills Service – CEC KPIs.

NOTE: CEC reporting slide for April 2023

Completing a compass report is entirely down to each school, and not mandatory.

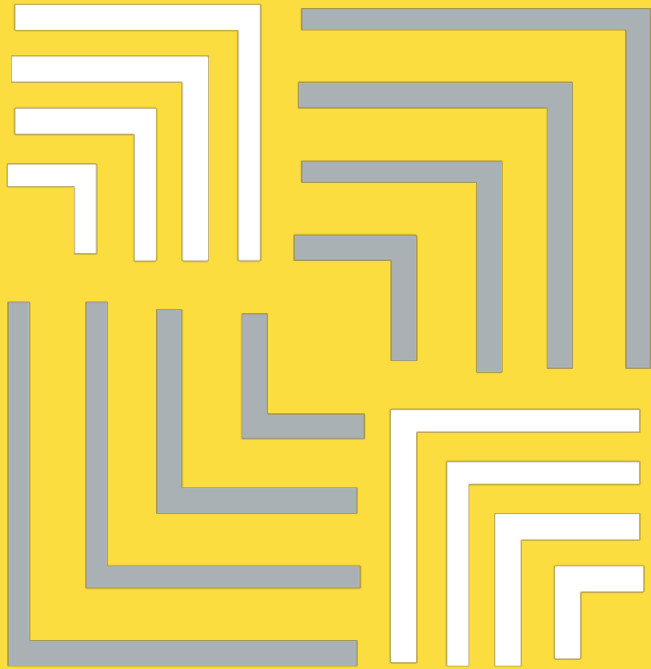
In the academic year 2021/22 the CPCA contract with the CEC introduced our regions first Careers Hub which incorporated 30 of our schools, with the other 42 remaining in the EAN. During academic year 2021/22 our reporting reflected this structure of two groups and their progress to associated targets.

At the beginning of the 2022/23 academic year the CEC contract evolved to include all 72 schools into one Careers Hub. Consequently our reporting slide reflects this new state, by having one table of data.

CAREERS HUB Schools 72	Schools in Hub	Schools matched with an Enterprise Adviser	Minimum number of benchmarks (3) achieved by all schools	Average number of Benchmarks achieved across all schools	Schools who have achieved Benchmark 1	Progress against BM5 and 6*	Upgrade to Compass +	Compass completed each term **
TARGET	100% (72)	98% (71)	90% (65)	5 (100%)	80% (58)	tbc	90% (65)	100% (72)
ACTUAL	71	55	62	4.9	42	9% and 5%	43	3
%	99%	77%	95%	98%	72%	tbc	66%	4%
VARIANCE %	-1%	-23%	-5%	-0.1 (-2%)	-28%	tbc	-34%	-96%

* There are no targets given against BM5 and BM6, only a need to demonstrate progression. Definition of progress is against a pre-determined baseline per school set by Careers Hub Lead based on 2022 summer term results

** Compass completion is generally conducted between half term and end of term. **High completion period for this term is forecast to be in July 2023**



5. SME CapEx Grants Service

SERVICE LINE DASHBOARD VIEW: SME CapEx Grants Service

NOTE: Q10 data is to 30th April 2023.

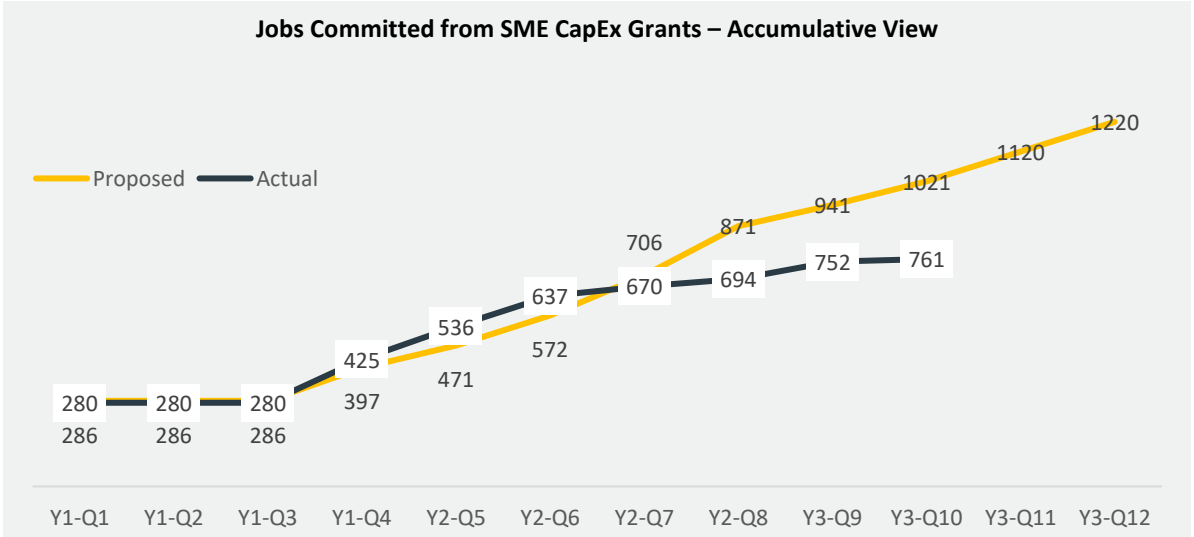
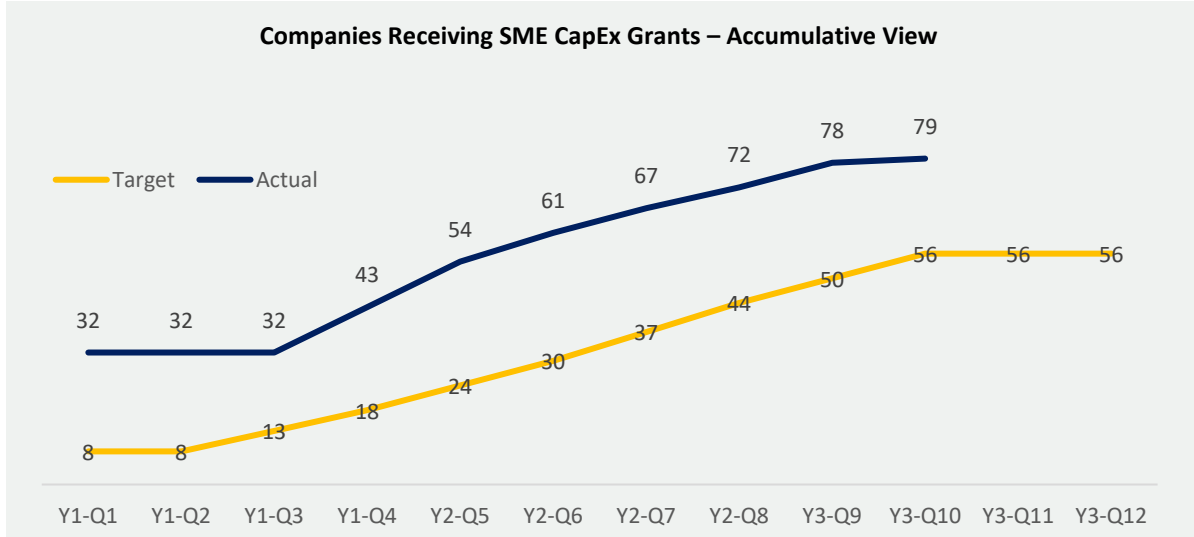
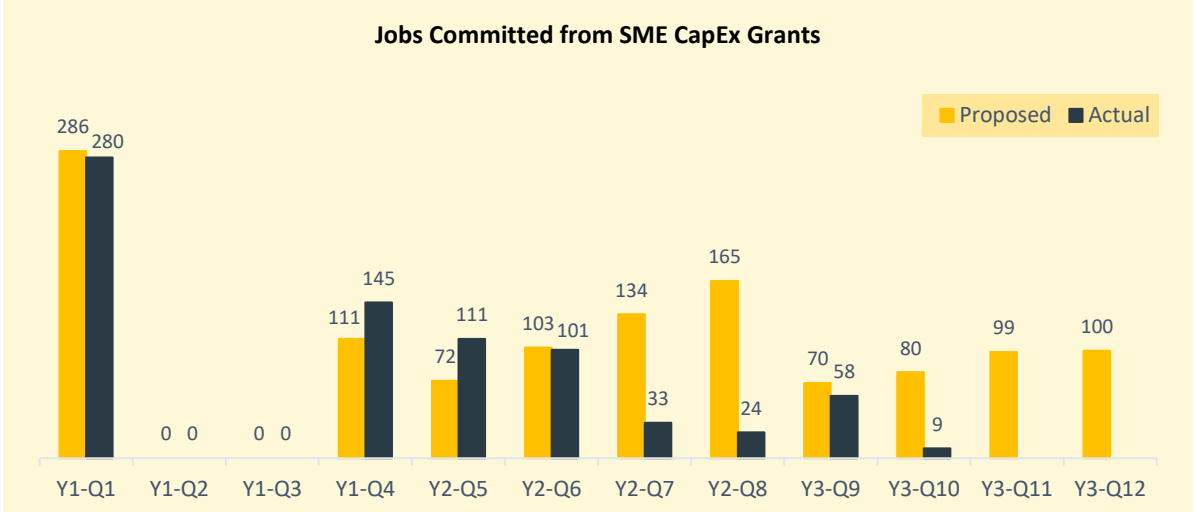
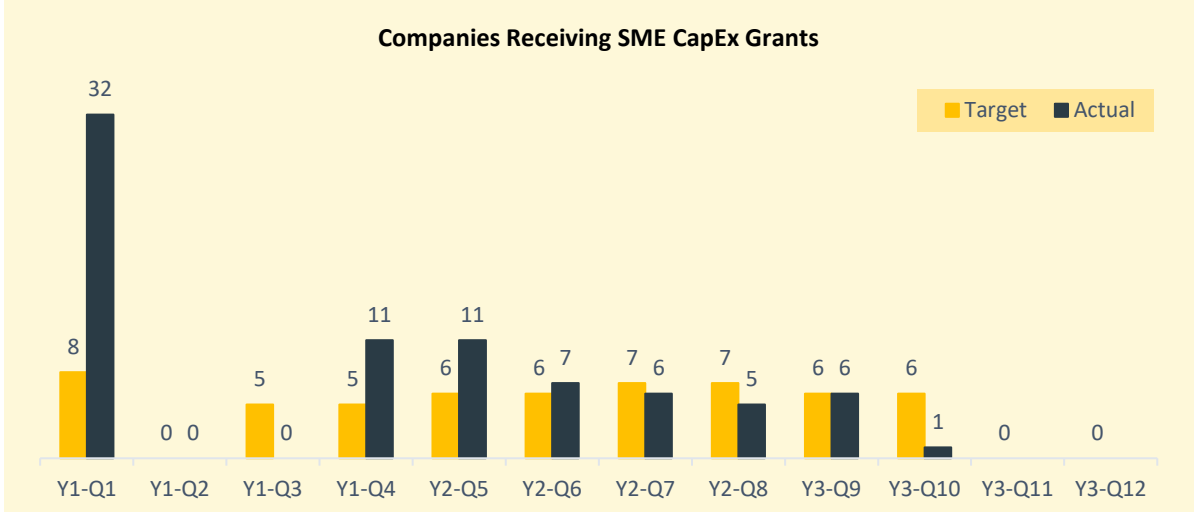
SME CapEx Grants Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	(Q10) This Quarter					Q11 Target	Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Apr 2023)	Whole of Contract Actual (15-Feb 2021 to 30-Apr 2023)		Q10 Target (01-Apr to 30-Jun)	Actual (30/04)	Actual (31/05)	Actual (30/06)	Q10 Total to 30/04		
Jobs created (forecast / committed)	397	474	349	1220	439	255	67	761	58	80	9			9	99	100
Companies receiving grants Grants & Investments (Small Business Capital Growth Investment Fund)*	18	26	12	56	43	29	7	79	6	6	1			1	0	0

NOTES:

- One award this month: Delta T Devices Ltd, East Cambridgeshire, 9 jobs, awarded a £44,433.67 grant.

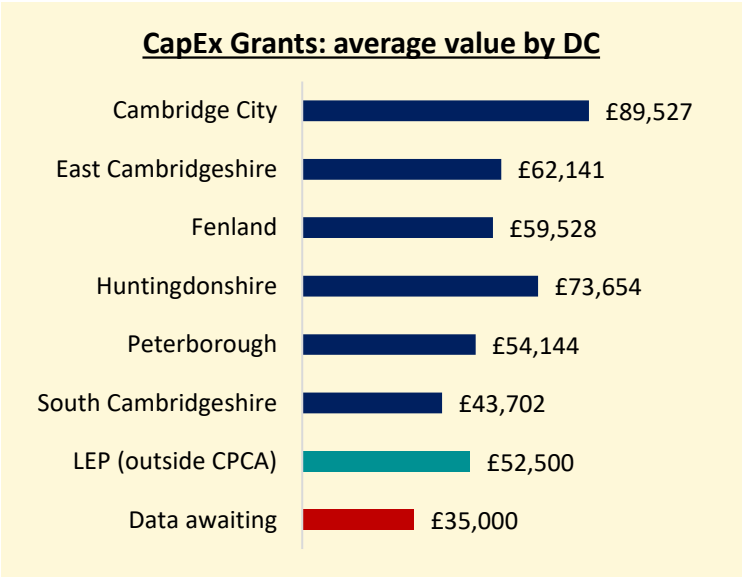
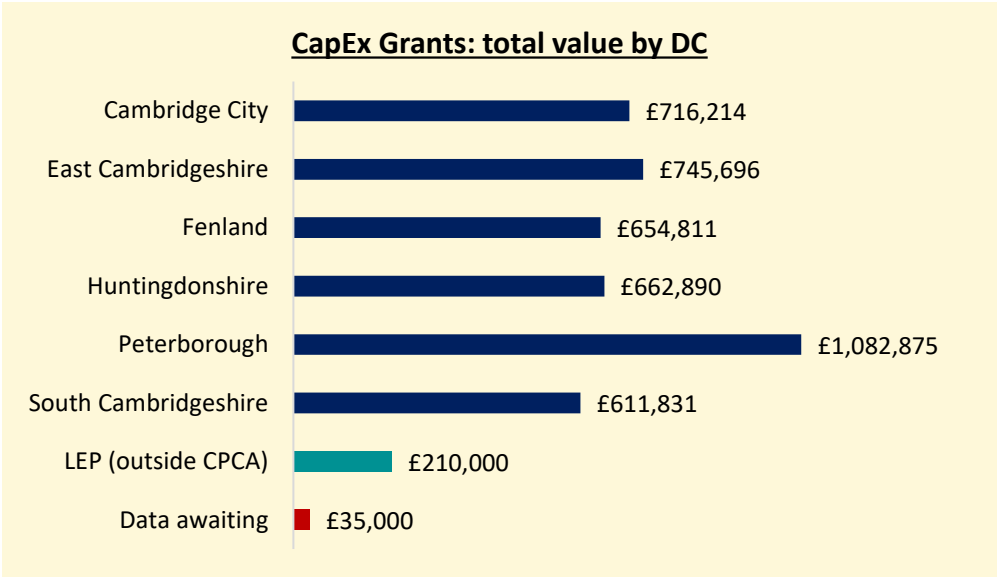
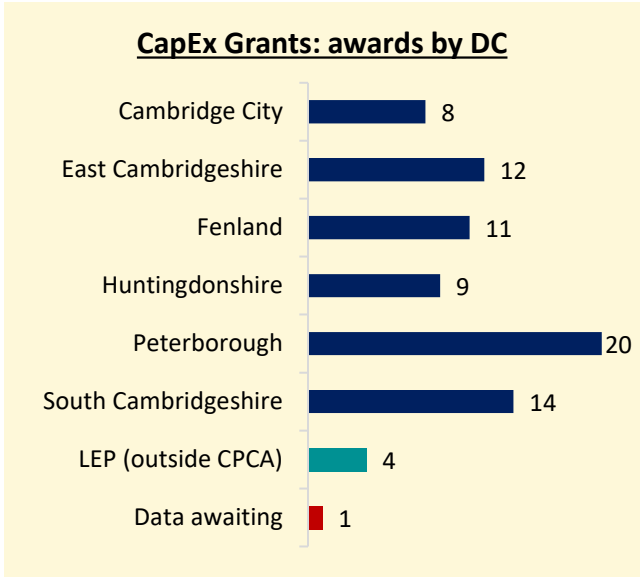
SERVICE LINE DASHBOARD VIEW: SME CapEx Grants Service

NOTE: Q10 data is to 30th April 2023.



SERVICE LINE VIEW: SME CapEx Grants – awards and values by location

NOTE: data is from 15th February 2021 to 30th April 2023.



Location	Number of Grant Awards	Total Value of Grant Awards	Average Value of Grant Awards
Cambridge City*	8	£716,214	£89,527
East Cambridgeshire	12	£745,696	£62,141
Fenland	11	£654,811	£59,528
Huntingdonshire	9	£662,890	£73,654
Peterborough	20	£1,082,875	£54,144
South Cambridgeshire*	14	£611,831	£43,702
LEP (outside CPCA)**	4	£210,000	£52,500
Data awaiting***	1	£35,000	£35,000
TOTAL	79	£4,719,317	£59,738

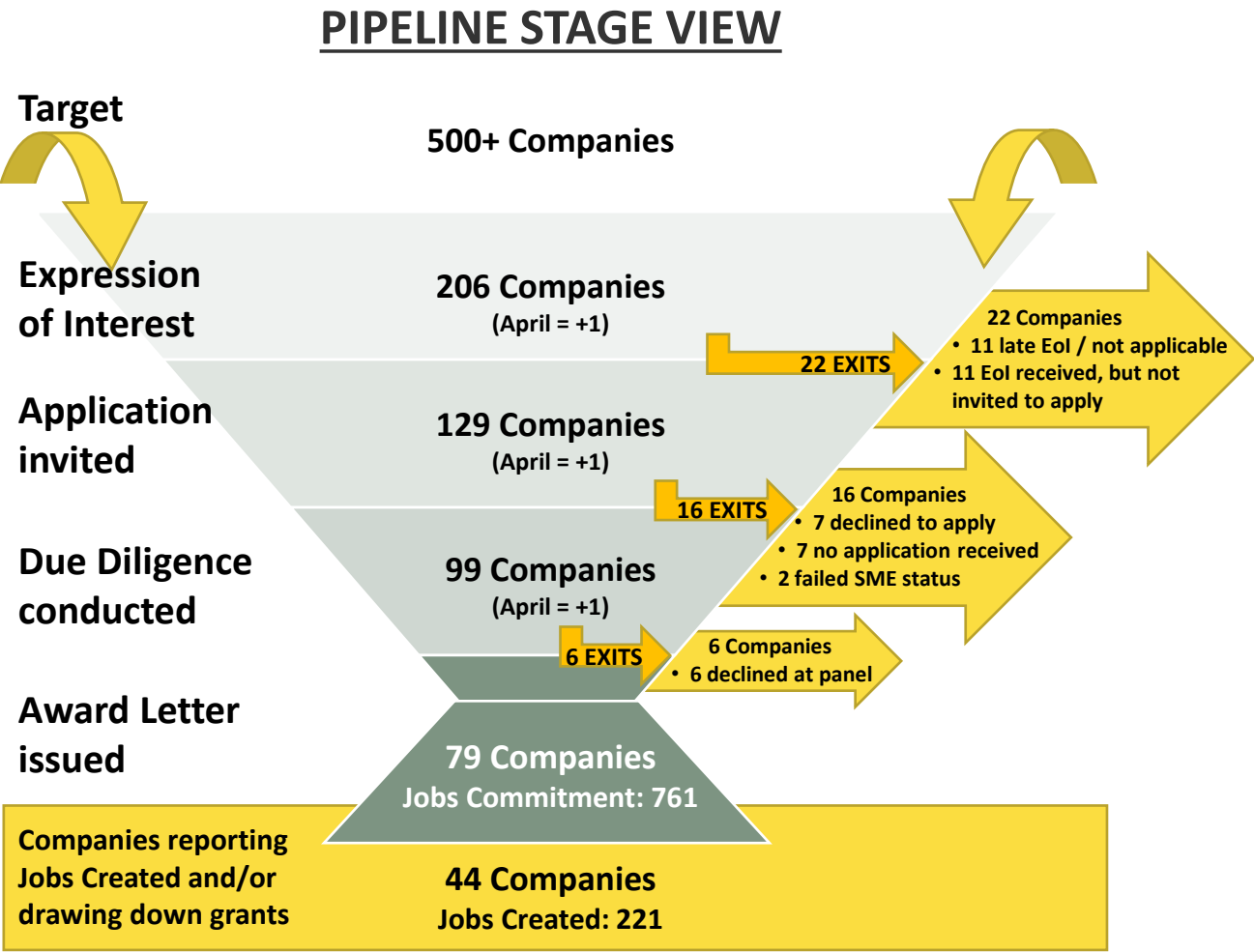
- * Denotes a postcode led readjustment to reflect geographic boundary of Cambridge City and South Cambridgeshire

** The LEP Area awards have been made in South Kesteven, North Norfolk & King’s Lynn, and Uttlesford.

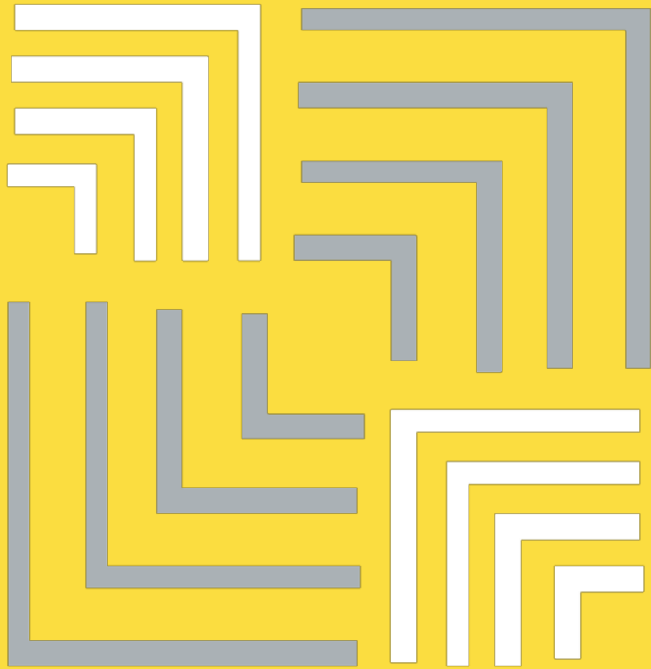
*** The ‘data awaiting’ entry refers to a London based company called Credenxia, for which we await confirmation of their trading address within the CPCA area. Whilst we await this confirmation, no grant money has been paid.

SERVICE LINE PIPELINE VIEW: SME CapEx Grants

NOTE: Q10 data is to 30th April 2023.



PIPELINE	
Stage	Notes
Target	Many companies were canvassed through our networks to build interest in the grant for the 31st March 2021 award. We subsequently deployed a second award pot, since when hundreds of companies are connected to through Growth Works.
Expression of Interest	To date, 206 companies have submitted an Eol for one of the two pots. 123 of these were invited to submit an application for a grant. One (1) more EOI's received in April.
Application invited	Of 129 companies invited to apply, 99 full submissions were received.
Due Diligence conducted	Robust due diligence is conducted (KYC/AML/Credit checks), costed claimed CapEx spend qualified in/out etc for all applicants.
Award Letter issued	79 grant award letters issued for the two pots
Companies reporting jobs created and/or drawing down grants	Of the 79 companies awarded a grant to date, we have evidenced 221 permanent jobs created from the 752 jobs committed through the award of a grant. NOTE: these Job figures are separate from Jobs figures relating to Revenue Grants. Drawdown of grants means claims received in the month, not defrayals to claimants.



6. Equity Service

SERVICE LINE DASHBOARD VIEW: Equity Service

NOTE: Q10 data is to 30th April 2023.

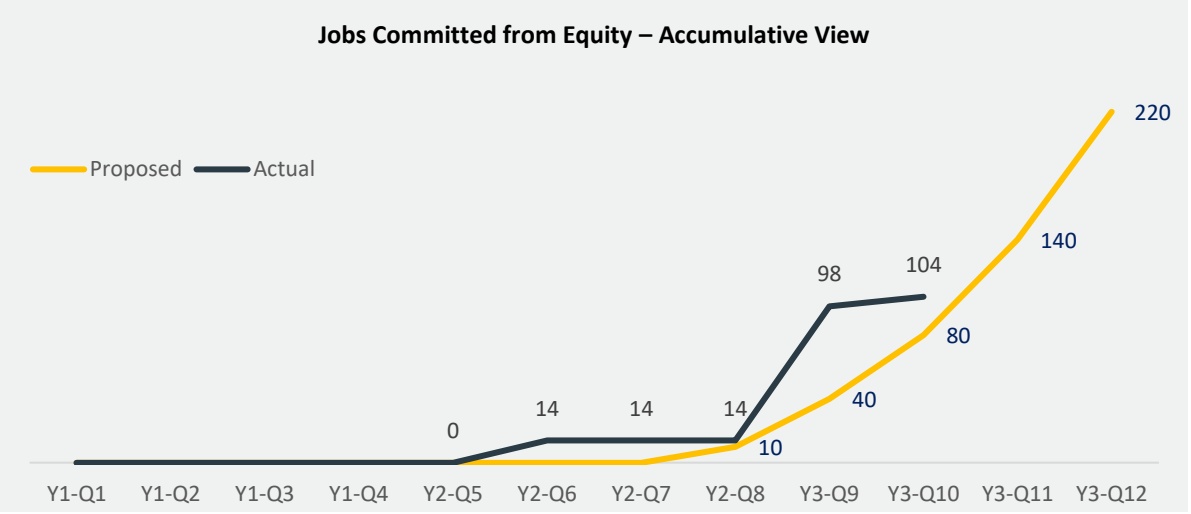
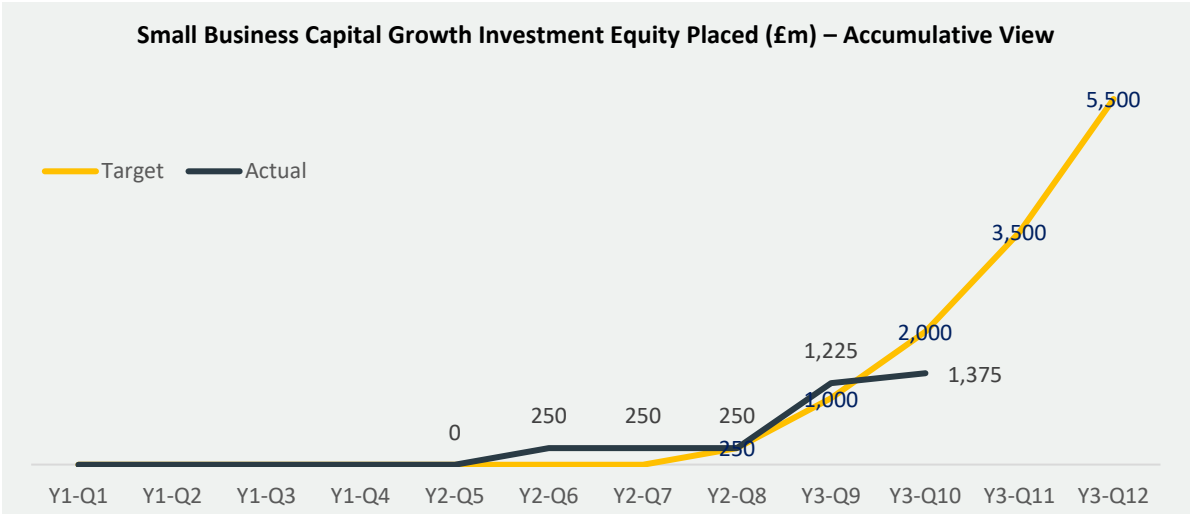
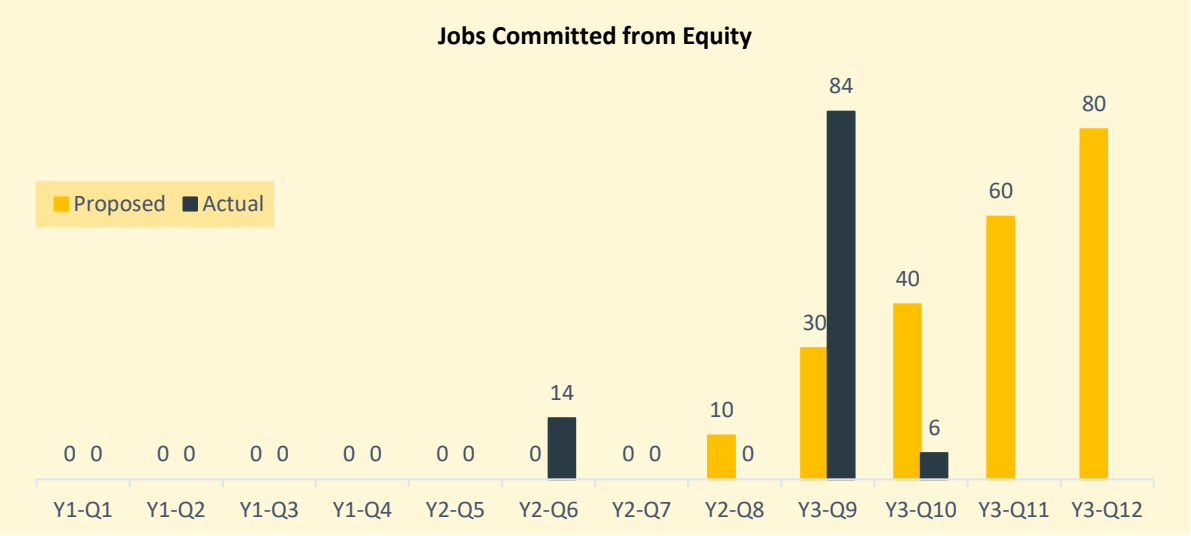
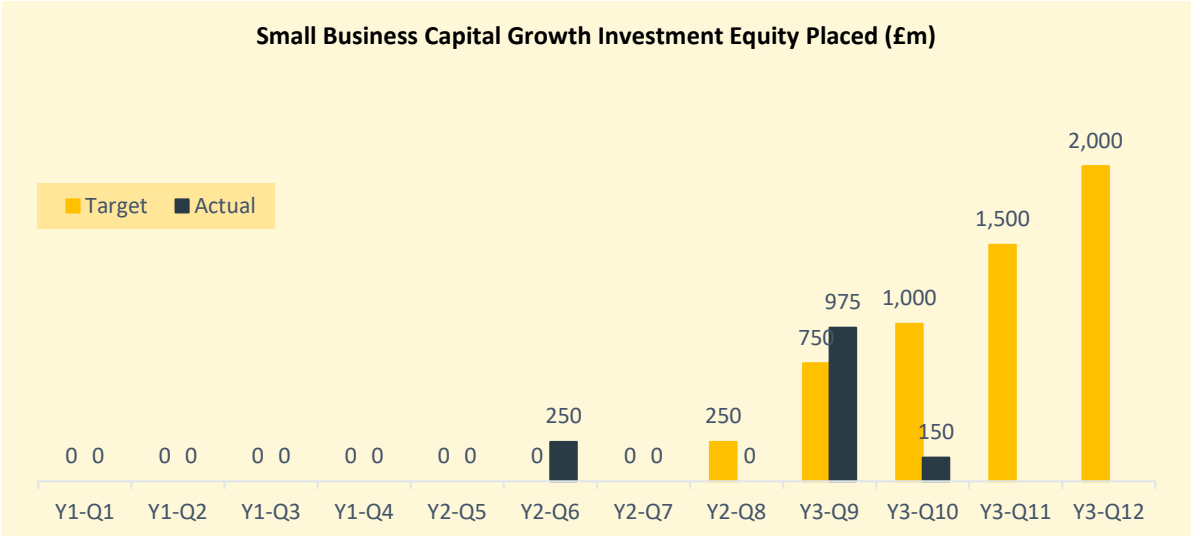
Equity Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	(Q10) This Quarter					Q11 Target	Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Apr 2023)	Whole of Contract Actual (15-Feb 2021 to 30-Apr 2023)		Q10 Target (01-Apr to 30-Jun)	Actual (30/04)	Actual (31/05)	Actual (30/06)	Q10 Total to 30/04		
Jobs created (forecast / committed)	0	10	210	220	0	14	90	104	84	40	6			6	60	80
Small Business Capital Growth Investment equity (£ 000)	0	250	5,250	5,500	0	250	1,125	1,375	975	1,000	150			150	1,500	2,000
Number of equity investment projects between £150k and £250k	1	1	20	22	1	0	5	6	4	5	1			1	5	5

NOTES:

- One success recorded in April (Archipelago) which is subject to certain conditionality requirements. The company is Cambridge based in the Manufacturing sector.

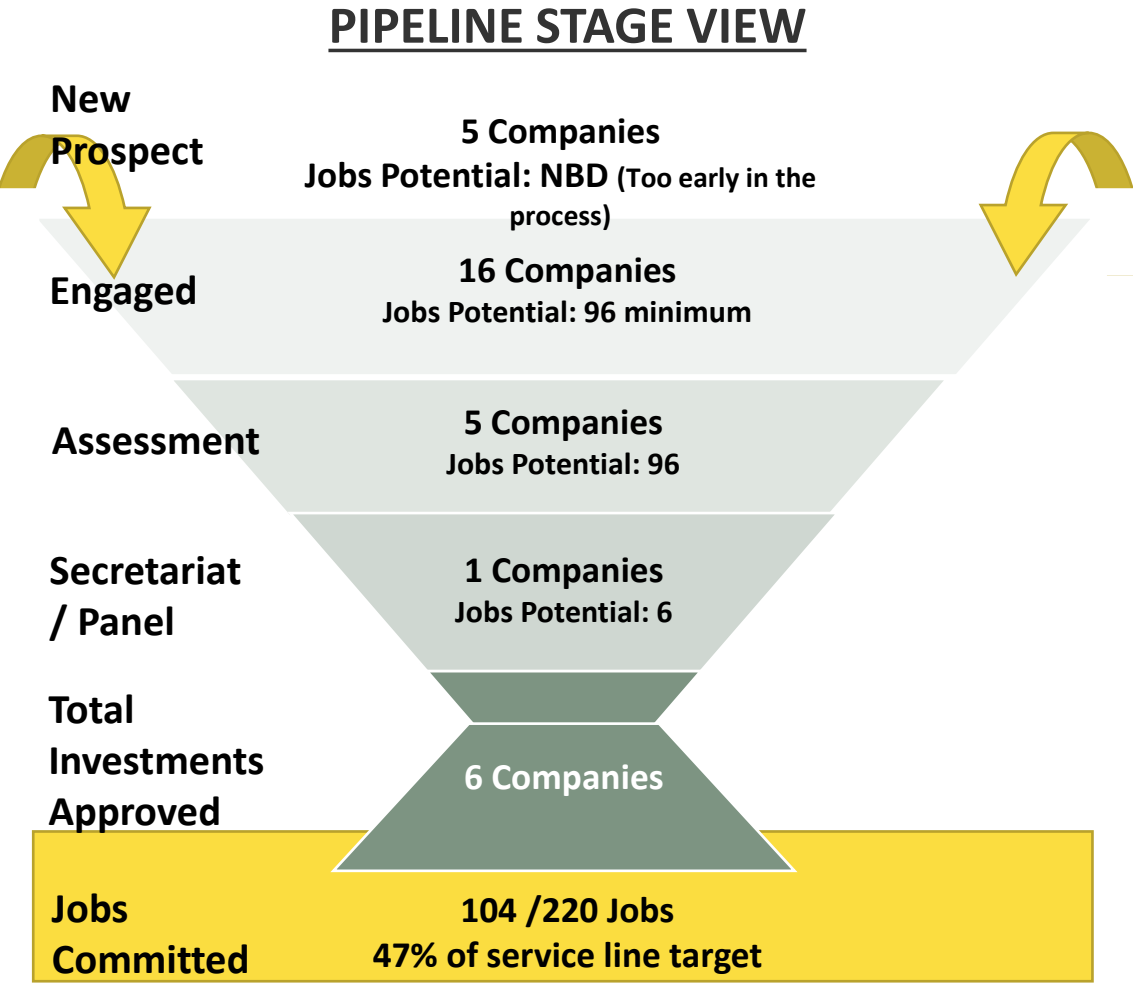
SERVICE LINE DASHBOARD VIEW: Equity Service

NOTE: Q10 data is to 30th April 2023.



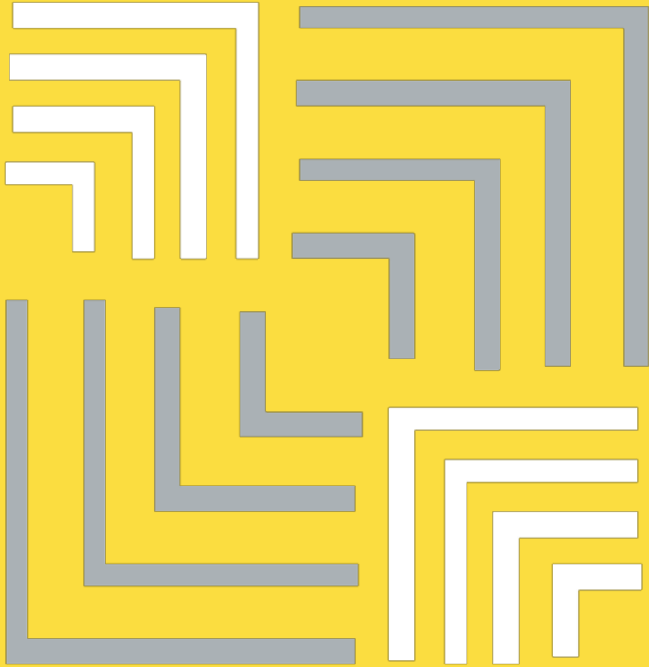
SERVICE LINE PIPELINE VIEW: Equity Service

NOTE: the data illustrated is to 30th April 2023.



PIPELINE: COMMERCIAL IN CONFIDENCE	
Stage	Notes
New Prospect	<ul style="list-style-type: none">We have 5 new company prospects.At this stage, these companies are engaging with us on the basis of commercial in confidence.Consequently, we will share their names as they progress through the pipeline (i.e., when they become a formal applicant).
Engaged	<p>Company</p> <ul style="list-style-type: none">16 companies are engaged. Down on last month because we have cleansed the pipeline with regards to those companies we consider 'closed/lost'.We will share their names if they progress through the pipeline after assessment (i.e., when they become a formal applicant).
Assessment	<ul style="list-style-type: none">GoAscendal: 10 jobs.Paragraf: 60 jobs.Turmeric: 6 jobs.Spotta: 10 jobsSynergy Grill 10 Jobs
Secretariat / Panel	<ul style="list-style-type: none">Archipelago: 6 jobs

GROWTH WORKS WITH EQUITY MARKET ENGAGEMENT	
Activity	Notes
Accelerators/VC's/ Angels/Multipliers	<ul style="list-style-type: none">Working to maintain regular engagement with priority multipliers.Multipliers have been prioritised based on their ability to help feed the Equity pipeline.Seeking to work with likes of Cambridge Angels to explore further opportunities.Silicon Valley Bank (HSBC).
Events	<ul style="list-style-type: none">St John's Equity Investment Clinic.Barclays Eagle Labs.GW Equity presentation to DIT UK Fintech Week Event (200 Companies)IFGS – Innovate Finance Global Summit 2023.



7. Marketing Plans and Activity

Content in this section is drawn from the Service Lines and the integrated quarterly plan, to cover Campaign Management, and the Marketing Plan and Activity.

SERVICE LINE MARKETING VIEW: Growth Coaching Service

NOTE: this view highlights the activity we said we would do in April as per our 90 day plan beginning 1st April 2023.

Digital refinement

Commission Kiss to run digital LinkedIn campaign to promote final deadline for ERDF grants, plus events with a focus on grants & re-arrangement of grants web copy to maximise impact of Kiss campaign
Commission and commence of radio adverts promoting ERDF grants (and deadline) across Global for whole of Cambridgeshire, and on Star Radio to reach Fenland and Peterborough.
Continued promotion of events/ workshops and grants via organic socials (focus on LinkedIn)

Referral partners

Continued engagement with EDOs and referral partners via specific newsletter and 121 emails asking for promotion of events/ workshops and grant deadlines
Planning underway for joint event with Fenland District Council on 17 May at Boathouse, Wisbech
Planning underway for joint event with FSB in Peterborough Future Allia Business Centre on 12 May
Engagement at Chamber of Commerce events including networking events in Cambridge (20 April) and Fenland (24 April)

Outreach

Speaking slot at referral partner Dow Social's event (14 April) to over 100 delegates
Provided stand for Huntingdon Business Fair on 26 April, generating good new prospects and referral partner contacts, stand also visited by Mayor during show
Stand secured at CTW and sponsorship of Innovation Alley. Good joint working with Skills and Inward Investment to ensure stand and collateral reflects all streams (stand 9/10 May at Conference)
Speakers secured for GW events in Fenland and Peterborough – including Tumeric CEO, Brave, and video case studies with Rennet and Rind, Pockit Diagnostics and GH Displays
Continued liaison with Referral Partners and experts to populate Masterclass programme (including growth strategy, sales, marketing, sustainability and cyber security workshops for the coming 2 months)

High-value clients

Continue to target High Value Clients their own unique version of the newsletter, upcoming events and workshops.
Postcard campaign launched for businesses across E Cambridge (including High Value clients in specific business centres) – promoting deadline for ERDF grants
Development of new grants flyer – supplied via digital marketing and at events
Continued development of case studies with HG clients to promote value of programme

Data views to highlight Growth Works digital engagement.

LinkedIn Growth Works	Analytics
Follower Increase in past month	32
Followers to date	1,294
Social Posts in past month	Reactions: 523 Comments: 19 Reposts: 120 Overall impressions: 9635

Growth Works Email	Open Rate
Email open rate past month	Average of 39.66%

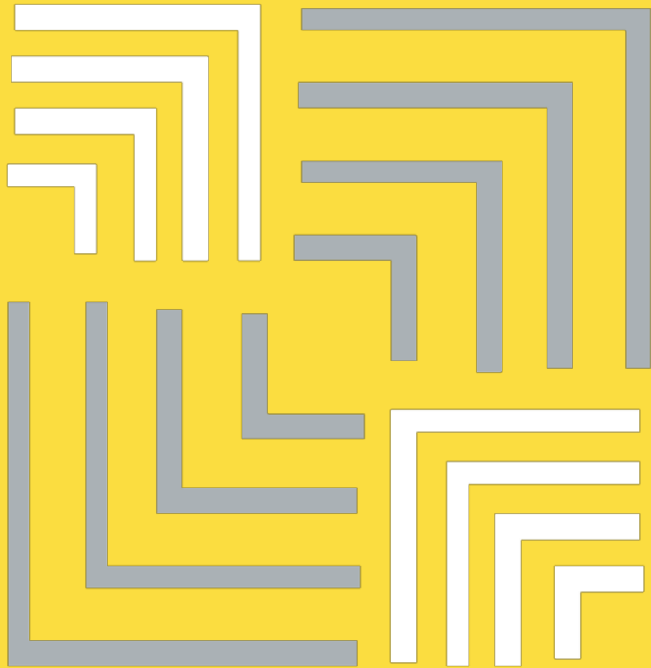
SERVICE LINE MARKETING VIEW: Inward Investment Service

NOTE: this view highlights the activity we stated we will undertake in our 90 day marketing plan beginning 1st April 2023.

Campaign/Activity	We are targeting	Our rationale
Continuation of Agri-tech Market Access Programme through LinkedIn marketing campaigns.	Detailing the market opportunity in CPCA for inward investors featuring the Fenlands.	Marketing campaign articulating the market opportunity and the opportunity to meet industry experts is critical to attract companies to participate.
Enhancing Locate Cambridge profile by started the promotion of the second though leadership article on "De-Risking your international market entry "amongst international IPAs and the DBT network.	Increasing number of followers, likes, reposts and raise he profile of the team's expertise supporting companies expanding internationally and lead generation.	Sharing quality content on market entry best practices to support inward investors will raise the profile of Locate Cambridge's expertise to support inward investors.
Preparation for Cambridge Technology Week: 1. email marketing campaign to promote the International Day with the DBT network, international IPAs and fast growing tech scale ups 2. Preparation of marketing material (flyers and banners) to have brand visibility during the event.	Identification of highly innovative international companies looking at the UK market that may be interested in or are attending the event.	Promoting and being present in a high profile event for disruptive knowledge intensive businesses will help to raise the profile of the region as a top destination for cutting edge business and will facilitate lead generation.

SERVICE LINE MARKETING VIEW: Skills Service

Campaign/Activity	We are targeting	Our rationale
<ul style="list-style-type: none">• 12 events were attended or hosted during April. 2 of these were virtual skills surgeries and 2 based on location.• The Skills drop-in session at Stuart House was hosted by the wider business and education teams. 18 attendees, 5 leads & 1 x TDMI completed on the day.• Other events attended were across the district in partnership with coaching and key business networks.• Skills surgery booking page updated on platform to create an evergreen booking system with each member of the team. Using their profile pictures has also made this more human.• LinkedIn newsletter April editions focused on booking appointments for skills surgeries and promoting employer support – ‘Unlock free business support’ had 593 views and 10.53% engagement rate• The Golley Slater continues to ramp up with a total of 27 confirmed appointments booked in diaries. 1 TDMI was completed from one of these during April. The teams have daily conversations about the businesses and bookings to ensure quality remains high.• Through this campaign Golley Slater have captured 332 decision maker emails that we didn’t have previously. They also found that 89% of the calls made the decision maker was unaware of the support Growth Works offer. There is a lot we can do with the insight from GS in future marketing activity.• LinkedIn activity continues daily, resharing stakeholder content as well as our own event promotion, event content and key content relating back to KPIs.		<p>LinkedIn analytics (company page)</p> <ul style="list-style-type: none">• 649 followers (63 new followers during the April)• 60 unique visitors to page• 263 post link clicks• 9.7% engagement rate per post• 354 newsletter subscribers <p>Platform analytics for April 2023</p> <ul style="list-style-type: none">• 513 sessions• 265 new users to the platform• Average session duration increased MoM from 2.21 mins to 2.28 mins• Top pages – home page, skills surgeries/book an appointment and employer hub
<p>Marketing activity continued to focus on the telecoms campaign and social media content. Why?</p> <ul style="list-style-type: none">• The Q10 plan has been submitted for April – June which includes events that have a longer lead time for promotion.• This also includes key awareness days and content focusing on KPIs.• The Golley Slater telecoms project continues to create a strong pipeline of confirmed appointments which will continue into May with tweaks and improvements shared across teams. The GWWS team will visit GS offices this month.• LinkedIn posts and newsletters continue to grow the audience as well as engage with the existing audience of 649 followers.• The team will be inviting their own contacts to follow the page to grow even more.		<p>Next steps</p> <ul style="list-style-type: none">• Event promotion continues in May, with the first event taking place at Camb Tech Week alongside Coaching and Inward Investment.• Telecoms campaign to continue, building on key insight for the teams to improve the campaign and also to use in marketing content.• Continue to build LinkedIn following and engagement, as well as LinkedIn as a lead channel. Build in a variety of content formats to increase engagement and visibility. Continue to work with stakeholders and wider network to amplify content.• Final stage of the Careers Hib to be built on platform.



8. Resourcing and Staffing

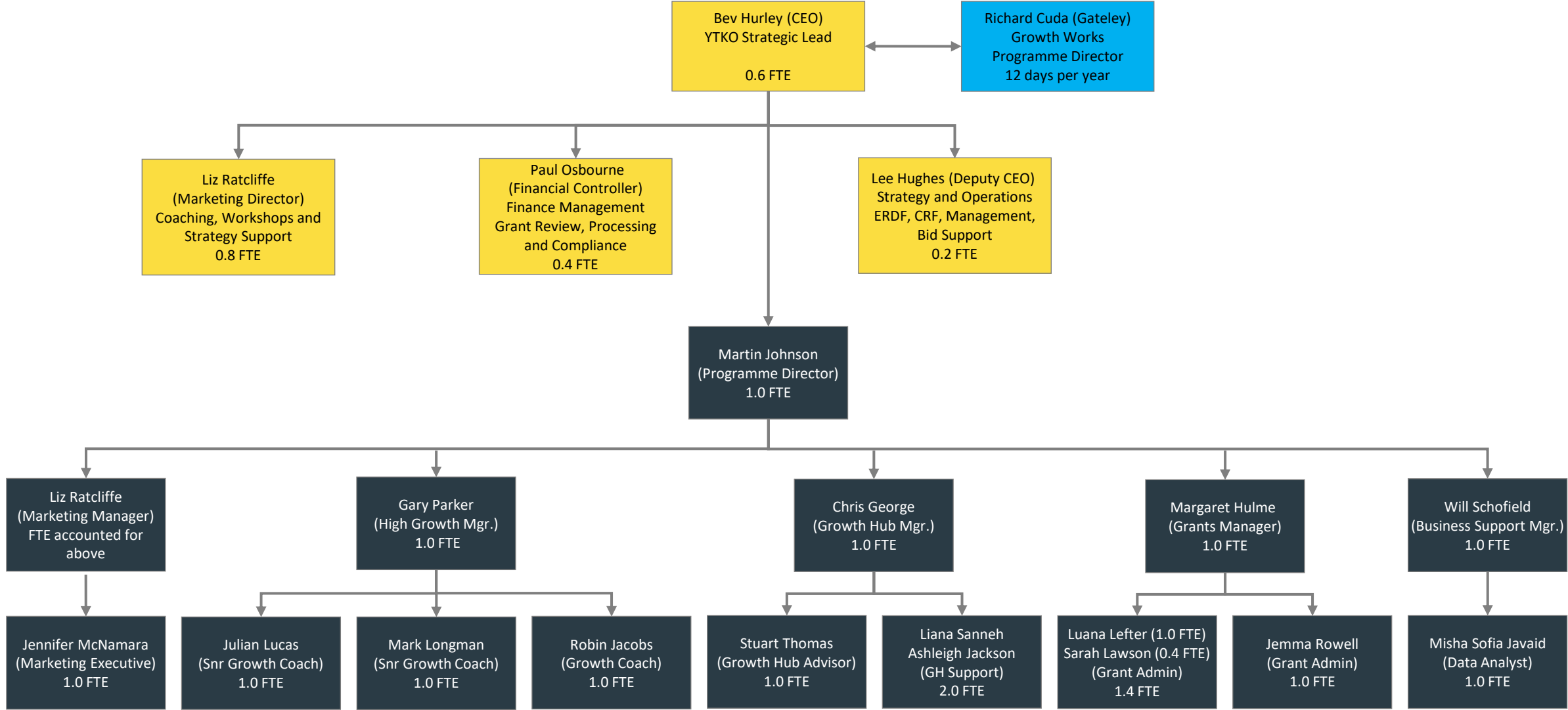
Content in this section is drawn from the weekly Directors meeting chaired by the Growth Works Programme Director for all Service Line Directors, and the Weekly Status Update. We track views on headcount relative to plan, open roles, vacancies filled, and new joiners to land within 60 days of the end of the reporting period.

Resourcing and Staffing – across the programme we have 49.4FTE in place against a current 49.4FTE* planned requirement. This represents a 0.0% gap to close (at 30th April 2023)

Service Line	During this Reporting Period (all numbers are FTE unless stated)						Open Roles	New Joiners (start date – dd/mm)	Leavers
	Planned FTE	Current FTE	Joiners within 60 days	Gap (%) after 60 days	Impact on Delivery	Roles Advertised in period			
Growth Coaching Service <i>(includes staff for Grants)</i>	17.4	17.4	0.0	0%	GREEN	• N/A	• N/A	• Luana Lefter – Grants Admin (01MAR23). 0.4 FTE, converted to 1.0 FTE from 03APR23	• No leavers this period
Inward Investment Service	7.3	7.3	0.0	0%	GREEN	• N/A	• N/A	• N/A	• No leavers this period
Skills Service	19.5	19.5	0.0	0%	GREEN	• N/A	• N/A (Recruitment to replace Federica went live 27APR23)	• N/A	• No leavers this period (Federica resigned, last working day 19MAY23)
Equity Service	3.2	3.2	0.0	0%	GREEN	• N/A	• N/A	• N/A	• No leavers this period
PMO	2.0	2.0	0.0	0%	GREEN	• N/A	• N/A	• N/A	• No leavers this period

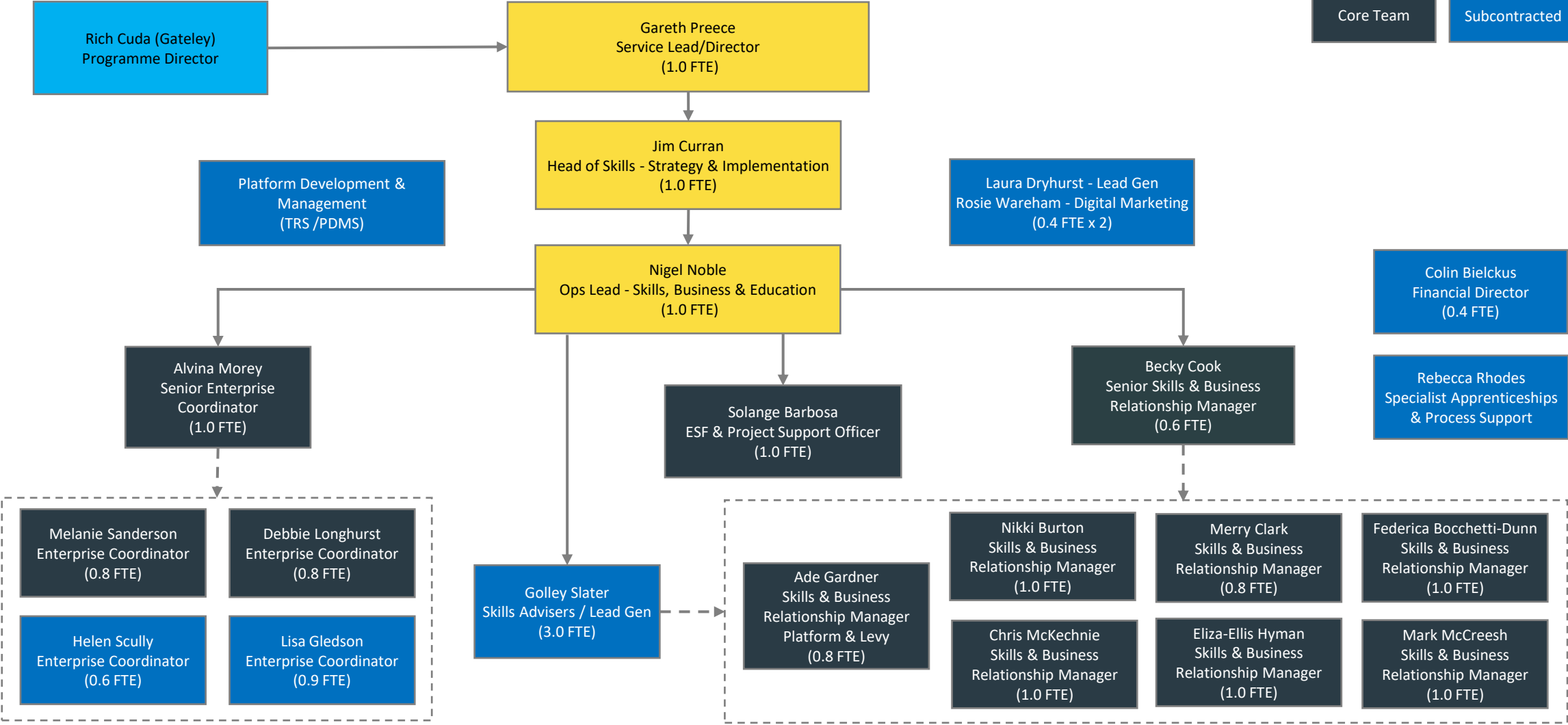
*Full organisation charts by subcontractor and/or service accurate up to the end of this reporting month can be found at in the pages that follow.

YTKO: Growth Coaching & Grants Service Organogram (April 2023)

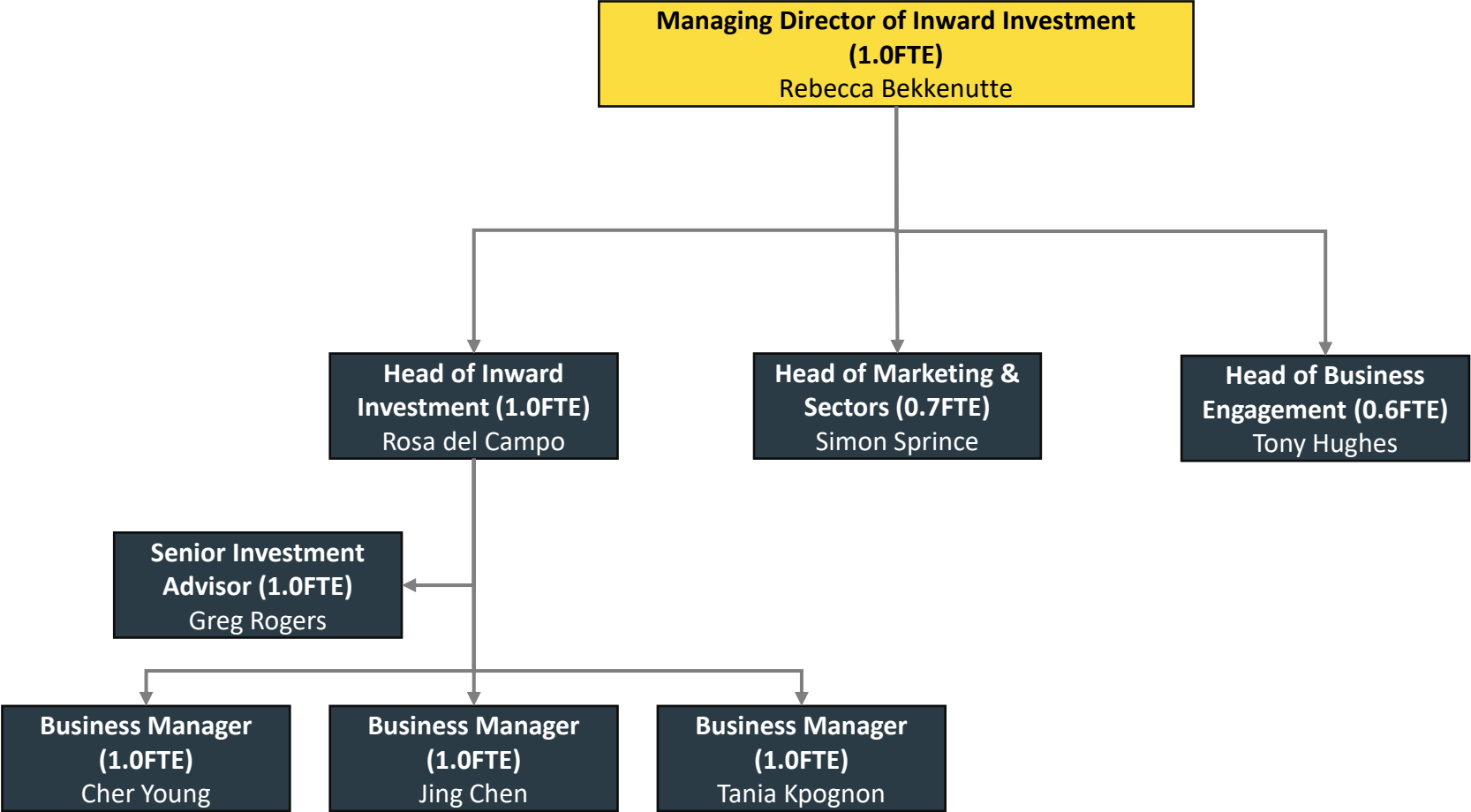


GPC Skills: Service Line Organogram (April 2023)

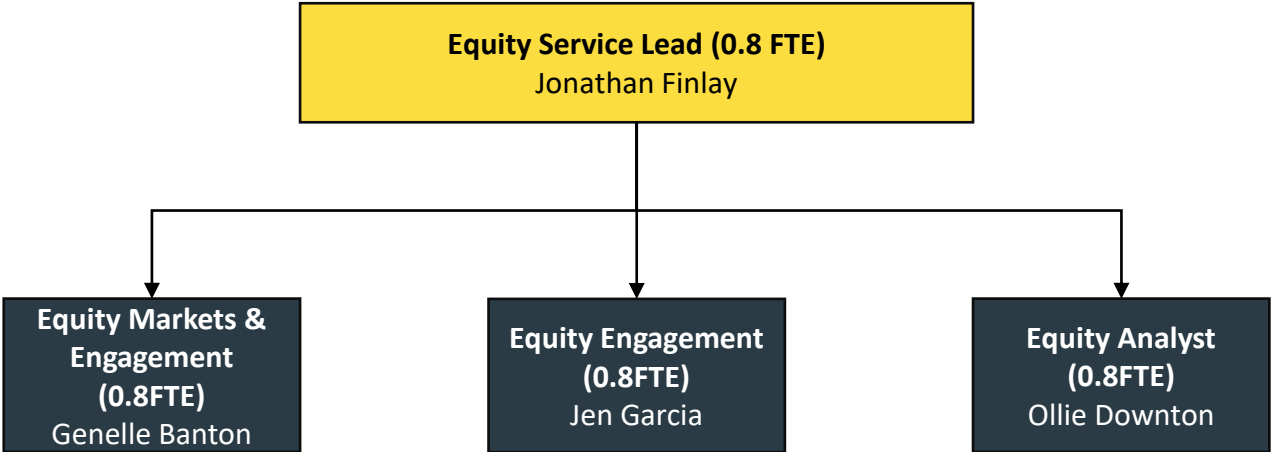
PMO	Leadership
Core Team	Subcontracted



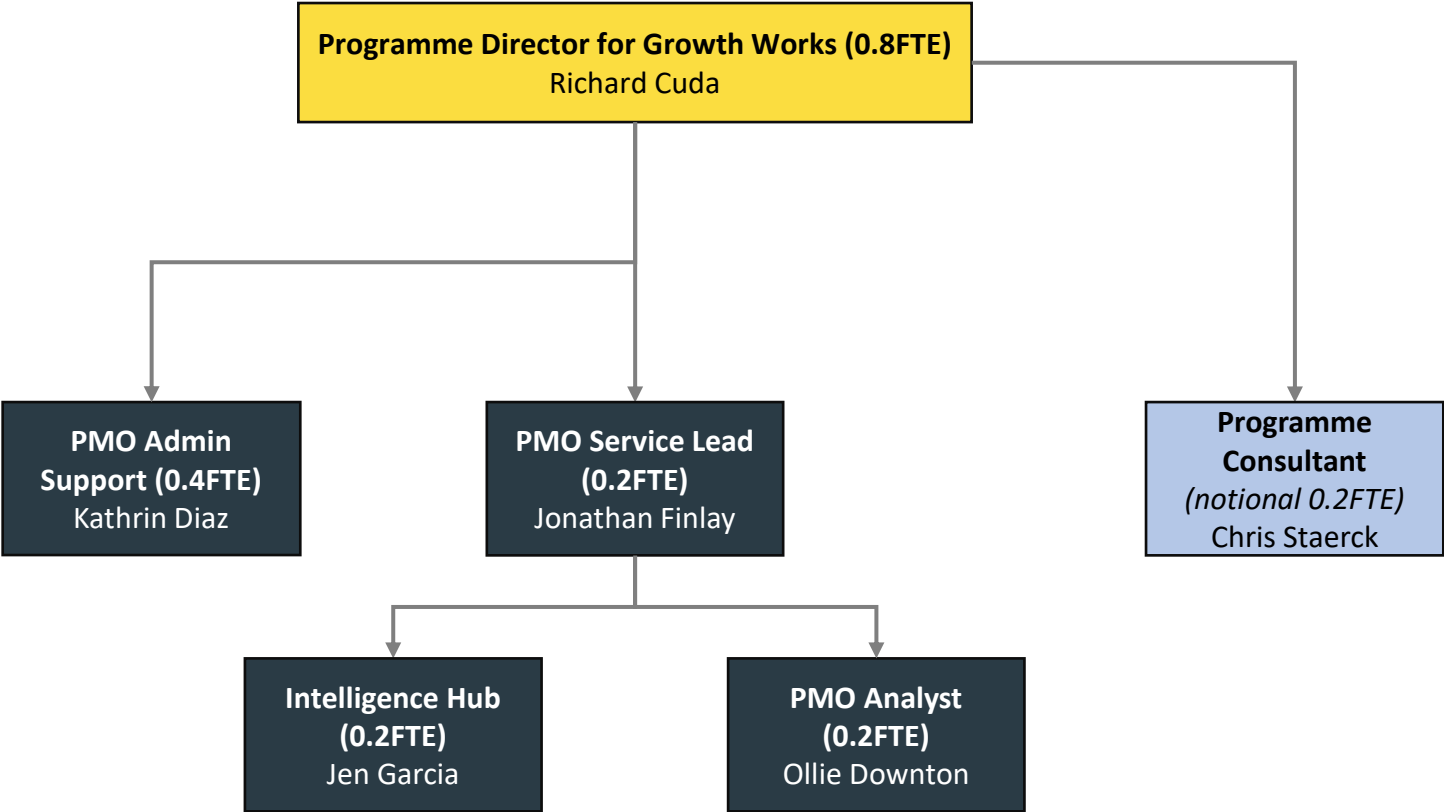
Gateley-IIS: Inward Investment Service Organogram (April 2023)

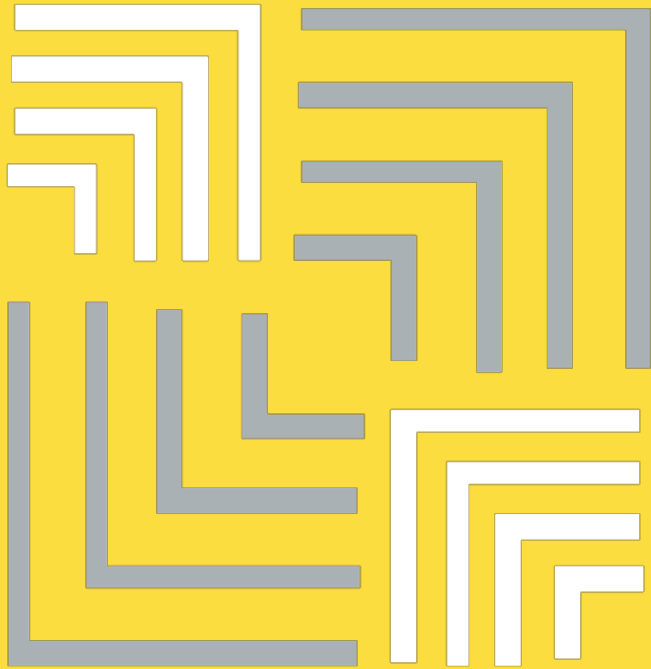


Gateley Global: Equity Service Line Organogram (April 2023)



Growth Works: GEG PMO Organogram (April 2023)





9. Market Feedback and Competitive Intelligence

The content presented in this section provides client quotes and market intelligence, where relevant. A zipped file is being shared as part of this month's reporting with customer engagement stories – both for successful engagement outcomes and also where Growth Works were not able to provide support. There were no customer complaints received to report this month, while the April 2022 complaint is reported resolved.

Service Line Market Feedback: Complaints – All Service Lines

During the current reporting period all the Service Line Leaders reported to PMO that they had received no formal customer complaints. To date, there is one complaint registered in April 2022 for Coaching which has been reported as resolved to complainant satisfaction.

The table presented here illustrates a reporting view we are building to catalogue complaints should they arise. More detail on specific cases will be shared with CPCA through the Growth Works Service Line and PMO to the GrowthCo Programme SRO and Service Line SRO.

Customer Complaints			
I.D.	Company Name, Client Name	Date	Complaint Captured and Managed / Resolved
6422998608	Ideal Power Alec Sarkissian - Commercial Director Jordan Buttigieg - Marketing Manager	20JUN22	20JUN22: Remedied to Client's Satisfaction. Compensated client from YTKO funds (not project budget) and accepting new application from client. No new learning points other than those already identified. In fact, this Claim rejected due to updated process catching the non-compliance.
		06JUN22	06JUN22: Remedy in Progress. Applicant will make a new Application for a new Project. Applicant has requested quotes from suppliers.
		25APR22	25APR22: Complaint Open. Being investigated by Bev Hurley. Ideal Power submitted a Grant Application on 29JUL21 for Website related services. The Application Form implied work would start after the Grant Offer Letter was received. However, services had been purchased since March 2021. This wasn't apparent at the time of application, but was at the point of Claim, which was declined. Customer contends that it was obvious, from one document, not the application, that they had paid for services before Grant Application and that our Offer took this into consideration.

Market Feedback in the April Monthly Reporting Period. Nil complaints received.

Growth Coaching Service Line Customer Feedback.

"We have already completed two funding rounds, raising the equivalent of 84m US dollars but we needed support to develop the products in the UK to match the market need, which Growth Works has been invaluable in assisting with"

Simon Thomas, CEO, Paragraf

"The Growth Works team were incredibly helpful at a challenging time for us as a company. It was amazing to receive funding from a local source and we really value what that investment enabled us to achieve."

Giorgia Longobardi, CEO, Cambridge GaN Devices

"The advice and support of the Growth Works team is helping us to transform our business from the strategy to our customer service and our marketing through to our approach to people management."

Sara Ford, Founder, Fresh

"We're grateful for the grant money we received from Growth Works as it has enabled us to grow significantly more quickly than would have happened without it. The grant application process forced us to develop a financial forecast and to bring together all of our ambitions into a working plan for the business."

Sara Ford, Founder, Fresh

Market Feedback in the April Monthly Reporting Period. Nil complaints received.

Inward Investment Service Line Customer Feedback.

"Hi Jing. Thank you for the update, that's most helpful and its great to see what has been presented. On the 6 months, is the June Board the trigger to approve the shortlisting of Cambs sites? There are other properties that will come up in between now and June and so its helpful to understand any proximity requirements as there are developments in the north of the district and others which may not be 'techy' looking but are new and so therefore are adaptable. Early conversations with developers help us navigate these type of requirements. Please do let us know what else may be helpful to the organisation. If it's a district profile of our cluster, supply chain, connectivity, employment etc then we can provide that. Thank you, Nykki."

Nykki Rogers, Head of Economic Development, HDC

"Dear Rosa. Good morning and I hope you are doing well. Connecting with Manoj Marar, CEO of Plant Lipids. They are currently operating out of Corby employing around 10 people. They are planning for a major expansion and require around 10000 -15000sft area. They are happy to consider the Peterborough region. Please engage in conversation at the earliest to take this forward and let them know the local support you can offer for this investment project. They are keen to have some R&D collaboration as well. Warm regards."

**Sijoy Thomas, Department for Business and Trade,
British Deputy High Commission, Bengaluru**

"Dear Valeria, Rosa and Jin. Sorry for the late response. We were working on the final touches of our new deck presentation of the company. I just submitted the application to Locate Cambridge. Let me know if you have any questions or if I could do anything to improve our chances to be part of the program. As promised, I attached two documents down below. One is the company presentation, and the other one is the name of the potential customers based in the UK. Thank you so much for your help."

Manuel Sabrino, CEO, Sylvarum

"Hi Tania. Meeting Cher at the Cambridge campus in the UK was a delightful experience for me during my attendance at the Women's Canada Trade Commission delegation to the UK. Canada and the UK share a strong business relationship, and as a representative of a life science company from Canada, we have a business plan to collaborate with the UK and expand our market presence there. Under the GBM Health Group Holding umbrella we have 3 division companies related to the healthcare industry.

1. Gene Bio Medical: Diagnostics innovation R&D with manufacturer

2. GBM Medical Supply: Medical device establishment distributor, government and hospital medical supply vendor.

3. GBM Pharma Inc: Nature Health products manufacturer

We would love to hear more about the package that your firm provides such as University collaboration, investment opportunities or M&A, grant funding. Best Regards!

Jessica Hu, CEO at Gene Bio Medical

Market Feedback in the April Monthly Reporting Period. Nil complaints received.

Skills Service Line Customer Feedback.

"Thank you for your hard work here in reaching out and some of these opportunities look fantastic and look forward to discussing with you"

John Tregear. Teacher. The Harbour Academy

"Working with Merry has been very refreshing. The power of being a good listener shines through when you are with her"

The Grange Peterborough Limited

"We really believe that this training and development will be critical to the future business success."

**David Hampton. Manufacturing and Operations Director.
Stocks AG**

*"Many thanks for your time and insights today and for sending the slide deck. We'll register on your platform and stay in touch for any other clarification regarding our UK settlement.
Looking forward to continuing working with Growth Works."*

Jessica Lang. Business Development Manager. Meticuly

"Mark has visited us on site to understand our business and we are looking forward working with him to complete the analysis and to identify our gaps and the training requirements to address them."

**David Hampton. Manufacturing and Operations Director. Stocks
AG**

"Found Growth Works really helpful. Everyone we have met from Growth works has been friendly"

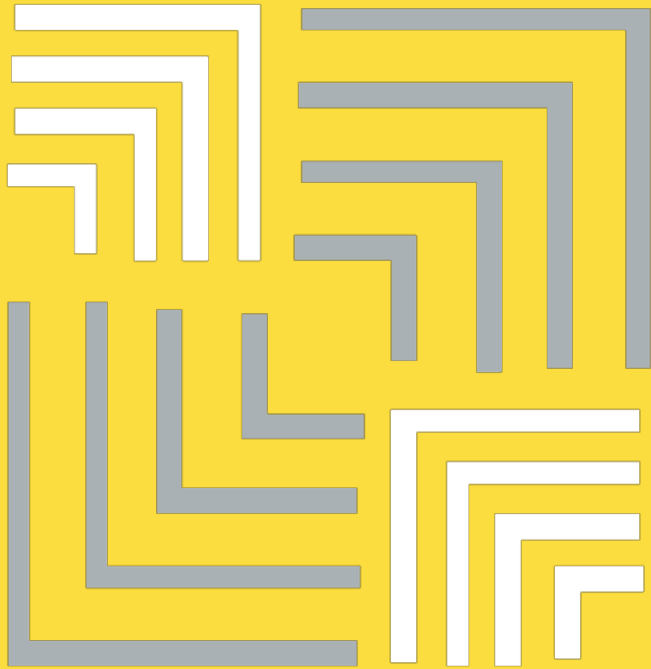
Clair Perna. AWB Limited

"Niki has been great and Growth Works have made everything so easy and the support has been great."

Carly Liston. Fortus East Limited

"Thank you for all of your support over the last few months!"

Alfie Tate. Youth Dreams Project



10. Partnership Working and Engagement

Content in this section is indicative of how the GrowthCo and Growth Works teams have worked in partnership to deliver the service and outcomes the Combined Authority seeks.

Partnership Working and Engagement: April Monthly Reporting Cycle

Coaching, Growth Hub, Nudge Grants

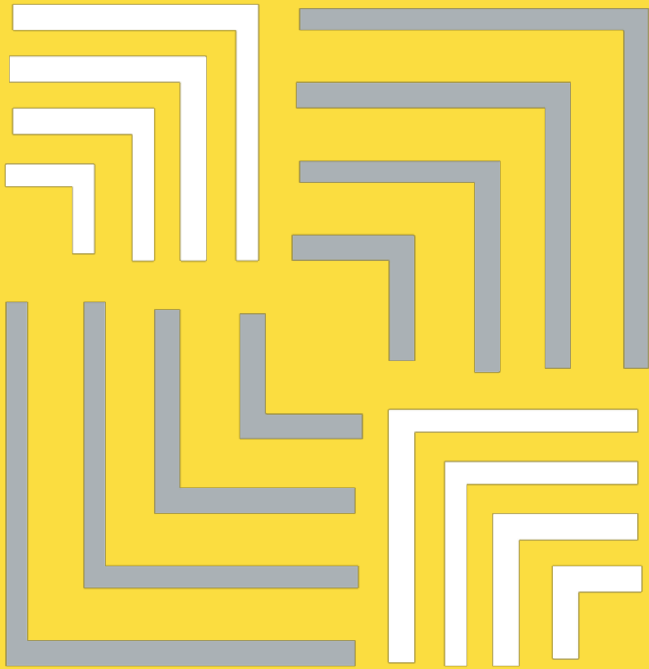
- GH – Meetings with 5 EDO's across the region
- GH – Meeting with CoC
- GH – meeting with PCC CEO
- GH – F2F Meeting with 5 x EDO's across patch
- GH – Teams meetings with 3 x EDO's discussing SPF rollout
- GH – Meeting with innovate UK Edge to discuss referrals
- GH – meeting with MAKE UK – discussions on MAKE UK having a regular slot on the bulletin, Charlotte Horobin was very pro this
- GH – Meetings with all EDOs across patch
- GH – meeting with Robert Pollock CCC CEO
- GH – Meeting with Innovate UK, MAKE UK, and DIT

Skills Service

- Successful event at Ely, East Cambs 05/04 with coaching. c45 people attended, generated excellent feedback and several new leads.
- Attended Cambridge Job fair networking event – Cambridge
- Attended Cambridge Buzz networking event – Cambridge
- Operational meeting with Senior Programme Manager – discussing Q9 & Q10 to date KPIs, pipeline, Golley Slater, and Q10 marketing plan.
- Meetings with Peterborough College, ARU-P, Steadfast, Learnplus, JGA, HEOT.
- Building action plans for schools following Easter term compass completions.
- Inducting new Enterprise Advisors and recruiting new ones with 7 pending.
- Attended a networking event "Keeping Your Marketing Relevant" - Peterborough
- Hosted virtual event "Skills Surgery (East Cambridgeshire)"
- Hosted virtual event "Skills Sugery (Huntingdonshire)"
- Attended "Chatteris Business Cluster" - Fenland
- Attended Networking event "Business Buzz" - Peterborough
- Skills team hosted "Skills Surgery (Cambridge)" - Cambridge
- Meetings held with West Suffolk College & NCTC ref the CEC contract
- Attended Huntingdonshire Business Fair – 23 leads generated
- Skills team hosted Skills Surgery event in Peterborough – 6 leads generated.
- Constructive weekly meeting with CPCA programme manager.
- One month review / temperature check with Golley Slater in our weekly call.
- Meetings with West Suffolk College, Peterborough College, City College Peterborough, ARU-P.
- Provider meetings held with LearnPlus, APT, Ixion, Steadfast, & Learning Curve.
- Attended Little Miracles charity business event.

Inward Investment Service

- Meeting with HDC to discuss pipeline and best ways to work together
- Engaged with FDC, SCDC, ECDC, OP and CCC in relation to the organisation of pipeline meetings.
- Meeting with Intersem, a local recruitment agency specialised in STEM roles to discuss avenues of collaboration.
- Engaged with CW in relation to CTW sponsorship
- Introduced Kemet Group to One Nucleus
- Engaged with High Commission of Canada in relation to participating companies in an accelerator programme
- Meeting with DIT India to discuss on Plant Lipids (UK expansion, India) and 40 delegates coming to UK
- Liaised with Cambridge Wireless re Graymatics (FDI, Singapore, Tech, 12 jobs)
- Introduced ROCarbons Labs (FDI, Canada, LS) to Cambridge Cleantech and Cambridge Wireless
- Meeting with FDC to discuss on progression of some potential investment opportunities for the district.
- Meeting with DIT India to discuss on Tech delegation visiting the region and support to prepare a programme.
- Meeting with local company eg Technologies to discuss avenues of collaboration
- Liaise with local estate agencies and DCs to find suitable sites for Kleanbus
- Liaise with recruitment consultancy to explore opportunities on help investors locate in CPCA
- Meeting Shenzhen High-tech Financial Zone rep. and discussed referring potential high-tech investor to CPCA
- Cambridge Wireless- Introduction to Nemi and Datagusto
- Meeting with SCDC to discuss pipeline and best ways to work more closely together to support inward Investment.
- Engaged with FDC in relation to Prathista Industries



11. Risk Management

Content in this section is drawn from a weekly RAID Summary Reports prepared for the Programme Director by the PMO Chief Risk Officer. As RAID is reported weekly, not every month ends on a Friday, so some months are four weeks, others five weeks, which helps explain why each month does not end on the last calendar day. The content presented in this section is a summary. April is a four week RAID reporting month – the weeks ending 07/04, 14/04, 21/04 and 28/04.

Service lines actively record risks, assumptions, issues and dependencies each week. All are monitored by the PMO. Directors are questioned about them by the Programme Director in the weekly Directors meeting.

Using this RAID Pack

- This pack sets out the weekly position for RAID (Risks, Assumptions, Issues and Dependencies) across all Service Lines. Specifically we have been keeping a weekly record of RAID for Growth Coaching, Inwards Investment, Skills, and Grants Service. Once service delivery commenced in Q3, we made the following adjustments:
 - PMO risk remained in the mobilisation plan (to avoid duplication) as this plan tracked activity to 180 days out from the 15/02 contract go live date.
 - After review, it was determined that the RAID profile for the Growth Hub would not be split out and captured separately from Growth Coaching.
 - Equity came on stream and a new RAID log was created, after the successful conclusion of the CCN inception in late 2022.

Overview

- Slide 3 demonstrates the weekly movement in the Risk position as a line graph.
- Slide 4 outlines the top 5-10 risks from across the programme each week.
- Slides 5-6 cover the emerging position across Risks, Assumptions, Issues and Dependencies for all service lines, plotting the current reporting week position relative to the position at the end of the previous reporting month. We have condensed the view to cover just the five services.
- Thereafter there are single slide entries for each Service Line, highlighting the RAID dashboard view with relevant summaries.

Summary

The risk profile of the programme fell noticeably (-12pts) this week, due to closing out a legacy CCN entry and managing down the position in a capacity constraints entry in the Skills RAID. The programme position now sits at 96pts – the first time in 2023 it has been below 100pts. PMO expect the programme risk score to gradually fall further as we move through Q10, again, for the most part in Skills – as delivery continues to produce quantifiable results and the residual legacy situation regarding the delayed CCN is resolved, some of which is accounted for in this week's drop. However, PMO are cognisant that a substantial risk profile remains to address as we progress through Q10 to end of June.

PMO ambition is to close Q10 below 100pts and with a suite of risks that relate only to delivery of contracted outcomes. This week, and at April close, we have taken a step forward in realising this ambition – it must be sustained.

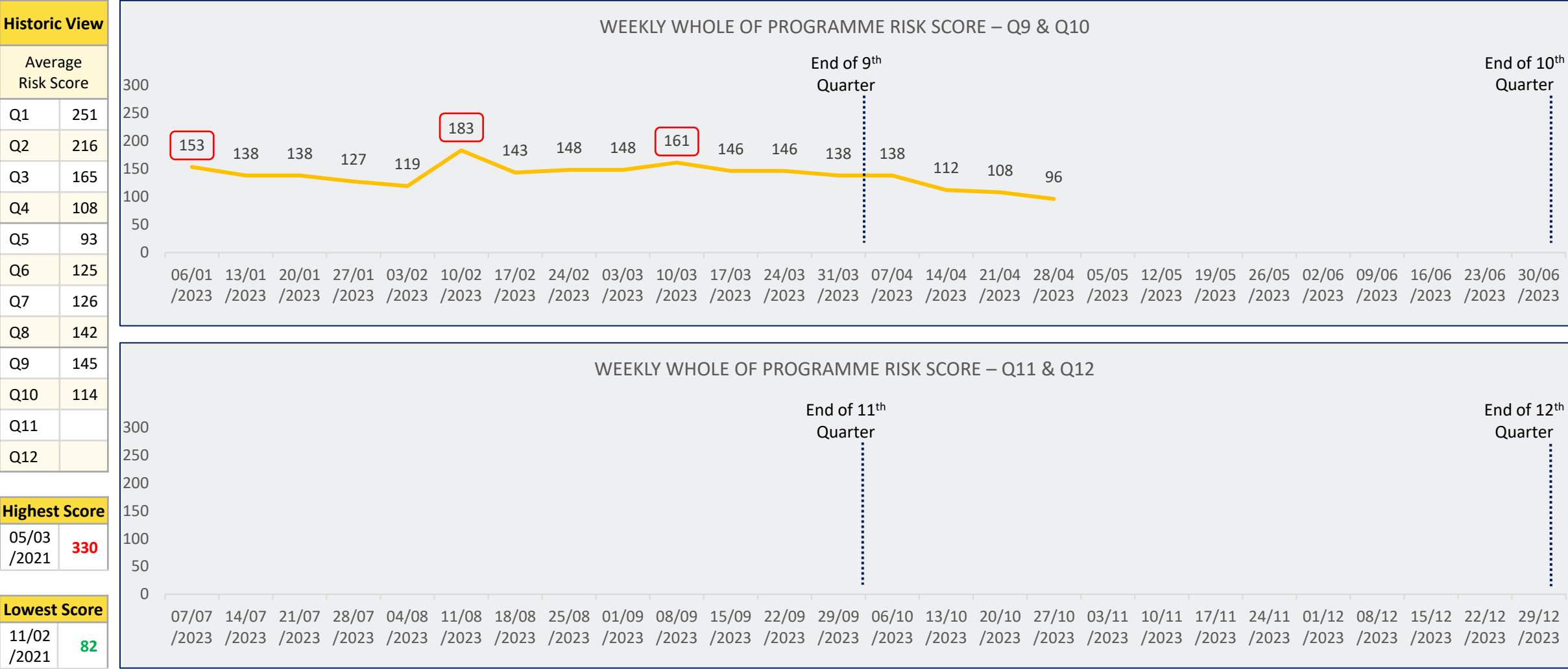
The weekly SPOC process chaired by PMO continues to deliver solid results. The two volume heavy services, Skills and Coaching, dominate the profile, with a notable concern remaining in SME CapEx Grants. Positively, the 'top-6' which doggedly remained higher as a 'top-8' (having previously peaked as a 'top-10') is now a 'top-4' – reducing it to six or fewer was a stated PMO priority, and one we have delivered on.

Skills: the chief delivery risks centre on demand generation, which has historically adversely impacted the key metrics this service line is measured on. Data from the end of Q9 gives cause for optimism that a corner could be turned in enough of the performance data. While Learning Outcomes is closing the gap, as is ESF CO23, ESF R9 has improved greatly but has some way to travel, and Apprenticeships remain behind target. PMO will remain cautious through Q10. The impact vis-à-vis the ESF metrics is yet to be bottomed out. Client SRO concern is vocally profound.

Coaching: the risk profile is centred on demand generation, specifically regarding Diagnostics and Enrolments with quality firms in the patch, as well as delivering the requirement of the successful PCR that DLUHC has approved. Both risks are significant, but neither should mask the performance across all metrics – especially those that lead to the successful completion of Coaching journeys (that lead to jobs). Notwithstanding these observations and concerns, in Coaching the concern (PMO and SRO) of in/out of scope Diagnostics remains to be resolved, but it is the volume of Enrolments, Coaching Starts, Coaching Completions and Jobs that will be watched and assessed through the remainder of this final year.

PMO remain vigilant about Service Line performance and projections, and have a deep appreciation of run rates and the alignment of and ability of the Service Lines to direct Marketing Activity and Headcount in sufficient strength to meet targets.

Historic profile of the whole of programme risk score to week ending 28th April 2023.

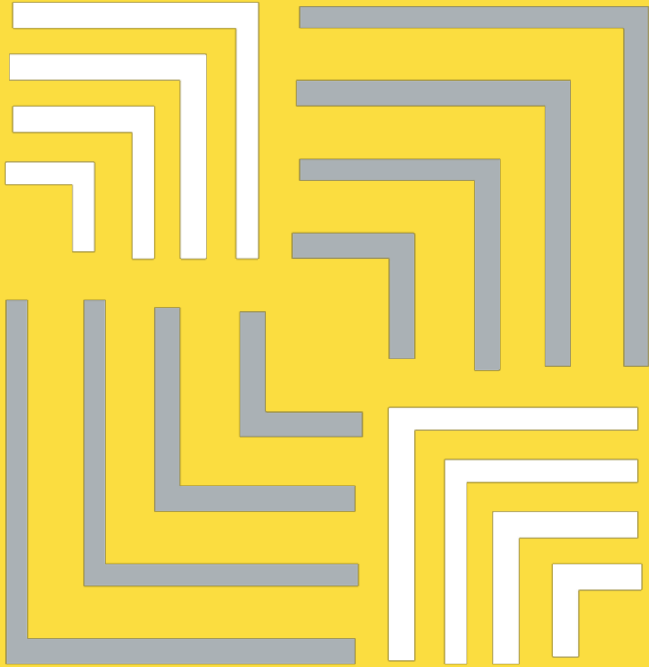


SUMMARY: there are four red rated risks for the week ending 28th April 2023 (66.7% of GW total score).

Service Line	Date Raised	Raised By	Description	Probability Level	Net Impact Level	RAG Value	RAG Status	Risk Owner	Mitigation/Resolution
Coaching	28/10/2021 (updated 16/12/2022)	P.Webster	Demand generation activities do not succeed...in convincing businesses to engage beyond a diagnostic and subsequently enrol in Growth Coaching.	4	4	16	R	R.Cuda	Messaging and engagement around the value of Enrolling in Growth Coaching as well as Starting a Coaching Journey to be explored and the impact of efforts measured regularly and reported through SPOC meetings.
Coaching	10/03/2023	M.Johnson	Risk of missing some of the Main Outputs (Diag, Enrol, Start, Complete) plus ERDF C1/C2 and C6)	4	4	16	R	M.Johnson	PCR is accepted/approved but we await full confirmation and alignment across key stakeholders (DLUHC, CPCA)
SME CapEx Grants	16/12/2022 (updated 10/03/2023)	C.Staerck	The remaining jobs to secure in the SME CapEx Grants Service relative to the pot size.	4	4	16	A	M.Johnson	Agree a pragmatic resolution with the Service Line and monitor progress in weekly SPOC meetings and Monthly CMG Reporting.
Skills	28/10/2021 (updated 14/10/2022)	P.Webster	Demand generation activities do not succeed...in building the pipeline sufficiently across the whole of patch to drive companies to engage in the Skills offer.	4	4	16	R	R.Cuda	GWWS commissioning Telecoms (Lead Gen) project via Golley Slater and are in the process of reviewing FTE to bolster approach and add capacity to maximise wider Lead Gen activities.

NOTE:

- The risks show here are not the only risks in the RAID logs we keep and manage for the service lines, but those classified as 'Red' due to the scoring agreed regarding their probability of occurring and the likely impact if they occur on the ability of the service to be delivered.
- At face value, some of the entries above appear to be 'old' due to the date they were entered. Two of the above are worded and dated the same, and relate to demand generation. Demand generation risk is a standing risk we apply to all service lines. The scores vary by service line, and those shown here are scored higher – demonstrating the degree of PMO confidence in the service line ability to generate demand.



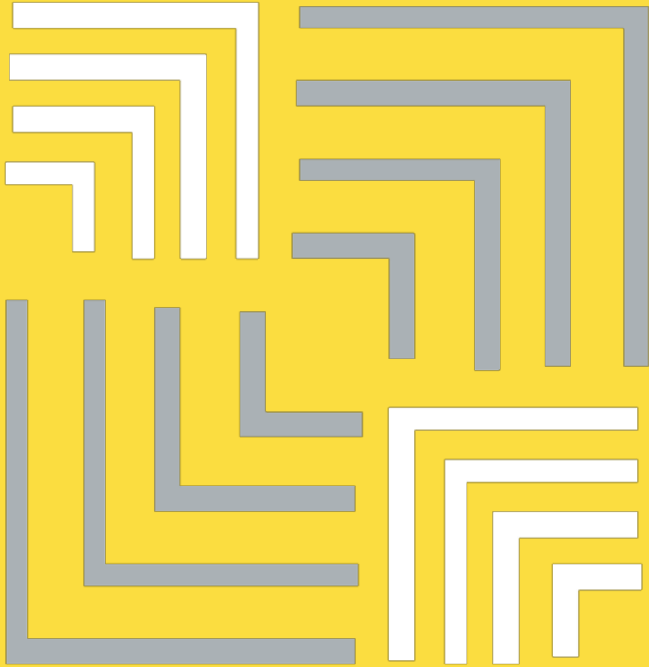
12. Budget and Finance

Content in this section is being developed in conjunction with GrowthCo / Combined Authority colleagues to ensure accuracy, transparency and compliance. Contained in this section is the financial reporting actuals agreed with the Combined Authority up to the end of Year-2.

Finance Reporting Actuals (Year-2)

Both CPCA and GEG finance teams have agreed the final position for Year-2.

Total										
Total cost of delivery (all costs to be paid by CPCA)										
	Year 1				Year 2					
Cost element	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Total	Variance
Payroll & Expenses	£116,671	£328,176	£398,803	£476,628	£455,048	£449,309	£551,233	£612,308	£3,388,175	£26,304
Non-payroll delivery staff and expenses	£38,075	£187,113	£118,113	£216,728	£75,479	£98,838	£9,638	(£5,732)	£738,251	£123,156
Information technology and comms	£114,583	£120,750	£2,270	£3,854	£3,705	£137,189	£10,249	£127,509	£520,109	(£71,946)
Office rental / costs / utilities	£0	£18,958	£41,133	£0	£0	£0	£0	£118,542	£178,633	(£76,458)
Marketing	£0	£11,058	£13,723	£16,832	£37,179	£60,133	£60,775	£82,795	£282,495	£153,111
Other (Travel and Subsistence)	£909	£966	£7,329	£12,696	£2,285	£5,801	£6,200	£14,143	£50,330	(£10,519)
Other (Mobilisation)	£26,965	£42,974	£25,301	£8,471	£6,139	£4,445	£1,499	£7,443	£123,235	(£46,910)
Other - Provision (Redundancy/Redeployment/Recruitment)	£144,767	£75,109	£0	£8,869	£998	£0	£1,367	£3,283	£234,393	£18,886
Other (PMO Overheads)	£23,921	£199,922	£109,925	£143,903	£128,921	£114,111	£113,444	£153,082	£987,229	(£106,012)
Total charges to CPCA for delivery incl profit	£465,890	£985,026	£716,597	£887,980	£709,754	£869,827	£754,405	£1,113,372	£6,502,852	£9,634



13. Compliance with ERDF & ESF, BEIS, LGF and CPCA Provisions

Content in this section will cover Growth Works compliance activities as they relate to ensuring we operate within the parameters of ERDF, ESF, BEIS, LGF and CPCA requirements. The emphasis in each month's report will reflect the focus of activity within a particular reporting period, but this is where we will cover compliance with criteria such as brand, data capture and recording, sample based quality assurance exercises, budget and finance, and stakeholder engagement.

SERVICE LINE REPORTING: GRANTS STATUS – April 2023

- ERDF & LGF Grants represent the number of grants we have paid during the reporting period
- Pipeline number is the predicted grant in numbers and value to be paid out next reporting period
- CapEx is the number of grants awarded and the value during the reporting period.

ERDF REVENUE GRANTS	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
No. GRANTS PAID TARGET		20	38	78	88	105				
No. GRANTS PAID ACTUAL	3	13	18	13	20	13	17	8		
Pipeline forecast		14	6	15	15	12	18	104		
AMOUNT OF GRANT PAID TARGET		£132,000.00	£260,000.00	£515,000.00	£590,000.00	£705,845.32				
AMOUNT OF GRANT PAID ACTUAL	£8,750.15	£145,138.32	£117,031.67	£78,756.74	£120,200.06	£71,271.18	£102,807.48	£62,839.32		
Pipeline forecast		£123,919.98	£31,635.00	£91,841.00	£97,477.06	£92,012.80	£137,294.75	£939,746.13		
Total Claimed, Programme to Date	£8,750.15	£153,888.47	£270,920.14	£349,676.88	£469,876.94	£541,148.12	£643,955.60	£706,794.92		
No. of Jobs Created (Evidenced - C8) TARGET		4	15	25	70	103		12		
No. of Jobs Created (Evidenced - C8) ACTUAL		23	11	8.5	7	12	8	20		
No of Jobs Created (Forecast/Committed)			45	43	25.5	43	60	273.5		
NEW TO FIRM SERVICES/PRODS TARGET		0	5	5	6	17				
NEW TO FIRM ACTUAL			0	2	3	0	1	4		
LGF Grants Paid Number		4	2	4	2	4	2	0		
LGF Grants amount Total £		£51,833.05	£10,089.79	£21,915.00	£16,563.75	£42,242.60	£16,500.00	£0		
LGF Programme to Date		£51,833.05	£61,922.84	£83,837.94	£100,401.59	£142,644.19	£159,144.19	£159,144.19		
Capex grants awarded (claims paid)		12	10	1	10	5	7	1		
Capex grants awarded Total £		£960,864.41	£613,191.51	£20,077.00	£557,483.19	£171,224.50	£324,914.02	£44,433.67		
Capex grants Claimed £							£245,787.75	£303,364.63		

SERVICE LINE REPORTING: SME Capital Expenditure Grants Tracker

NOTE: Q10 data is to 30th
April 2023.

- One (1) grant offer made in the April panel / secretariat.
- Total Grant to be Paid £44,433.67 (£320,209.84 Year-3)
- Jobs Committed 9 (67 Year-3)
- Grant per Job Average £4,937.07 (£4,779.25 Year-3)

Name	District Council	Total Item Cost	Grant Value to be Claimed	Jobs to be created as a result of Grant	Date Grant Offer Letter Sent	Grant Award per Job Created
Brown & Ralph	South Cambridgeshire	£65,535.42	£30,000.00	5	Jan-23	£6,000.00
Automated Wire Bending Ltd	Peterborough	£189,731.00	£46,682.17	14	Feb-23	£3,334.44
Gas Tech Utilities Ltd	Fenland	£68,188.00	£34,094.00	5	Feb-23	£6,818.80
Agrimech Ltd	Fenland	£399,000.00	£100,000.00	20	Mar-23	£5,000.00
Belfry Façade Systems Ltd	Peterborough	£111,656.00	£35,000.00	8	Mar-23	£4,375.00
Cooper Barnes	East Cambridgeshire	£107,655.66	£30,000.00	6	Mar-23	£5,000.00
Delta T Devices	East Cambridgeshire	£88,867.13	£44,433.67	9	Apr-23	£4,937.07
			£275,776.17	58		

- NOTES**
- Growth Coaching share the declared company employee numbers on application.
 - Company data is checked through Credit Safe, the GEG-preferred source.

SERVICE LINE REPORTING:

Revenue Grants – LGF Grant Tracker

NOTE: Q10 data is to 30th
April 2023.

- No (0) grant offers made in the April Q10 2023 reporting period.
- Since inception, total Grant to be paid is £208,345.85
- Jobs Committed 51.9
- Grant per Job Average £4,014.37

Name	District Council	Total Item Cost	Grant Value to be Claimed	Jobs to be created as a result of Grant	Date Grant Offer Letter Sent	Grant Award per Job Created
Skylark Garden Centre	Fenland	£8,435.00	£4,217.50	1	Aug-21	£4,217.50
Chocolatier de France (Chocolat Chocolat)	Cambridge	£10,000.00	£5,000.00	2	Sep-21	£2,500.00
Meadow Brown Restaurants	Peterborough	£51,500.00	£25,750.00	4	Oct-21	£6,437.50
Mineheart	Huntingdonshire	£46,432.20	£23,216.10	3	Oct-21	£7,738.70
Peter's Cleaners Ltd	Peterborough	£16,667.00	£8,333.50	1	Oct-21	£8,332.50
Twenty Twenty Warranty Ltd	Huntingdonshire	£27,415.00	£13,707.50	3	Oct-21	£4,569.17
Flexi Print Shop Limited	Peterborough	£14,000.00	£7,000.00	4	Nov-21	£1,750.00
Calverley's Brewery Limited	Cambridge	£15,250.00	£7,625.00	1	Nov-21	£7,625.00
Advance Performance UK Ltd	Peterborough	£21,165.00	£5,000.00	2	Nov-21	£2,500.00
NJ Bistros Ltd	West Suffolk	£9,000.00	£4,500.00	1	Nov-21	£4,500.00
Gurkha Durbaar	Peterborough	£41,000.00	£6,500.00	8	Feb-22	£812.50
GGM Accounting	Peterborough	£8,700.00	£4,350.00	1	Apr-22	£4,350.00
Henson Crisp	Peterborough	£8,600.00	£4,300.00	1	Apr-22	£4,300.00
River Tea Rooms	Huntingdon	£13,000.00	£6,500.00	2.5	Apr-22	£2,600.00
The Cambridge Food Company	Cambridge	£13,000.00	£6,500.00	1	Apr-22	£6,500.00
Polished London Ltd	South Kesteven	£13,500.00	£6,750.00	1	May-22	£6,750.00
Wysing Arts Centre	South Cambridgeshire	£17,360.00	£8,680.00	0.4	Jun-22	£21,700.00
Aim a little higher	Peterborough	£9,127.50	£4,563.75	2	Jul-22	£2,281.88
EF Engineering	Peterborough	£20,000.00	£10,000.00	2	Jul-22	£5,000.00
Hera Beauty	Peterborough	£9,855.00	£4,927.50	1	Sep-22	£4,927.50
Ligna Consultancy	West Suffolk	£10,000.00	£5,000.00	1	Mar-23	£5,000.00
Photofabrication Ltd	Huntingdonshire	£5,450.00	£2,725.00	1	Mar-23	£2,725.00
Recycling of Used Plastics Ltd	Peterborough	£17,020.00	£8,520.00	2	Mar-23	£4,260.00
Neutreeno Ltd	Cambridge City	£29,800.00	£14,680.00	4	Mar-23	£3,670.00
Badges Ltd	Uttlesford	£20,000.00	£10,000.00	2	Mar-23	£5,000.00
		£456,276.70	£208,345.85	51.9		

NOTES

- Growth Coaching share the declared company employee numbers on application.
- Company data is checked through Credit Safe, the GEG-preferred source.

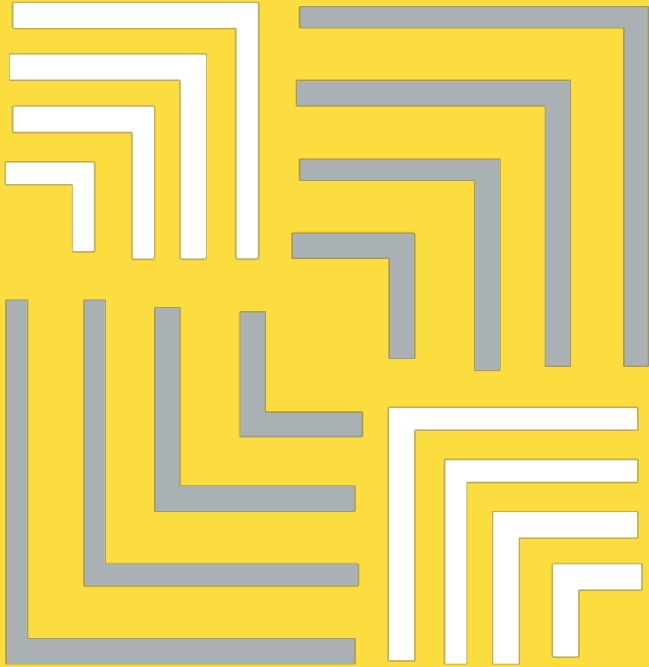
SERVICE LINE REPORTING: Revenue Grants – ERDF Grant Tracker for Year-3, Q10

NOTE: Q10 data is to 30th
April 2023.

- Total Grant Awarded:
£336,879.00 in April
 - (£336,879.08 in Q10)
 - (£610,262.33 Y3 to date)
 - (£1,636,105.27 Prog to date)
- Jobs Committed: 81 in April
 - (81 in Q10)
 - (151 in Y3)
 - (554.5 Prog to date)
- Grant per Job Average:
£4,159.00 in April
 - (£4,159.00 in Q10)
 - (£4,041.47 in Y3)
 - (£2,950.60 Prog to date)

Name	District Council	Total Item Cost	Grant Value to be Claimed	Jobs to be created as a result of Grant	Date Grant Offer Letter Sent	Grant Award per Job Created
The HireWorks Ltd	South Cambridgeshire	£40,000	£20,000.00	3	Apr-23	£6,666.67
Adapt Biogas Ltd	Fenland	£6,500	£3,250.00	3	Apr-23	£1,083.33
Lawgistics Ltd	Fenland	£41,000	£20,000.00	3	Apr-23	£6,666.67
Reach Cambridge Ltd	Cambridge City	£18,000	£9,000.00	5	Apr-23	£1,800.00
TMacLife Ltd	Peterborough	£14,555	£7,277.58	6	Apr-23	£1,212.93
Green Element Ltd	Cambridge City	£12,000	£6,000.00	2	Apr-23	£3,000.00
Look to Buy Ltd	Bedford	£41,285	£20,000.00	3	Apr-23	£6,666.67
The Mobility Aids Centre Ltd	Peterborough	£42,750	£20,000.00	3	Apr-23	£6,666.67
JM New Builds & Renovations Ltd	Cambridge City	£20,000	£10,000.00	2	Apr-23	£5,000.00
TurfTrax Ltd	Huntingdonshire	£40,000	£20,000.00	3	Apr-23	£6,666.67
VividQ	Cambridge City	£39,946	£19,973.00	3	Apr-23	£6,657.67
Digital Resilience UK Ltd	Cambridge City	£40,000	£20,000.00	6.5	Apr-23	£3,076.92
Future Materials Consulting Ltd	Cambridge City	£40,200	£20,000.00	3	Apr-23	£6,666.67
Leep Accountants Ltd	Peterborough	£30,000	£15,000.00	3	Apr-23	£5,000.00
SimSage (UK) Limited	Cambridge City	£40,000	£20,000.00	4	Apr-23	£5,000.00
Bolin Webb Ltd	Rutland	£8,000	£4,000.00	1	Apr-23	£4,000.00
Burmor Construction Ltd	South Kesteven	£39,600	£13,860.00	3	Apr-23	£4,620.00
CFS Events Ltd	Herts	£18,750	£9,375.00	3	Apr-23	£3,125.00
Ideal Power Ltd	Peterborough	£38,900	£13,000.00	2.5	Apr-23	£5,200.00
Alfresco Landscaping Ltd	Peterborough	£7,400	£3,700.00	2	Apr-23	£1,850.00
Vetstream Ltd	South Cambridgeshire	£14,250	£7,125.00	3	Apr-23	£2,375.00
Cambridge Science Centre	Cambridge City	£14,451	£6,930.00	1	Apr-23	£6,930.00
Purrmatrix Ltd	Cambridge City	£11,785	£5,892.50	3	Apr-23	£1,964.17
Echo Web Solutions Ltd	Peterborough	£20,000	£10,000.00	4	Apr-23	£2,500.00
P J Slatter Scaffolding Services Ltd	Peterborough	£15,000	£7,500.00	1	Apr-23	£7,500.00
Jack and Grace Ltd	Peterborough	£22,347	£9,996.00	2	Apr-23	£4,998.00
Cambridge Precision Ltd	Huntingdonshire	£30,000	£15,000.00	3	Apr-23	£5,000.00

NOTES: Growth Coaching share the declared company employee numbers on application. Company data is checked through Credit Safe, the GEG-preferred source.



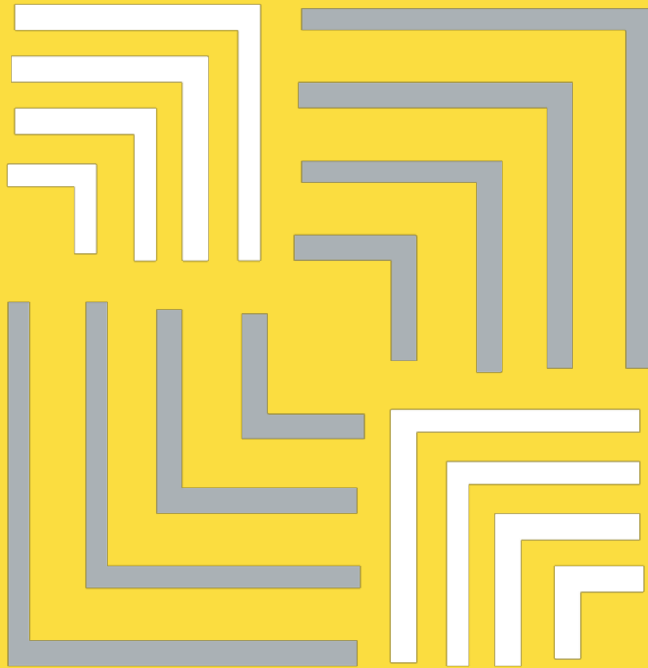
14. Change Requests

Content in this section is indicative of how we will report a summarised view of change requests each month. The following slide(s) list the active CCNs.

Change Requests: All SLs across the programme

Update on new change requests submitted and status of existing change requests during the reporting period.

Service Line	Change Request			Impact Assessment		Resolution	
	I.D.	Subject/Title	Date	Key Impacts	Date	Outcome	Date



15. Appendices

A.	Service Line Soft Targets.	p.86
B.	Growth Coaching Service additional data views previously requested by the Growth Co to support reporting.	p.89
C.	Skills Service results broken down into data and indicative information sets to support reporting.	p.93
D.	Additional reporting views to support the CMG process	p.96



GROWTH WORKS

APPENDIX – A:

Service Line Soft Targets.



SERVICE LINE DASHBOARD VIEW: soft targets negotiated during contracting as part of the reduction of operational funds available for Growth Works. These are targets to achieve on a ‘best efforts’ basis.

Inward Investment Service Target / Indicator	Contract Deliverables - Targets			
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target
<u>Strategic capital investment</u>	£0	£0	£0	£0
<u>New enterprises supported (ERDF)</u>	5	10	10	25
<u>Enterprises supported to introduce new to the market products (ERDF)</u>	3	5	7	15

Skills Service Target / Indicator	Contract Deliverables - Targets			
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target
<u>Levy Employers signed up to pledge (£ 000)</u>	3,000	5,500	6,500	15,000
<u>Levy Employers increasing utilisation of Levy (£ 000)</u>	2,170	3,272	4,008	9,450
<u>SME's accessing Levy transfer (£ 000)</u>	1,750	4,690	6,040	12,480

GVA generated (£ 000)	Contract Deliverables - Targets			
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target
Growth Coaching Service	£0	33,000	70,000	103,000
Inward Investment Service	3,000	4,000	8,000	15,000
Skills Service	TBD	TBD	TBD	TBD
SME CapEx Grants Service	TBD	TBD	TBD	TBD
Equity Service	TBD	TBD	TBD	TBD

SERVICE LINE DASHBOARD VIEW: Skills Service – Softer targets to achieve on a ‘best efforts’ basis

NOTE: Q10 data is to 30th April 2023.

Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	(Q10) This Quarter					Q11 Target	Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Apr 2023)	Whole of Contract Actual (15-Feb 2021 to 30-Apr 2023)		Q10 Target (01-Apr to 30-Jun)	Actual (30/04)	Actual (31/05)	Actual (30/06)	Q10 Total to 30/04		
GVA generated (£ 000)	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD			TBD	TBD	TBD
Jobs (new starters in company as new apprenticeships)	20	130	200	350	4	63	6	73	2	TBD	4			4	TBD	TBD
<u>Levy Employers signed up to pledge (£ 000)</u>	3,000	5,500	6,500	15,000	£614	£3,815.35	£0	£4,429.35	0	2,000	0			0	2,000	1,000
<u>Levy Employers increasing utilisation of Levy (£ 000)</u>	2,170	3,272	4,008	9,450	£0	£0	£1.25	£0.25	1.25	1,052	0			0	1,052	952
<u>SME's accessing Levy transfer (£ 000)</u>	1,750	4,690	6,040	12,480	£1.50	£16.60	£3.20	£21.30	1.45	1,750	£1.75			£1.75	1,750	1,030

Businesses accessing the levy in April:

- Evolving Networks (£850) - Cambridgeshire County Council
- Evolving Networks (BPP Holdings) - Operations Departmental Manager L5
- 24/7 Care (Paragon) - Business Admin Level 3 (£250) Cambridgeshire County Council
- Midco Care (Paragon) - x2 Lead in Adult Care Level 5 (£750) Peterborough City Council
- Healthy Care x1 Adult Care worker x3 Lead in Adult Care (£450 Cambridgeshire County Council

Levy pipeline:

Jobs Created:

- Evolving networks
- Midco Care x 2
- Healthy Care



GROWTH WORKS

APPENDIX – B:

Growth Coaching Service additional data views previously requested by the Growth Co to support reporting.



SERVICE LINE REPORTING: Growth Coaching Service

NOTE: Q10 data is to 30th April 2023. This view shows conversions to enrolments from diagnostics.

Conversions from Diagnostic to Enrolment.

Growth Coaching Targets: Diagnostics and Enrolments.

Over the three years of the contract, for every company enrolled, 3.3. diagnostics are needed. The conversion rate is calculated to show the whole contract period baseline.

Contract Period	Diagnostics	Enrolments	Conversion Rate
3 Years	3,305	1,005	3.3

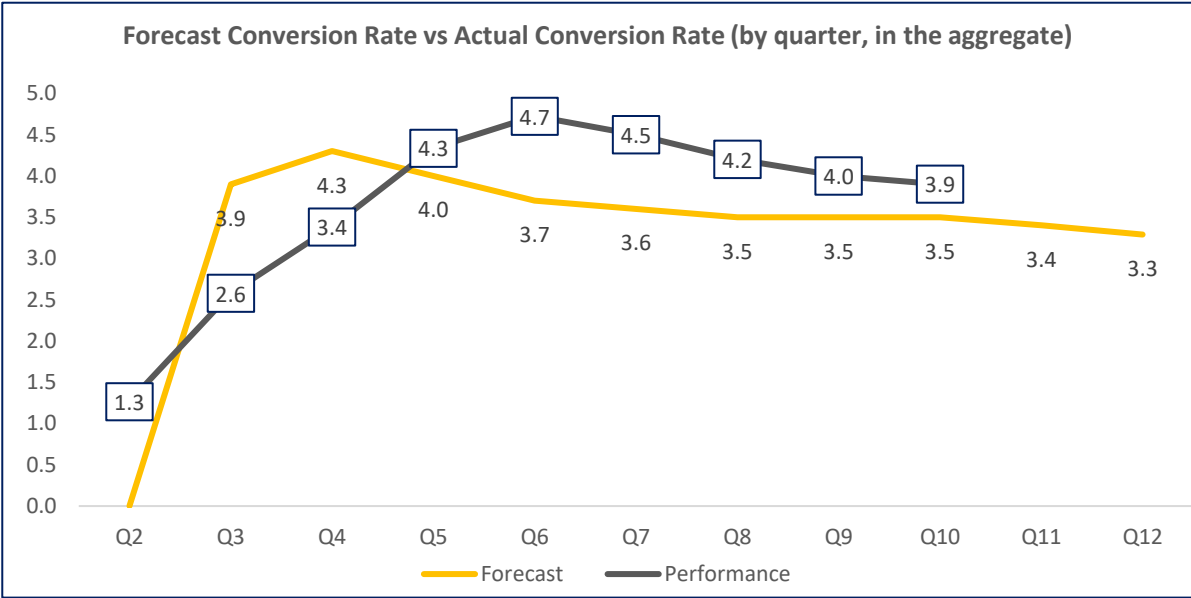
Table-1: highlights the Growth Coaching targets for Diagnostics and Enrolments by quarter, in the aggregate. The ‘conversion rate’ row has been calculated to show what the forecast conversion rate should be at the end of each quarter.

Forecast Quarter	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Diagnostics	0	346	832	1,182	1,532	1970	2390	2715	3021	3305	3305
Enrolments	0	88	193	298	412	543	674	779	875	985	1005
Conversion Rate	0.0	3.9	4.3	4.0	3.7	3.6	3.5	3.5	3.5	3.4	3.3

Table-2: highlights Growth Coaching performance for Diagnostics and Enrolments by quarter, in the aggregate. The ‘conversion rate’ row has been calculated to show the actual conversion rate at the end of each quarter, based on reported performance (Q10 data to 30th April 2023).

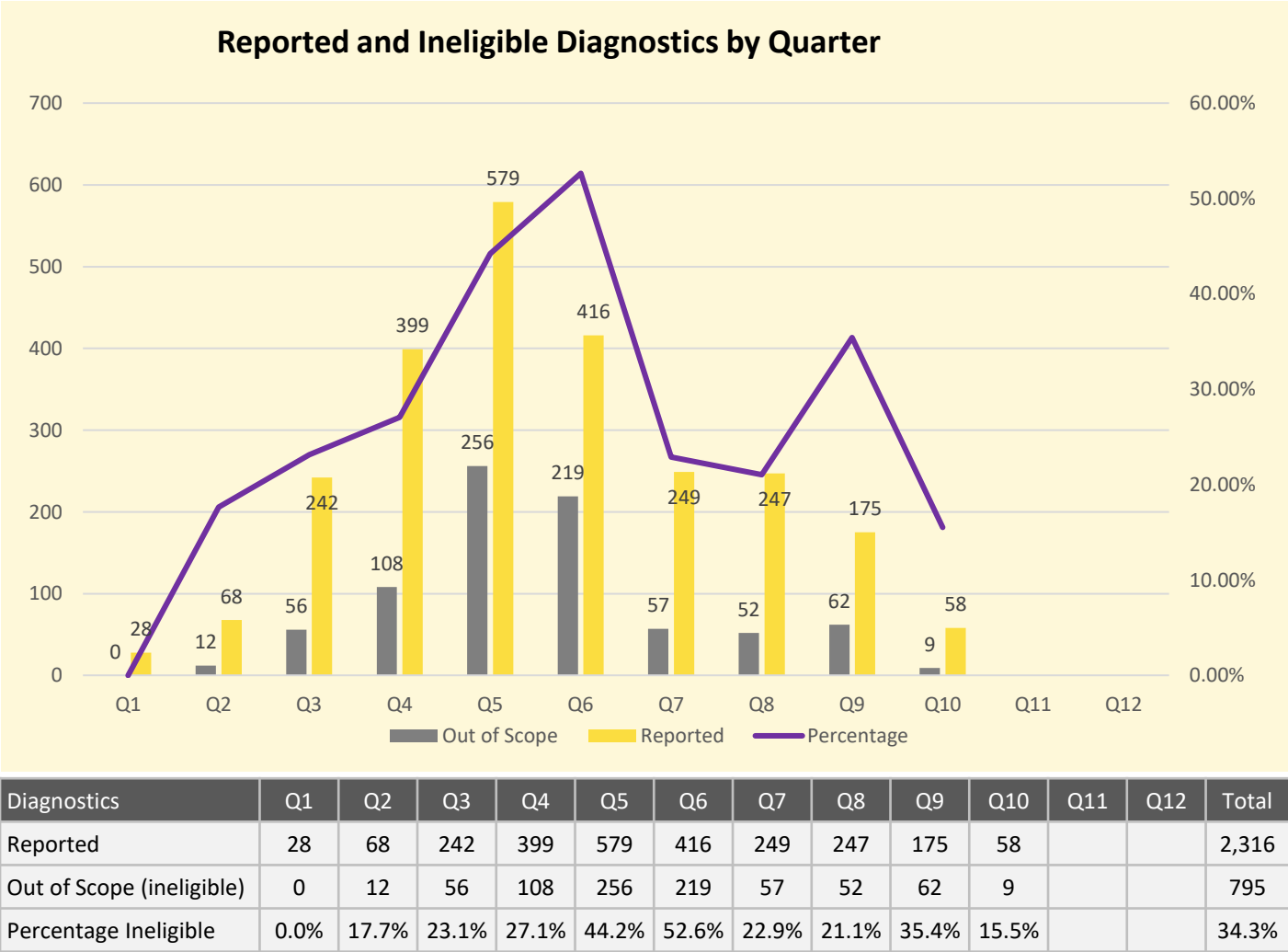
Performance to Date	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Diagnostics	96	348	737	1,318	1,738	1,981	2,228	2,403	2,461		
Enrolments	76	135	218	304	367	436	529	604	637		
Conversion Rate	1.3	2.6	3.4	4.3	4.7	4.5	4.2	4.0	3.9		

This line graph plots the Growth Coaching conversion rate – forecast vs performance. It highlights that the actual conversion rates achieved in Q2-Q10 so far.



SERVICE LINE REPORTING: Growth Coaching Service

NOTE: This view shows diagnostics outside the 3-250 employee range. Q10 data is to 30th April 2023.



Diagnostics Reported through the CRF Channel

TABLE 1: shows the total number of Diagnostics reported through the CRF channel, and with the total broken into two categories. Each category represents the accepted range in the number of employees in a company that the Coaching Service can report engagement with – i.e., only companies with between three (3) and two hundred fifty (250) employees may be reported as claimed towards the contract target of

Category	Companies
Outside the 3-250 range	321
Inside the 3-250 range	31
Total	352

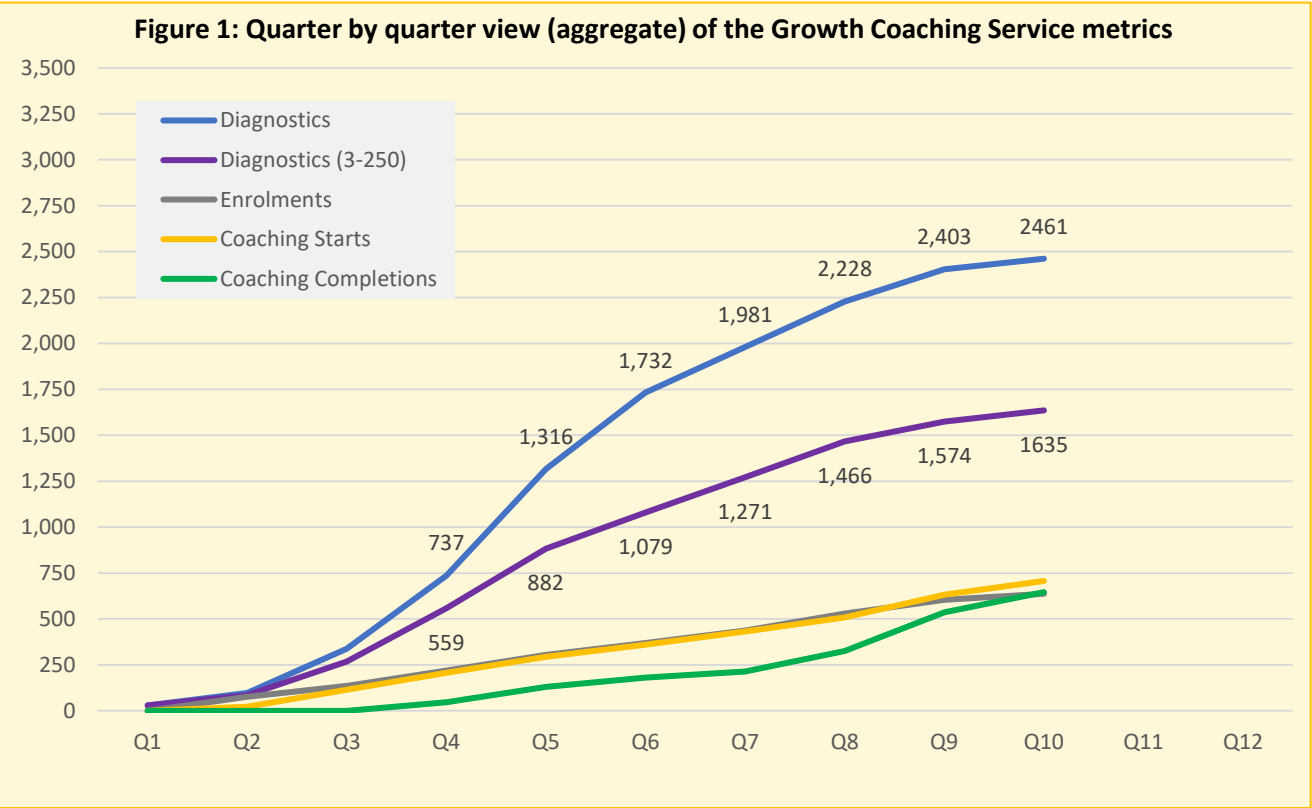
3,305 Diagnostics by contract end (31st December 2023). The two categories shown are a) outside the 3-250 employee range and b) inside the 3-250 employee range.

TABLE 2: shows the same data as for Table 1 above, broken down by time periods and with the actual number and the percentage outside the 3-250 employee range.

Diagnostics through CRF	Yr-1	Q5	Q6	Q7	Q8	Total
Reported	18	179	144	7	4	352
Outside the 3-250 range	0	173	140	4	4	321
Percentage outside 3-250	0%	96.6%	97.2%	57.1%	100%	34%

SERVICE LINE REPORTING: Growth Coaching Service

NOTE: This view shows the rolling aggregate view of all metrics by quarter. Q10 data shown is to 30th April 2023.



PREMISE: good quality companies that diagnose can convert to enrolments with the Coaching Service, from which point ongoing engagement with them will achieve Coaching Starts and Coaching Completions that lead to jobs.

OBSERVATIONS: there are questions to address regarding the pipeline and whether sufficient capacity exists to deliver the outcome at the end of the contract. Of particular interest is the number and quality of diagnostics and their conversion to enrolments in Growth Coaching

- The number of Diagnostics reported for companies that are outside the permissible range of 3-250 employees has grown quarter on quarter (see Figure 3, and Figure 1 blue and purple lines), but in Q10-April we saw the first reduction (net -3). On current trend, 4,975 will be required to ensure 3,305 quality Diagnostics are delivered at contract end.
- There are relatively few enrolled companies ‘spare’ at the end of each quarter to engage with and move into Coaching Starts (see Figure 2, and Figure 1 grey and amber lines). With little capacity in the pipeline, one unexpected downturn in Enrolments could derail the performance required in Coaching Starts and Coaching Completions – and therefore, jobs.

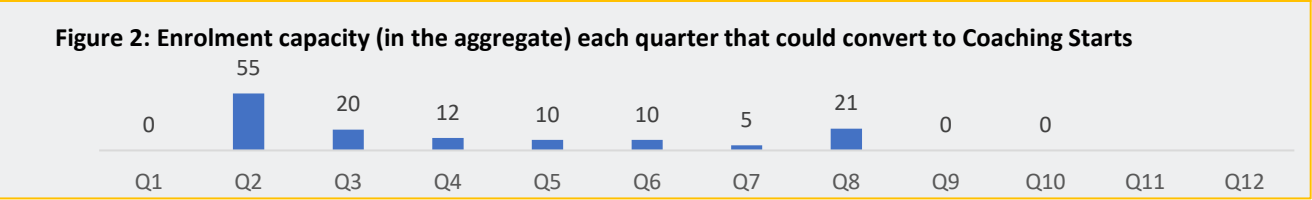


Figure 3: Diagnostics reported outside the 3-250 employee range in the aggregate by quarter

Quarter	Q1	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Non 3-250 employee diagnostics reported	0	12	70	178	434	653	710	762	829	826		



GROWTH WORKS

APPENDIX – C:

Skills Service results broken down into data and indicative information sets to support reporting.



Skills Service results broken down into data and indicative information sets to support reporting.

NOTE: The purpose of this appendix is to add flavour and context to the numbers in the dashboard view (1/2).

CO23 / SME ENGAGEMENT

CO23's completed Q10 to date	
Ben's Yard Limited	KDM Communications Ltd
Adapt Biogas Limited	LLC Navarro Limited (Nanna Mexico)
24/7 Support UK	Ideas Et Cetera Limited
Setchfield Services	Motion Cleaning Machines Ltd
Woodcraft Tree Services Ltd	Coolsite Ltd
Photocentric Limited	March Podiatry Practice
Lunico Hair And Beauty Limited	Vetstream Limited
Hegira Design Ltd	Game Swap shop
Mediacam.tv	Scudamores Punting Company Limited
SB Refrigeration And Electrical Engineers Ltd	
Homewatch Security Limited	
Be You Consultancy and Coaching	
Swimblor Limited	
Old Tiger Stables Ltd	
Purpleextra Limited	
Businesswatch Guarding Services Limited	



R9's completed Q10 to date	
Automated Wire Bending Ltd	
BGG Entertainment Limited	
The Grange Peterborough Ltd	
Shoplight Limited	
Setchfield Services Ltd	
Serenity Loves Limited	
Leep Accountants Limited	
Fortus East Limited	

TDMIs completed in April /Q10 to date	
D C Norries & Company Ltd	Business Watch
Meticuly	Burwell & Distric Day Centre
Miramar Engineering	Mediacam.TV
Kenley Group	Homewatch Group
Asynt Ltd	Setchfield VA & OBM Services
LLC Navarro Ltd	Motion Cleaning Machines Ltd
Cambridgeshire Coffee Services Ltd	L'unico Salon Ltd
Coolsite	March Podiatry Practice Ltd
Ideas et cetera	Camvan Limited
Old Tiger Stables Ltd	Optimyzd Ltd
Game Swap Shop	Focus4growth Ltd
Purpleextra.com	
i4Automation	
Camvan Limited	
Swimblor	
Scudamores	

Skills Service results broken down into data and indicative information sets to support reporting.

NOTE: The purpose of this appendix is to add flavour and context to the numbers in the dashboard view (2/2).

APPRENTICESHIPS

Apprenticeship Levy (YTD)	
Levy Pledge	Cambridgeshire County Council Cambridge City Council
Levy Utilisation	
Donors	
Accessing Levy Transfer	24/7 Care (Cambs County Council) Midco Care (Peterborough City Council) Evolving Networks (Cambs County Council) Healthy Care (Cambs County Council)

Apprenticeships Created (Q9)	
APRIL= 15 MAY = JUNE =	
Examples of April apprenticeships:	
Midco	2 x Lead in Adult Care (L5)
Healthy Care Healthy Care	3 x Lead in Adult Care (L3) 1 x Adult Care worker (L2)
Stemnovate	1 x Digital Marketer (L3)
University Of Cambridge University Of Cambridge	1 x HR support (L3) 1 x Business admin (L3)
Miramar Limited	3 x Engineering (L6)

LEARNING OUTCOMES

Learning Outcomes (Q9)
APRIL= 59 MAY = JUNE =
Examples of April Learning Outcomes: <ul style="list-style-type: none">Woodcraft Tree Services Ltd – Arborist Specific First Aid Course x 3 (L3)The Willcox Collective – Start Your Own Business x 1 (L2)Blackpoint Media – Keeping Your Marketing Relevant and Profitable x 2 (L1)Meon EMS Impulse Training– Keeping Your Marketing Relevant and Profitable x 2 (L1)



GROWTH WORKS

APPENDIX – D:

**Additional reporting views to support
the CMG process.**



GROWTH WORKS CONTRACT MANAGEMENT GROUP – CPCA Reporting and Meeting Requirements 2023

Schedule of milestones and key information to inform PMO and Service Lines.

REPORTING MONTH	CALENDAR MONTH	Secure Content from SLs	CMG Report Page Turn	CMG Report to CPCA	CMG Overview Meeting	Time of Meeting	CMG Meeting with CPCA	Type of Meeting	Time of Meeting	Delivery Type
<i>The month we need the data and information for</i>	<i>The month we physically action the requirements</i>	<i>The date you have to submit ALL your content in compliant format</i>	<i>The date PMO have to submit a 95% complete draft to Prog Director for review</i>	<i>The date PW submits the CMG Report to CPCA</i>	<i>The date PMO meet CPCA to deliver the whole of programme perspective</i>	<i>The times we need to block out in our calendars</i>	<i>The date we meet with CPCA to explore specifics of interest</i>	<i>Lets us know the date range we will cover with CPCA</i>	<i>The times we need to block out in our calendars</i>	<i>Lets us know whether physical presence needed</i>
January	February	02-Feb-23	14-Feb-23	16-Feb-23	N/A	N/A	21/02/23	Monthly	13:30-15:00	Virtual
February	March	08-Mar-23	14-Mar-23	14-Mar-23	N/A	N/A	21/03/23	Monthly	13:30-15:00	Virtual
March	April	04-Apr-23	11-Apr-23	16-Apr-23	19/04/23	13:30-14:30	24/04/23	Quarterly	11:30-13:30	In Person
April	May	03-May-23	16-May-23	18-May-23	N/A	N/A	23/05/23	Monthly	13:30-15:00	Virtual
May	June	02-Jun-23	13-Jun-23	16-Jun-23	N/A	N/A	20/06/23	Monthly	13:30-15:00	Virtual
June	July	04-Jul-23	11-Jul-23	14-Jul-23	19/07/23	13:30-14:30	24/07/23	Quarterly	11:30-13:30	In Person
July	August	02-Aug-23	8-Aug-23	14-Aug-23	N/A	N/A	21/08/23	Monthly	11:30-13:00	Virtual
August	September	04-Sep-23	12-Sep-23	15-Sep-23	N/A	N/A	25/09/23	Monthly	11:30-13:00	Virtual
September	October	03-Oct-23	10-Oct-23	13-Oct-23	18/10/23	13:30-14:30	23/10/23	Quarterly	11:30-13:30	In Person
October	November	02-Nov-23	10-Nov-23	14-Nov-23	N/A	N/A	22/11/23	Monthly	13:30-15:00	Virtual
November	December	04-Dec-23	12-Dec-23	15-Dec-23	N/A	N/A	21/12/23	Monthly	11:30-13:00	Virtual
December	January 2024	TBD (Dec/Jan)	TBD (Dec/Jan)	TBD (Dec/Jan)	TBC	TBC	TBC	TBC	TBC	TBC



CPCA Business Growth Service

Q9 – Area Data Pack: CCC

Growth Works: Reporting Period
1st January to 31st March 2023



FUNDED BY



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY



THE BUSINESS BOARD



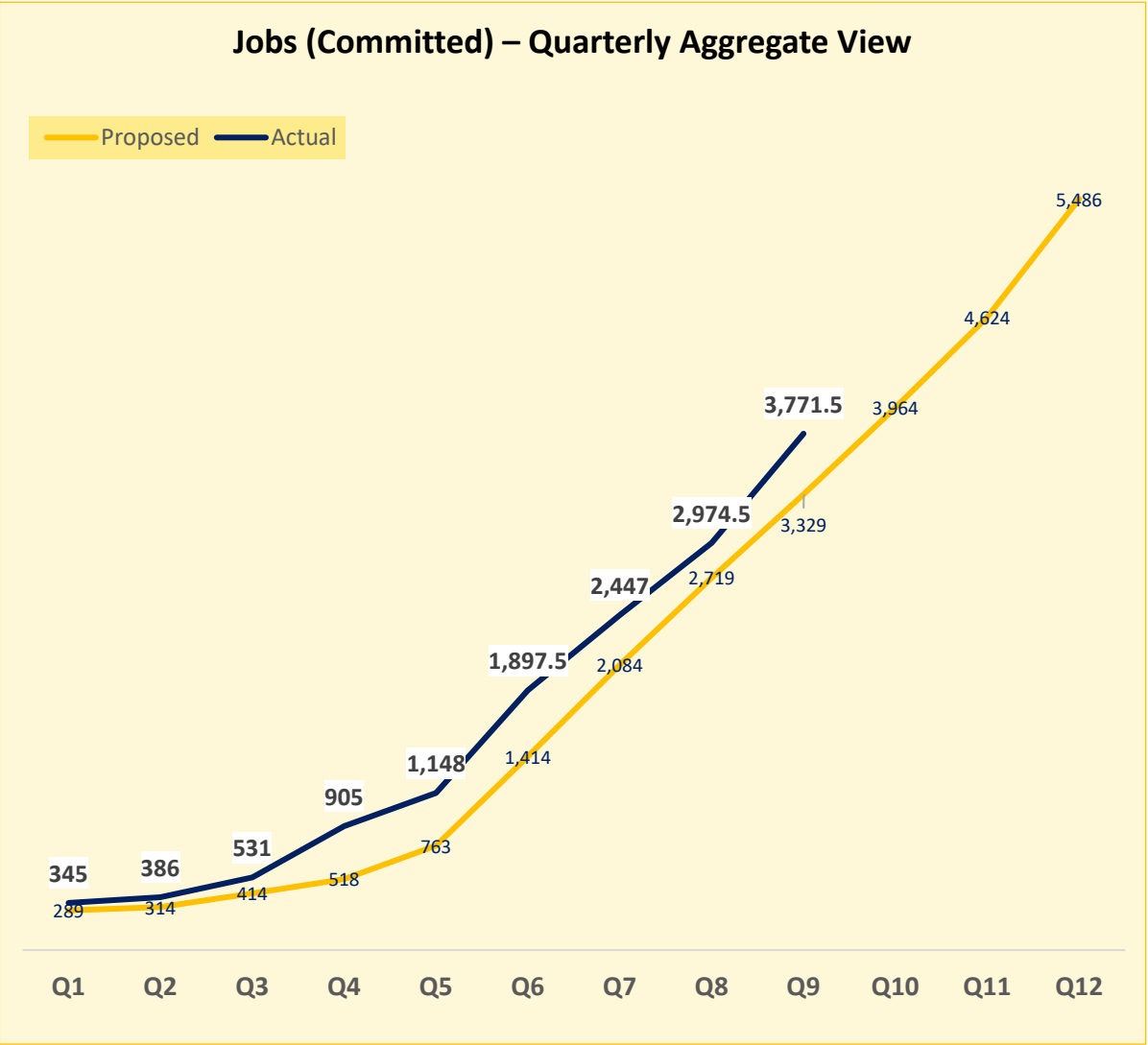
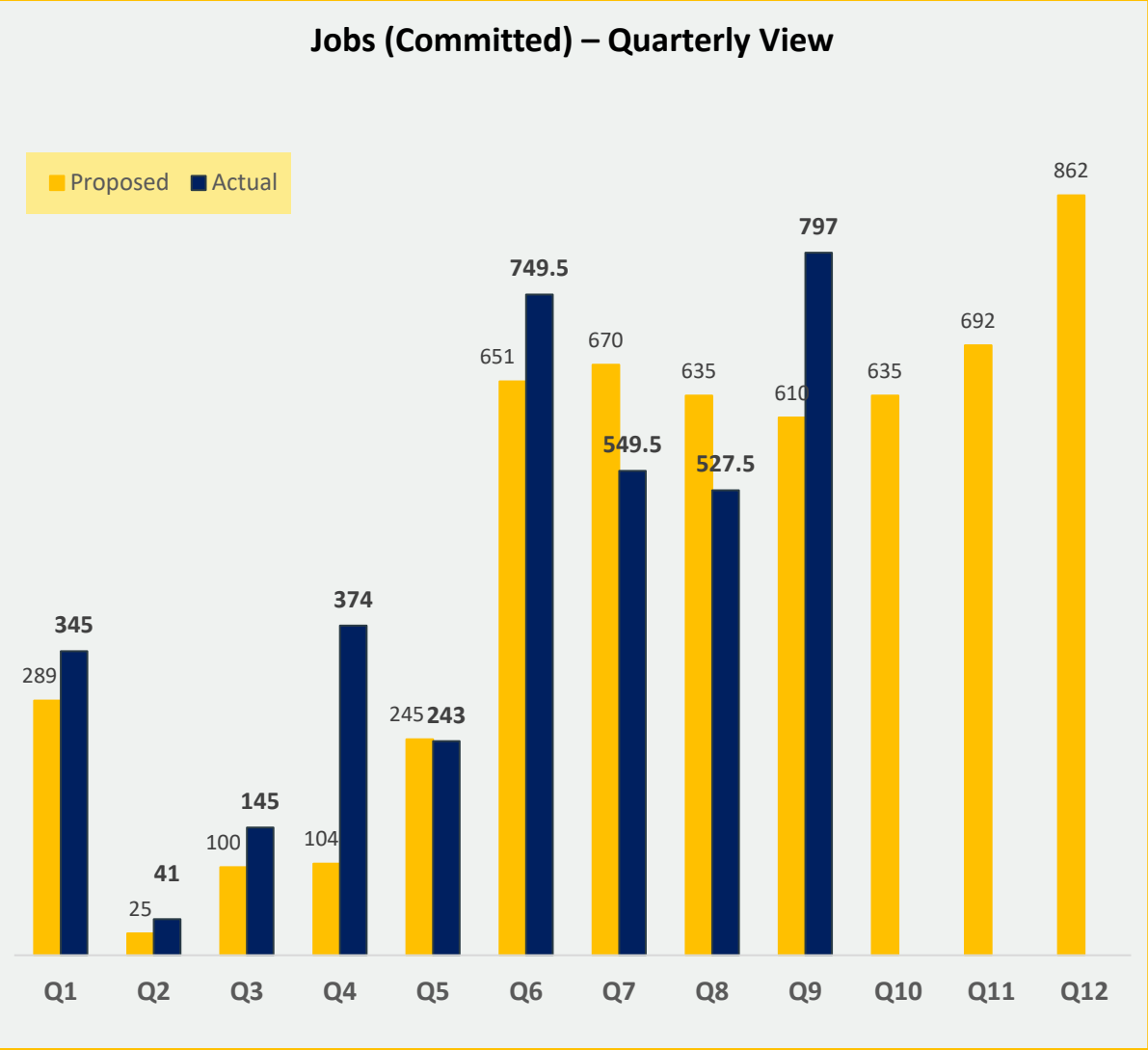
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HM Government



European Union
European Structural
and Investment Funds

Programme Director's Summary: Jobs to 31st March 2023 (Year-3, Quarter-9)



Service Lines: outcome creation results broken down by district

NOTE: Skills has no jobs targets to achieve but occasionally create new jobs, which is noted in italics below.



Service Line / GW Offer	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL	
Coaching: nudge grants*	10	72	0	74	255	104	82	597	
Investment	56	0	0	0	0	0	0	56	
SME CapEx Grants	0	6	25	0	22	5	0	58	
SME Equity Investment	84	0	0	0	0	0	0	84	
Skills has no target to achieve for jobs but occasionally creates jobs								2	
Yr 1&2 Jobs (all services)*	538.5	393	310	273	551	687.5	158.5	2,974.5	TARGET BY END OF YEAR-3
Yr 3 - Q9 Jobs (all services)	150	78	25	74	277	109	82	797	
TOTAL	688.5	471	335	347	828	796.5	240.5	3,771.5	5,486

Note: Year 1 & 2 figure includes 67 for Skills Service jobs which do not appear in the DC splits.

* Note: the numbers shown are the net position over the quarter. For all enquiries regarding Coaching jobs please reach out to the Growth Coaching Programme Director, Martin Johnson Martin.Johnson@growthworks.uk

Skills Outcome	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL	
Yr 1&2 Learning Outcomes	*42	1	*126	20	673	*5	0	867	TARGET BY END OF YEAR-3
Yr3 - Q9 Learning Outcomes	1	0	43	69	91	0	0	204	
TOTAL	43	1	169	89	764	5	0	1,071	1,705
Yr 1&2 Apprenticeships	95	8	32	19	146	17	0	317	TARGET BY END OF YEAR-3
Yr3 to Q9 Apprenticeships	24	3	3	5	56	0	0	91	
TOTAL	119	11	35	24	202	17	0	408	1,400

* Note: following a post code check on Learning Outcome, five (5) in CCC are SCDC, and three (3) in CCC are FDC, so the data has been altered accordingly.

Q9 Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 31st March 2023.

CCC

Our performance against the leading contracted metrics...

In delivering diagnostics to businesses, the companies we engaged with cited a range of barriers to growth...

To support coaching some SMEs benefited from a revenue grant.



10 Net jobs created (committed)*



20 Businesses provided with a Growth Diagnostic



10 Businesses enrolled in coaching assignments



6 Businesses starting a coaching journey



15 Businesses completing a coaching journey

Stated Challenge	Responses Cited	
Need growth finance	7	■
Need to find the right new people	5	■
Need to improve skills deficits in current team	8	■
Need more effective people development strategy	3	■
Need new equipment	4	■
Need bigger premises	0	
Need to improve productivity	0	
Need more effective marketing	8	■
Need more effective sales	4	■
Need more effective growth strategy	3	■
Need more effective leadership and management	0	
Other	0	
TOTAL BY GEOGRAPHY		42



12 Revenue grant awards made to local firms

SME Revenue Grant Awards



£144,234

Awarded in Revenue Grants




* Note: the numbers shown are the net position over the quarter. For all enquiries regarding Coaching jobs please reach out to the Growth Coaching Programme Director, Martin Johnson Martin.Johnson@growthworks.uk

Q9 Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services

CCC

Performance Indicator Scorecard Summary for the period 1st January to 31st March 2023.

Inward Investment performance against the leading contracted metrics...

-  **56** Jobs created (committed)
-  **2** Inward Investment successes landed locally
-  **0** Active projects with this CC as the preferred UK location

Inward Investment Successes





 Canada

- Life Sciences


 Switzerland


- Life Sciences

Skills performance against the leading contracted metrics...




-  **24** Apprenticeships created (committed)
-  **1** Additional training and learning outcomes
-  **4** CO23's in place / SME engagement
-  **2** R9 (CO23 action plans) completed

CEC Contract – 14 Schools / Colleges




 **14** Of 14 eligible schools engaged in CEC

 **9** Of schools engaged have completed a Compass

SME CapEx Grants and Equity placement performance against the leading metrics...

-  **0** Jobs created (committed) from CapEx grant awards
-  **0** SME CapEx grant awards made to local firms
-  **SME Capital Growth Awards**

£0

Awarded in Capital Growth Funding to local SMEs
-  **84** Jobs created (committed) from Equity projects
-  **4** SME CapEx grant awards made to local firms
-  **Equity Placed**

£975,000

Small Business Capital Growth Investment Equity

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants

CCC

NOTE: data is for the period 1st January to 31st March 2023.

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	11	£133,553.50	£12,141.23	32	£4,173.55
Revenue Grant (LGF)	1	£14,680.00	£14,680.00	4	£3,670.00
SME CapEx Grant	0	£0.00	£0.00	0	£0.00
	12	£144,233.50	£12,352.79	36	£4,117.60

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Neutreeno Ltd	LGF	£14,680.00	4	£3,670.00	Mar-23
Eclectic Recruitment	ERDF	£20,000.00	3	£2,083.33	Jan-23
Cambridge Animal Technologies	ERDF	£15,000.00	1	£6,600.00	Jan-23
Neutreeno	ERDF	£10,000.00	1	£6,406.37	Jan-23
Gibson Jones Recruitment Ltd	ERDF	£10,000.00	3	£7,622.50	Feb-23
Cambridge Marketing College Ltd	ERDF	£6,500.00	1	£7,075.00	Feb-23
Kralium Ltd	ERDF	£20,000.00	4	£1,322.22	Mar-23
The Cambirgde Union Society	ERDF	£3,375.00	10	£1,428.57	Mar-23
Fitzbillies (Cambridge) Limited	ERDF	£18,460.50	3	£1,061.25	Mar-23
Ellutia Limited	ERDF	£5,400.00	1	£1,275.90	Mar-23
Consortial Limited	ERDF	£14,818.00	3	£2,050.00	Mar-23
Vuala	ERDF	£10,000.00	2	£2,500.00	Mar-23
		£144,233.50	36	£4,117.60	

SERVICE LINE REPORTING: Equity

NOTE: data is for the period 1st January to 31st March 2023.



Name	Equity Placed	Jobs to be created as a result of Equity	Equity Award per Job Created	Date of Equity Panel Approval
NoBACZ	£250,000.00	11	£22,727.00	Jan-23
Biologic	£250,000.00	50	£5,000.00	Jan-23
Infersens	£250,000.00	14	£17,857.00	Mar-23
Immaterial	£225,000.00	9	£25,000.00	Mar-23
	£975,000.00	84	£4,117.60	



CPCA Business Growth Service

Q9 – Area Data Pack: ECDC

Growth Works: Reporting Period
1st January to 31st March 2023



FUNDED BY



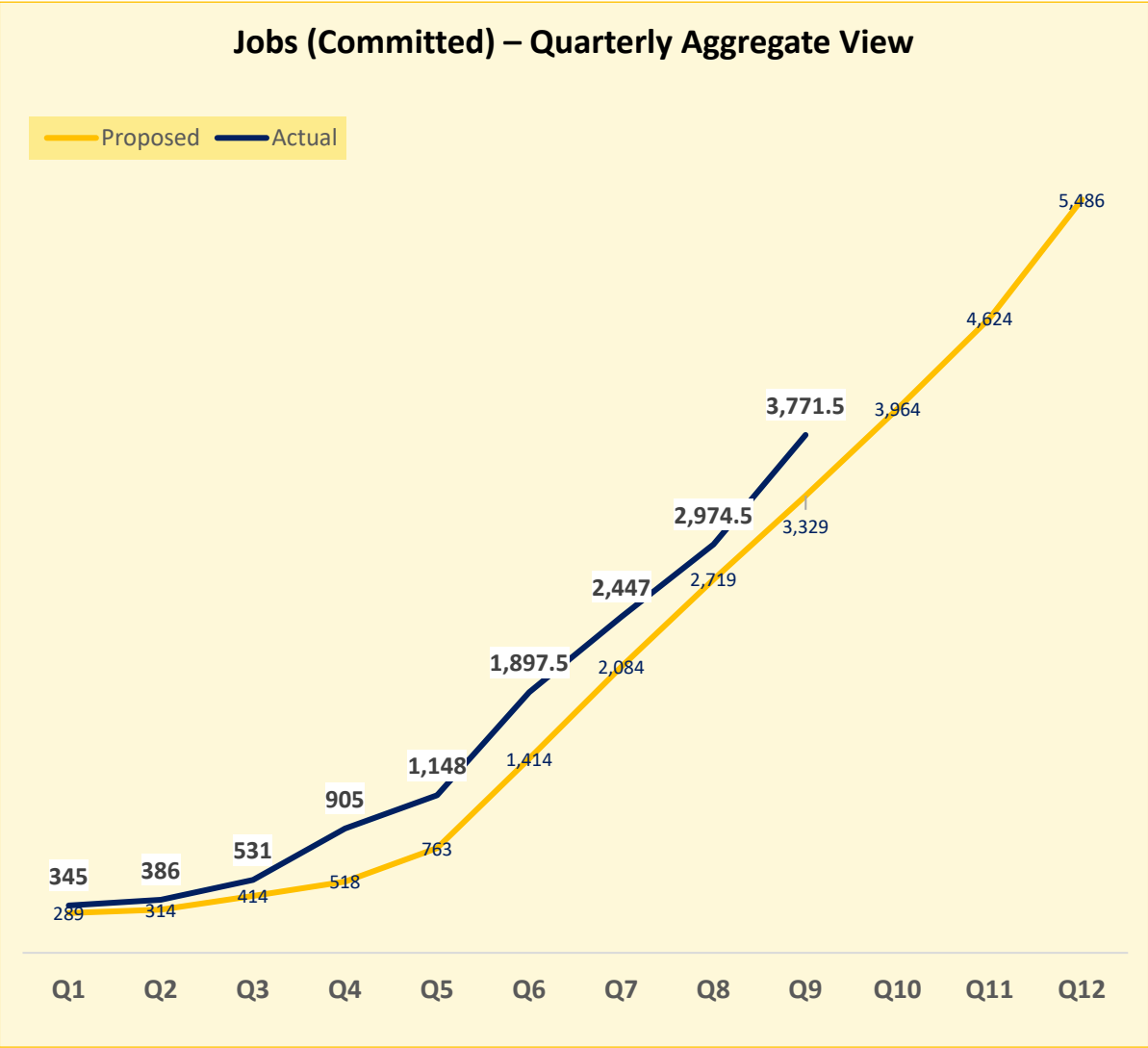
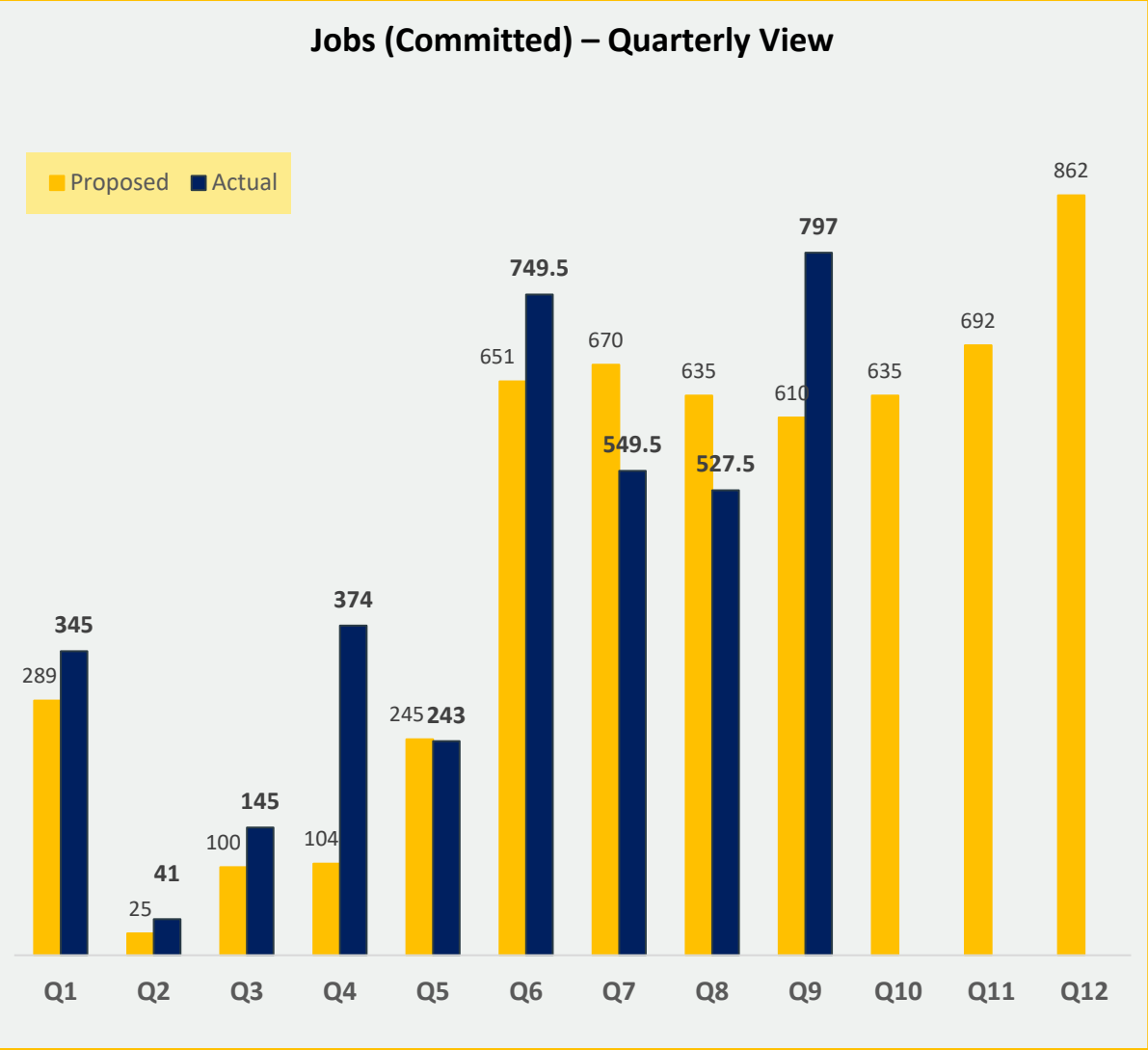
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HM Government



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Programme Director's Summary: Jobs to 31st March 2023 (Year-3, Quarter-9)



Service Lines: outcome creation results broken down by district

NOTE: Skills has no jobs targets to achieve but occasionally create new jobs, which is noted in italics below.



Service Line / GW Offer	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL	
Coaching: nudge grants*	10	72	0	74	255	104	82	597	
Investment	56	0	0	0	0	0	0	56	
SME CapEx Grants	0	6	25	0	22	5	0	58	
SME Equity Investment	84	0	0	0	0	0	0	84	
Skills has no target to achieve for jobs but occasionally creates jobs								2	
Yr 1&2 Jobs (all services)*	538.5	393	310	273	551	687.5	158.5	2,974.5	TARGET BY END OF YEAR-3
Yr 3 - Q9 Jobs (all services)	150	78	25	74	277	109	82	797	
TOTAL	688.5	471	335	347	828	796.5	240.5	3,771.5	5,486

Note: Year 1 & 2 figure includes 67 for Skills Service jobs which do not appear in the DC splits.

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Yr3 - Q9 Learning Outcomes	1	0	43	69	91	0	0	204	
TOTAL	43	1	169	89	764	5	0	1,071	1,705
Yr 1&2 Apprenticeships	95	8	32	19	146	17	0	317	TARGET BY END OF YEAR-3
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Q9 Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 31st March 2023.

Our performance against the leading contracted metrics...

In delivering diagnostics to businesses, the companies we engaged with cited a range of barriers to growth...

To support coaching some SMEs benefited from a revenue grant.



72 Net jobs created (committed)*



5 Businesses provided with a Growth Diagnostic



4 Businesses enrolled in coaching assignments



0 Businesses starting a coaching journey



14 Businesses completing a coaching journey

Stated Challenge	Responses Cited	
Need growth finance	6	■
Need to find the right new people	3	■
Need to improve skills deficits in current team	1	■
Need more effective people development strategy	0	
Need new equipment	5	■
Need bigger premises	0	
Need to improve productivity	0	
Need more effective marketing	3	■
Need more effective sales	5	■
Need more effective growth strategy	2	■
Need more effective leadership and management	0	
Other	0	
TOTAL BY GEOGRAPHY		25



0 Revenue grant awards made to local firms

SME Revenue Grant Awards



£0
Awarded in Revenue Grants

* Note: the numbers shown are the net position over the quarter. For all enquiries regarding Coaching jobs please reach out to the Growth Coaching Programme Director, Martin Johnson Martin.Johnson@growthworks.uk

Q9 Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services

Performance Indicator Scorecard Summary for the period 1st January to 31st March 2023.

Inward Investment performance against the leading contracted metrics...



0 Jobs created (committed)



0 Inward Investment successes landed locally



0 Active projects with this DC as the preferred UK location

Skills performance against the leading contracted metrics...



3 Apprenticeships created (committed)



0 Additional training and learning outcomes





2 CO23's in place / SME engagement



3 R9 (CO23 action plans) completed

CEC Contract – 8 Schools / Colleges

 8 Of 8 eligible schools engaged in CEC

 7 Of schools engaged have completed a Compass

SME CapEx Grants and Equity placement performance against the leading metrics...



6 Jobs created (committed) from CapEx grant awards



1 SME CapEx grant awards made to local firms

**SME Capital Growth Awards**
£30,000 Awarded in Capital Growth Funding to local SMEs



0 Jobs created (committed) from Equity projects



0 SME CapEx grant awards made to local firms

**Equity Placed**
£0 Small Business Capital Growth Investment Equity

Inward Investment Success

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants

NOTE: data is for the period 1st January to 31st March 2023.



Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	0	£0.00	£0.00	0	£0.00
Revenue Grant (LGF)	0	£0.00	£0.00	0	£0.00
SME CapEx Grant	1	£30,000.00	£30,000.00	6	£5,000.00
	1	£30,000.00	£30,000.00	6	£5,000.00

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Cooper Barnes	CapEx	£30,000.00	6	£5,000.00	Mar-23
		£30,000.00	6	£5,000.00	



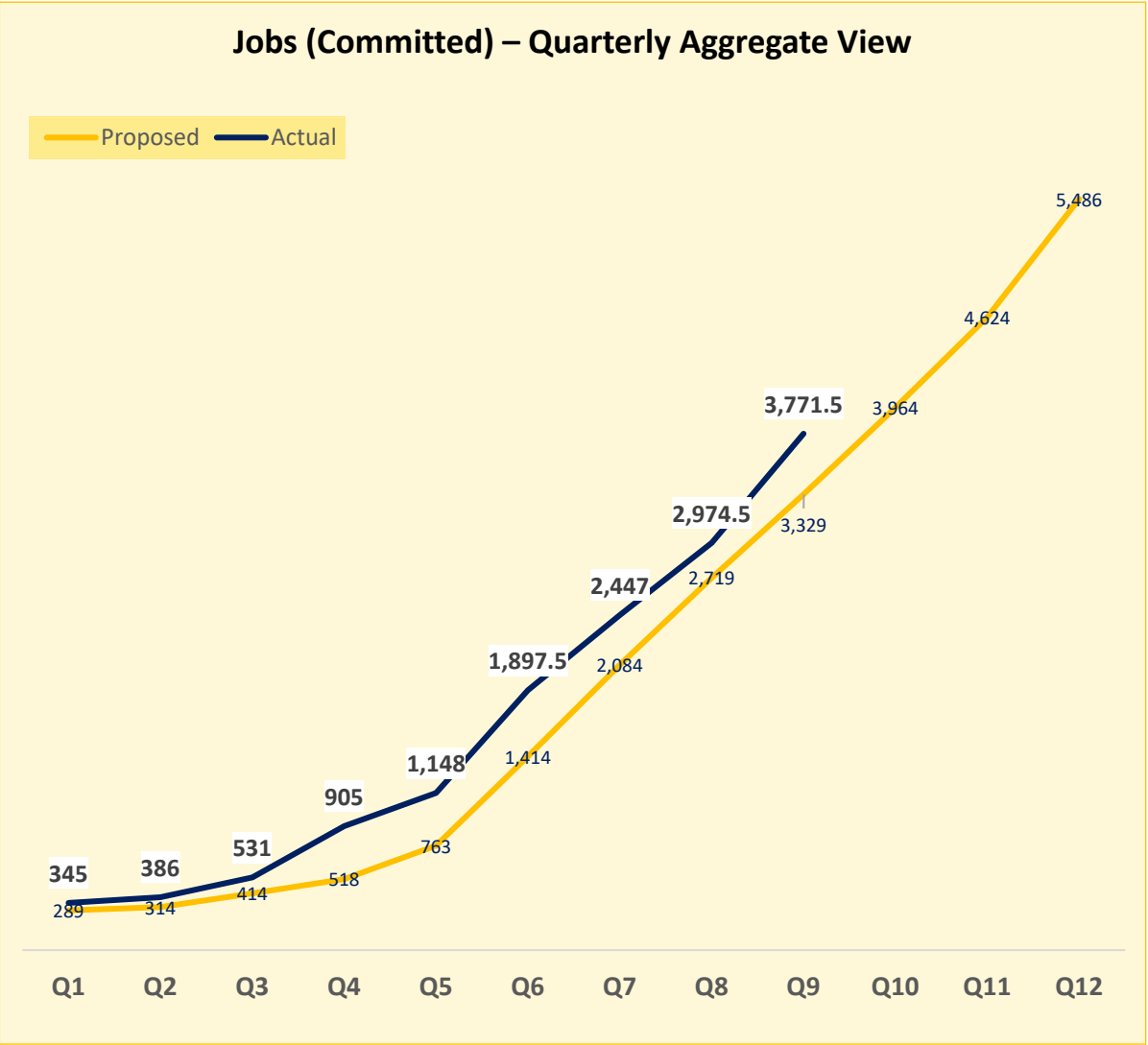
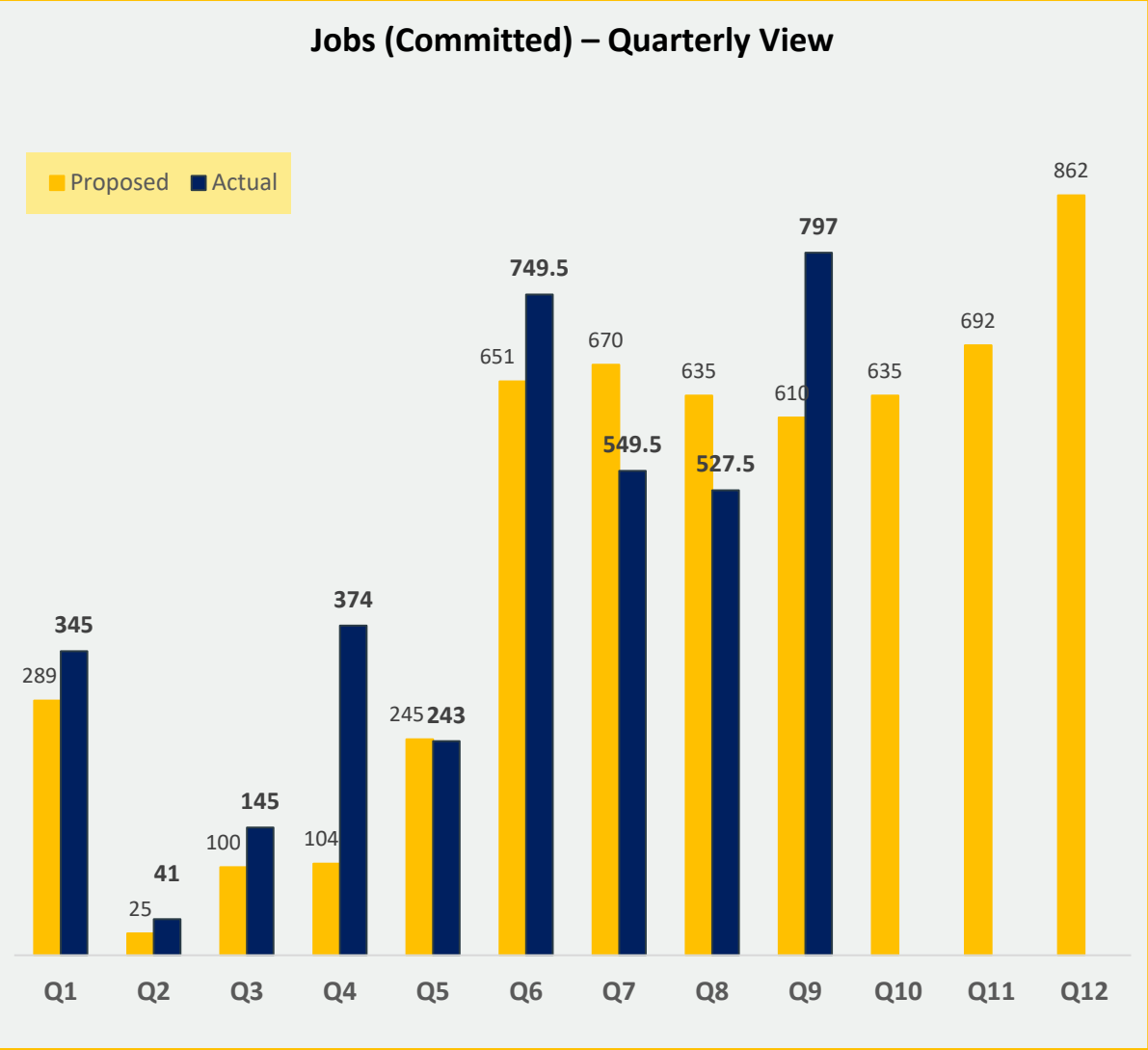
CPCA Business Growth Service

Q9 – Area Data Pack: FDC

Growth Works: Reporting Period
1st January to 31st March 2023



Programme Director's Summary: Jobs to 31st March 2023 (Year-3, Quarter-9)



Service Lines: outcome creation results broken down by district

NOTE: Skills has no jobs targets to achieve but occasionally create new jobs, which is noted in italics below.



Service Line / GW Offer	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL	
Coaching: nudge grants*	10	72	0	74	255	104	82	597	
Investment	56	0	0	0	0	0	0	56	
SME CapEx Grants	0	6	25	0	22	5	0	58	
SME Equity Investment	84	0	0	0	0	0	0	84	
Skills has no target to achieve for jobs but occasionally creates jobs								2	
Yr 1&2 Jobs (all services)*	538.5	393	310	273	551	687.5	158.5	2,974.5	TARGET BY END OF YEAR-3
Yr 3 - Q9 Jobs (all services)	150	78	25	74	277	109	82	797	
TOTAL	688.5	471	335	347	828	796.5	240.5	3,771.5	5,486

Note: Year 1 & 2 figure includes 67 for Skills Service jobs which do not appear in the DC splits.

* Note: the numbers shown are the net position over the quarter. For all enquiries regarding Coaching jobs please reach out to the Growth Coaching Programme Director, Martin Johnson Martin.Johnson@growthworks.uk

Skills Outcome	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL	
Yr 1&2 Learning Outcomes	*42	1	*126	20	673	*5	0	867	TARGET BY END OF YEAR-3
Yr3 - Q9 Learning Outcomes	1	0	43	69	91	0	0	204	
TOTAL	43	1	169	89	764	5	0	1,071	1,705
Yr 1&2 Apprenticeships	95	8	32	19	146	17	0	317	TARGET BY END OF YEAR-3
Yr3 to Q9 Apprenticeships	24	3	3	5	56	0	0	91	
TOTAL	119	11	35	24	202	17	0	408	1,400

* Note: following a post code check on Learning Outcome, five (5) in CCC are SCDC, and three (3) in CCC are FDC, so the data has been altered accordingly.

Q9 Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 31st March 2023.

Our performance against the leading contracted metrics...

In delivering diagnostics to businesses, the companies we engaged with cited a range of barriers to growth...

To support coaching some SMEs benefited from a revenue grant.



0 Net jobs created (committed)*



15 Businesses provided with a Growth Diagnostic



4 Businesses enrolled in coaching assignments



3 Businesses starting a coaching journey



12 Businesses completing a coaching journey

Stated Challenge	Responses Cited	
Need growth finance	7	■
Need to find the right new people	3	■
Need to improve skills deficits in current team	2	■
Need more effective people development strategy	3	■
Need new equipment	5	■
Need bigger premises	0	
Need to improve productivity	0	
Need more effective marketing	10	■
Need more effective sales	4	■
Need more effective growth strategy	4	■
Need more effective leadership and management	2	■
Other	0	

TOTAL BY GEOGRAPHY 40



1 Revenue grant award made to local firms

SME Revenue Grant Awards



£3,460

Awarded in Revenue Grants

* Note: the numbers shown are the net position over the quarter. For all enquiries regarding Coaching jobs please reach out to the Growth Coaching Programme Director, Martin Johnson Martin.Johnson@growthworks.uk

Q9 Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services

Performance Indicator Scorecard Summary for the period 1st January to 31st March 2023.

FDC

Inward Investment performance against the leading contracted metrics...



0 Jobs created (committed)



0 Inward Investment successes landed locally



0 Active projects with this DC as the preferred UK location

Skills performance against the leading contracted metrics...



3 Apprenticeships created (committed)



43 Additional training and learning outcomes





0 CO23's in place / SME engagement



7 R9 (CO23 action plans) completed

CEC Contract – 6 Schools / Colleges

 6 Of 6 eligible schools engaged in CEC

 5 Of schools engaged have completed a Compass

SME CapEx Grants and Equity placement performance against the leading metrics...



25 Jobs created (committed) from CapEx grant awards



2 SME CapEx grant awards made to local firms

 **SME Capital Growth Awards**

£134,094

Awarded in Capital Growth Funding to local SMEs



0 Jobs created (committed) from Equity projects



0 SME CapEx grant awards made to local firms

 **Equity Placed**

£0

Small Business Capital Growth Investment Equity

Inward Investment Success

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants

FDC

NOTE: data is for the period 1st January to 31st March 2023.

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	1	£3,460.00	£3,460.00	1	£3,460.00
Revenue Grant (LGF)	0	£0.00	£0.00	0	£0.00
SME CapEx Grant	2	£134,094.00	£67,047.00	25	£5,363.76
	3	£137,554.00	£45,851.33	26	£5,290.54

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Gas Tech Utilities Ltd	CapEx	£34,094.00	5	£6,818.80	Feb-23
Agrimech Ltd	CapEx	£100,000.00	20	£5,000.00	Mar-23
		£134,094.00	25	£5,363.76	

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Moto Mate Ltd	ERDF	£3,460.00	1	£3,460.00	Mar-23
		£3,460.00	1	£3,460.00	



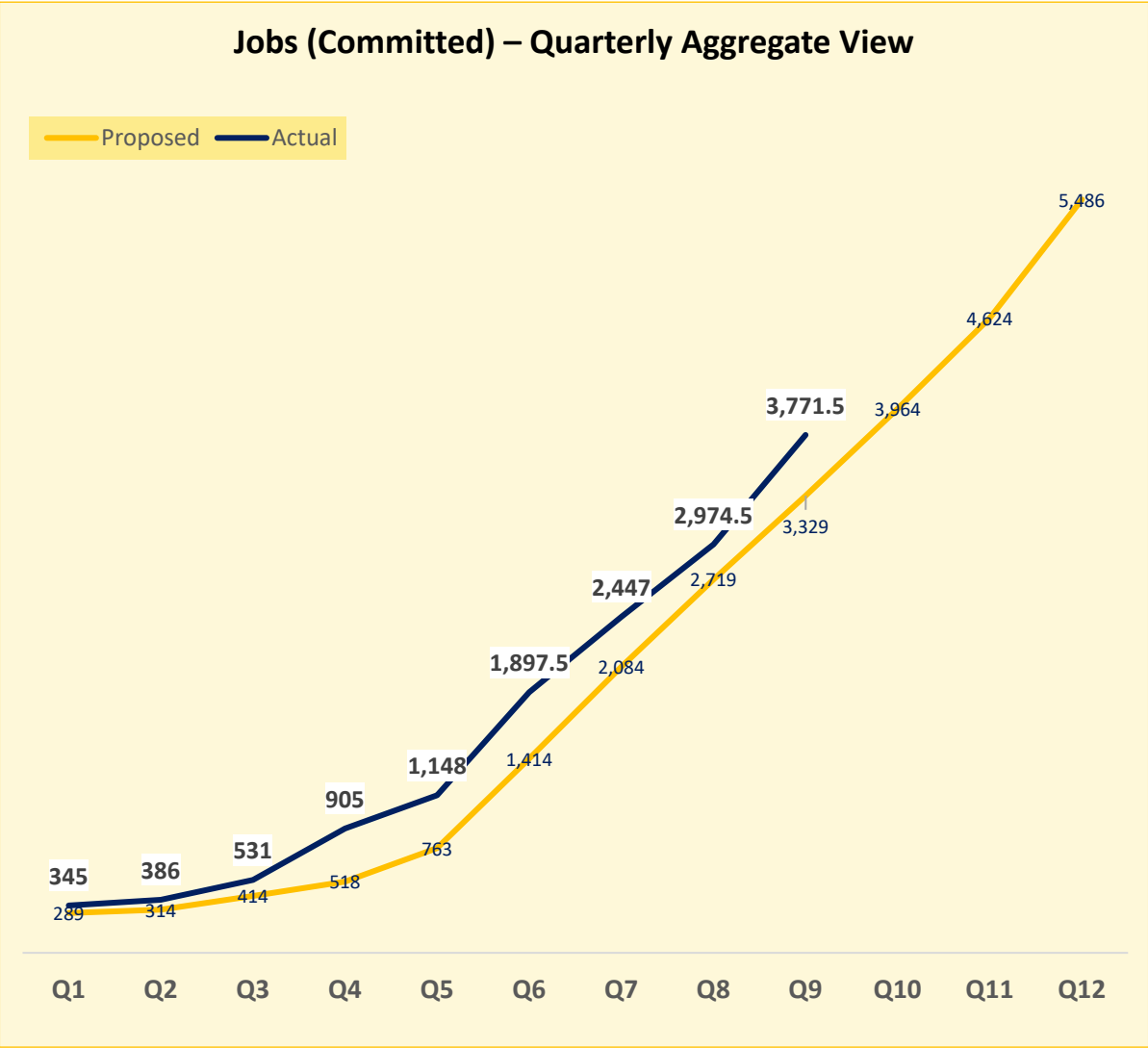
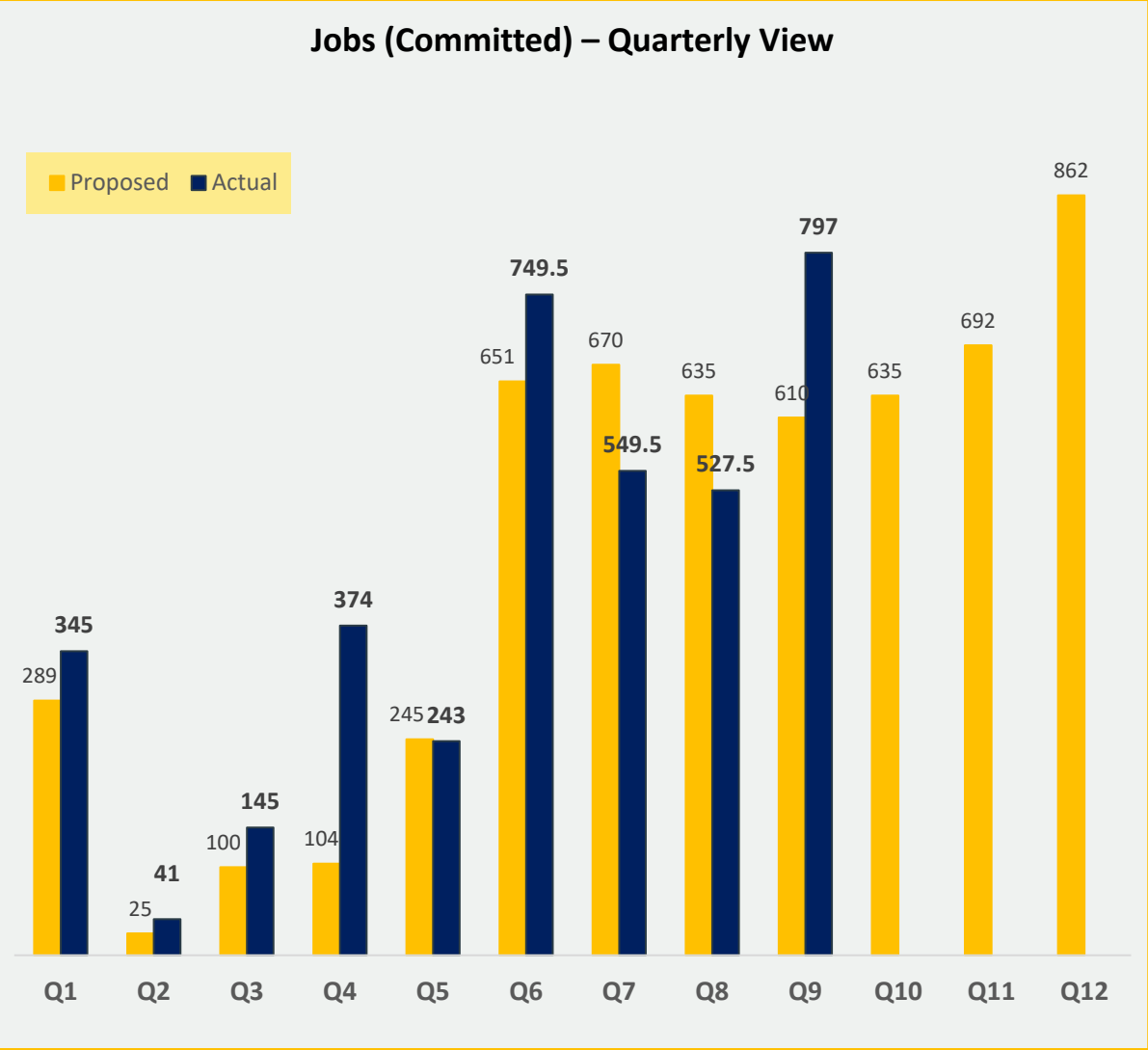
CPCA Business Growth Service

Q9 – Area Data Pack: HDC

Growth Works: Reporting Period
1st January to 31st March 2023



Programme Director's Summary: Jobs to 31st March 2023 (Year-3, Quarter-9)



Service Lines: outcome creation results broken down by district

NOTE: Skills has no jobs targets to achieve but occasionally create new jobs, which is noted in italics below.



Service Line / GW Offer	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL	
Coaching: nudge grants*	10	72	0	74	255	104	82	597	
Investment	56	0	0	0	0	0	0	56	
SME CapEx Grants	0	6	25	0	22	5	0	58	
SME Equity Investment	84	0	0	0	0	0	0	84	
Skills has no target to achieve for jobs but occasionally creates jobs								2	
Yr 1&2 Jobs (all services)*	538.5	393	310	273	551	687.5	158.5	2,974.5	TARGET BY END OF YEAR-3
Yr 3 - Q9 Jobs (all services)	150	78	25	74	277	109	82	797	
TOTAL	688.5	471	335	347	828	796.5	240.5	3,771.5	5,486

Note: Year 1 & 2 figure includes 67 for Skills Service jobs which do not appear in the DC splits.

* Note: the numbers shown are the net position over the quarter. For all enquiries regarding Coaching jobs please reach out to the Growth Coaching Programme Director, Martin Johnson Martin.Johnson@growthworks.uk

Skills Outcome	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL	
Yr 1&2 Learning Outcomes	*42	1	*126	20	673	*5	0	867	TARGET BY END OF YEAR-3
Yr3 - Q9 Learning Outcomes	1	0	43	69	91	0	0	204	
TOTAL	43	1	169	89	764	5	0	1,071	1,705
Yr 1&2 Apprenticeships	95	8	32	19	146	17	0	317	TARGET BY END OF YEAR-3
Yr3 to Q9 Apprenticeships	24	3	3	5	56	0	0	91	
TOTAL	119	11	35	24	202	17	0	408	1,400

* Note: following a post code check on Learning Outcome, five (5) in CCC are SCDC, and three (3) in CCC are FDC, so the data has been altered accordingly.

Q9 Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 31st March 2023.

Our performance against the leading contracted metrics...

- 74 Net jobs created (committed)*
- 24 Businesses provided with a Growth Diagnostic
- 16 Businesses enrolled in coaching assignments
- 9 Businesses starting a coaching journey
- 37 Businesses completing a coaching journey

In delivering diagnostics to businesses, the companies we engaged with cited a range of barriers to growth...

Stated Challenge	Responses Cited	
Need growth finance	7	■
Need to find the right new people	3	■
Need to improve skills deficits in current team	1	■
Need more effective people development strategy	1	■
Need new equipment	8	■
Need bigger premises	0	
Need to improve productivity	0	
Need more effective marketing	5	■
Need more effective sales	8	■
Need more effective growth strategy	8	■
Need more effective leadership and management	1	■
Other	0	
TOTAL BY GEOGRAPHY		42

To support coaching some SMEs benefited from a revenue grant.

- 3 Revenue grant awards made to local firms

SME Revenue Grant Awards

£18,270

Awarded in Revenue Grants

* Note: the numbers shown are the net position over the quarter. For all enquiries regarding Coaching jobs please reach out to the Growth Coaching Programme Director, Martin Johnson Martin.Johnson@growthworks.uk

Q9 Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services

Performance Indicator Scorecard Summary for the period 1st January to 31st March 2023.

Inward Investment performance against the leading contracted metrics...



0 Jobs created (committed)



0 Inward Investment successes landed locally



0 Active projects with this DC as the preferred UK location

Skills performance against the leading contracted metrics...



5 Apprenticeships created (committed)



69 Additional training and learning outcomes





8 CO23's in place / SME engagement



6 R9 (CO23 action plans) completed

CEC Contract – 10 Schools / Colleges

 9 Of 10 eligible schools engaged in CEC

 9 Of schools engaged have completed a Compass

SME CapEx Grants and Equity placement performance against the leading metrics...



0 Jobs created (committed) from CapEx grant awards



0 SME CapEx grant awards made to local firms

 **SME Capital Growth Awards**
£0

Awarded in Capital Growth Funding to local SMEs



0 Jobs created (committed) from Equity projects



0 SME CapEx grant awards made to local firms

 **Equity Placed**
£0

Small Business Capital Growth Investment Equity

Inward Investment Success

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants

NOTE: data is for the period 1st January to 31st March 2023.

HDC

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	2	£15,545.00	£7,772.50	5	£3,109.00
Revenue Grant (LGF)	1	£2,725.00	£2,725.00	1	£2,725.00
SME CapEx Grant	0	£0.00	£0.00	0	£0.00
	3	£18,270.00	£6,090.00	6	£3,045.00

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Photofabrication Ltd	LGF	£2,725.00	1	£2,725.00	Mar-23
Ilux Limited	ERDF	£8,445.00	4	£2,111.25	Feb-23
Le Mark Group Limited	ERDF	£7,100.00	1	£7,100.00	Mar-23
		£18,270.00	6	£6,090.00	



CPCA Business Growth Service

Q9 – Area Data Pack: PCC

Growth Works: Reporting Period
1st January to 31st March 2023



FUNDED BY



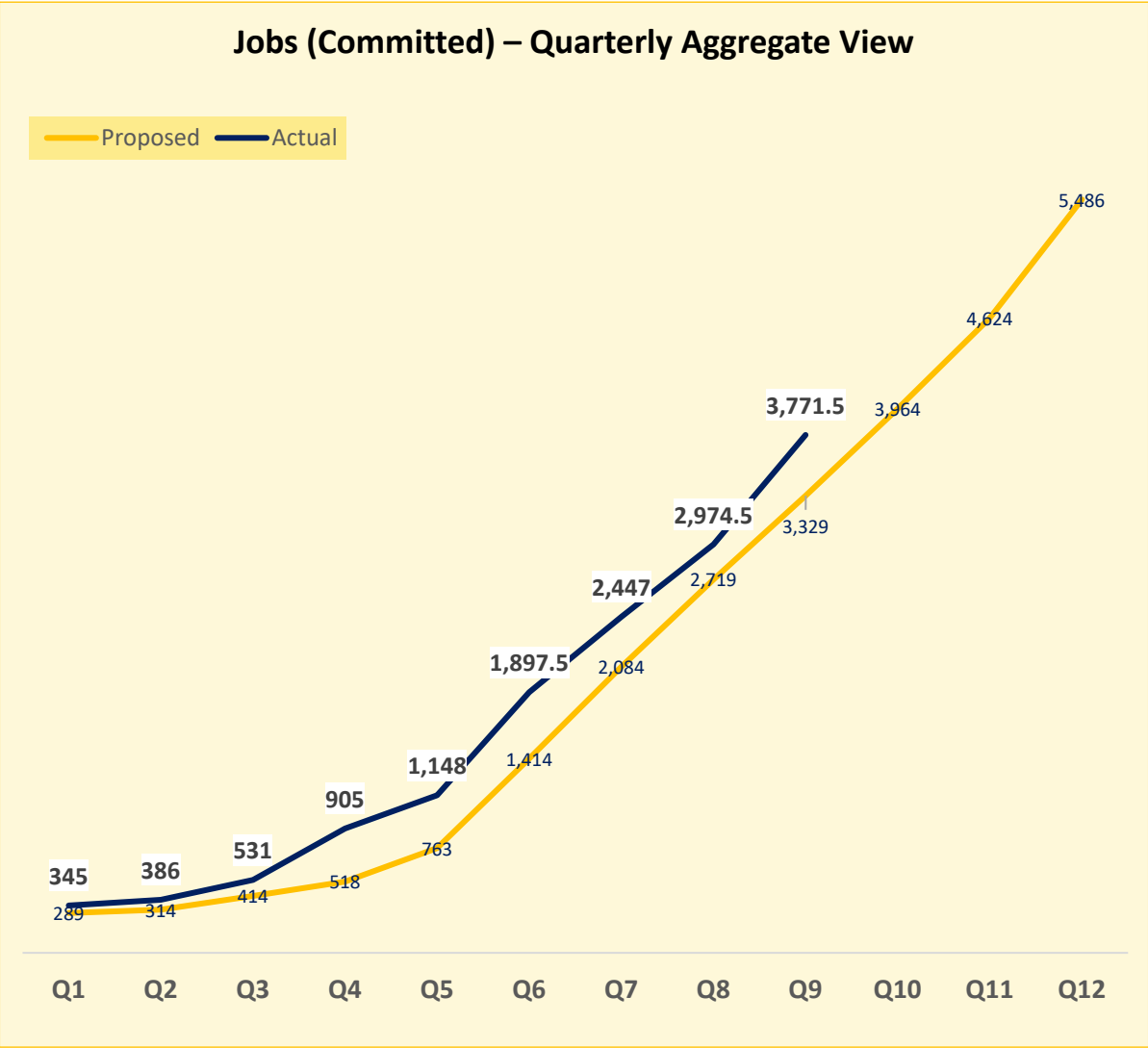
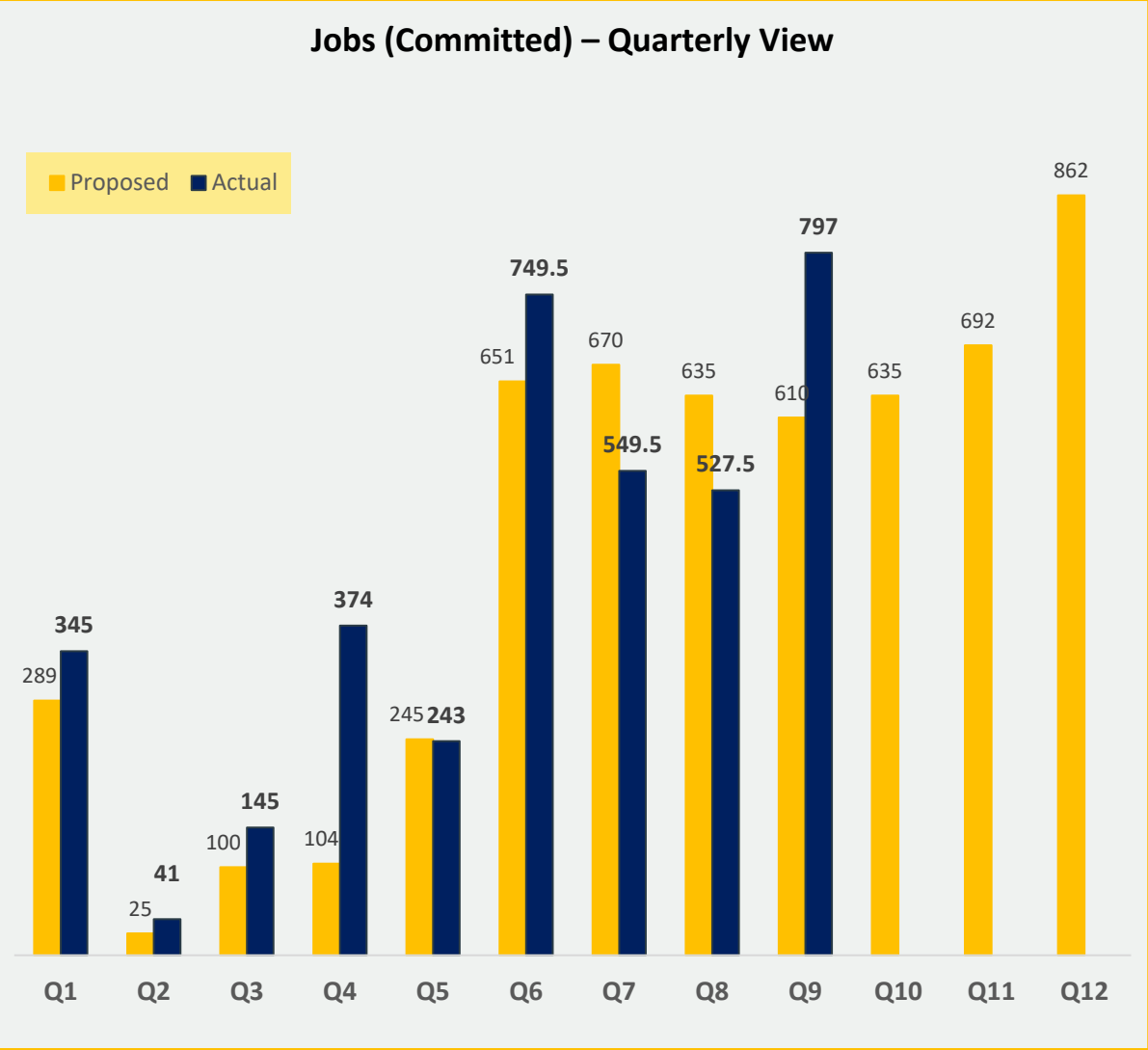
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HM Government



European Union
European Structural
and Investment Funds

Programme Director's Summary: Jobs to 31st March 2023 (Year-3, Quarter-9)



Service Lines: outcome creation results broken down by district

NOTE: Skills has no jobs targets to achieve but occasionally create new jobs, which is noted in italics below.



Service Line / GW Offer	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL	
Coaching: nudge grants*	10	72	0	74	255	104	82	597	
Investment	56	0	0	0	0	0	0	56	
SME CapEx Grants	0	6	25	0	22	5	0	58	
SME Equity Investment	84	0	0	0	0	0	0	84	
Skills has no target to achieve for jobs but occasionally creates jobs								2	
Yr 1&2 Jobs (all services)*	538.5	393	310	273	551	687.5	158.5	2,974.5	TARGET BY END OF YEAR-3
Yr 3 - Q9 Jobs (all services)	150	78	25	74	277	109	82	797	
TOTAL	688.5	471	335	347	828	796.5	240.5	3,771.5	5,486

Note: Year 1 & 2 figure includes 67 for Skills Service jobs which do not appear in the DC splits.

* Note: the numbers shown are the net position over the quarter. For all enquiries regarding Coaching jobs please reach out to the Growth Coaching Programme Director, Martin Johnson Martin.Johnson@growthworks.uk

Skills Outcome	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL	
Yr 1&2 Learning Outcomes	*42	1	*126	20	673	*5	0	867	TARGET BY END OF YEAR-3
Yr3 - Q9 Learning Outcomes	1	0	43	69	91	0	0	204	
TOTAL	43	1	169	89	764	5	0	1,071	1,705
Yr 1&2 Apprenticeships	95	8	32	19	146	17	0	317	TARGET BY END OF YEAR-3
Yr3 to Q9 Apprenticeships	24	3	3	5	56	0	0	91	
TOTAL	119	11	35	24	202	17	0	408	1,400


* Note: following a post code check on Learning Outcome, five (5) in CCC are SCDC, and three (3) in CCC are FDC, so the data has been altered accordingly.

Q9 Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 31st March 2023.

Our performance against the leading contracted metrics...

 **255** Net jobs created (committed)*

 **56** Businesses provided with a Growth Diagnostic

 **17** Businesses enrolled in coaching assignments


 **14** Businesses starting a coaching journey


 **59** Businesses completing a coaching journey

In delivering diagnostics to businesses, the companies we engaged with cited a range of barriers to growth...

Stated Challenge	Responses Cited	
Need growth finance	27	<div></div>
Need to find the right new people	23	<div></div>
Need to improve skills deficits in current team	10	<div></div>
Need more effective people development strategy	3	<div></div>
Need new equipment	37	<div></div>
Need bigger premises	0	
Need to improve productivity	0	
Need more effective marketing	34	<div></div>
Need more effective sales	24	<div></div>
Need more effective growth strategy	18	<div></div>
Need more effective leadership and management	10	<div></div>
Other	0	
TOTAL BY GEOGRAPHY		186

To support coaching some SMEs benefited from a revenue grant.

 **6** Revenue grant awards made to local firms

**SME Revenue Grant Awards**
£44,051
Awarded in Revenue Grants

* Note: the numbers shown are the net position over the quarter. For all enquiries regarding Coaching jobs please reach out to the Growth Coaching Programme Director, Martin Johnson Martin.Johnson@growthworks.uk

Q9 Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services

Performance Indicator Scorecard Summary for the period 1st January to 31st March 2023.

PCC

Inward Investment performance against the leading contracted metrics...



0 Jobs created (committed)



0 Inward Investment successes landed locally



0 Active projects with this CC as the preferred UK location

Skills performance against the leading contracted metrics...



56 Apprenticeships created (committed)



91 Additional training and learning outcomes



14 CO23's in place / SME engagement



16 R9 (CO23 action plans) completed

CEC Contract – 21 Schools / Colleges

21 Of 21 eligible schools engaged in CEC

17 Of schools engaged have completed a Compass

SME CapEx Grants and Equity placement performance against the leading metrics...



22 Jobs created (committed) from CapEx grant awards



2 SME CapEx grant awards made to local firms

SME Capital Growth Awards

£81,682

Awarded in Capital Growth Funding to local SMEs



0 Jobs created (committed) from Equity projects



0 SME CapEx grant awards made to local firms

Equity Placed

£0

Small Business Capital Growth Investment Equity

Inward Investment Successes

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants

PCC

NOTE: data is for the period 1st January to 31st March 2023.

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	5	£35,531.00	£7,106.20	10	£3,553.10
Revenue Grant (LGF)	1	£8,520.00	£8,520.00	2	£4,260.00
SME CapEx Grant	2	£81,682.17	£40,841.09	22	£3,712.83
	8	£125,733.174	£15,716.65	34	£4,274.93

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Automated Wire Bending Ltd	CapEx	£46,682.17	14	£3,334.44	Feb-23
Belfry Façade Systems Ltd	CapEx	£35,000.00	8	£4,375.00	Mar-23
		£81,682.17	22	£3,712.83	

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Recycling of Used Plastics Ltd	LGF	£8,520.00	2	£4,260.00	Mar-23
B Safe Electrical	ERDF	£9,696.00	2	£4,848.00	Jan-23
You Develop	ERDF	£6,985.00	2	£3,492.50	Jan-23
Verisio Limited	ERDF	£1,000.00	4	£250.00	Feb-23
Kirby Electrical Contracts Ltd	ERDF	£7,500.00	1	£7,500.00	Mar-23
Belfry Façade Systems Ltd	ERDF	£10,350.00	1	£10,350.00	Mar-23
		£44,051.00	12	£3,670.92	



CPCA Business Growth Service

Q9 – Area Data Pack: SCDC

Growth Works: Reporting Period
1st January to 31st March 2023



FUNDED BY

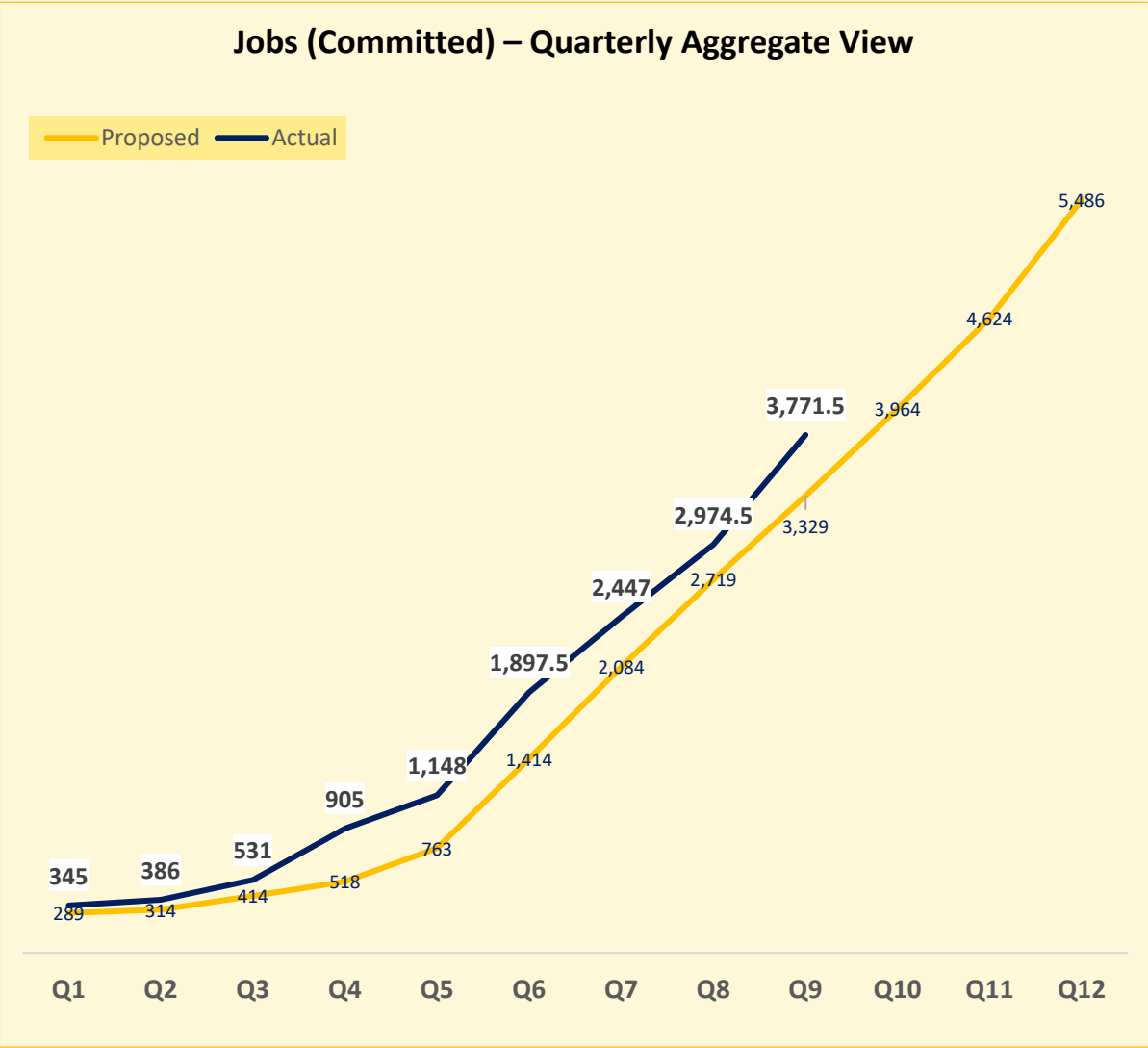
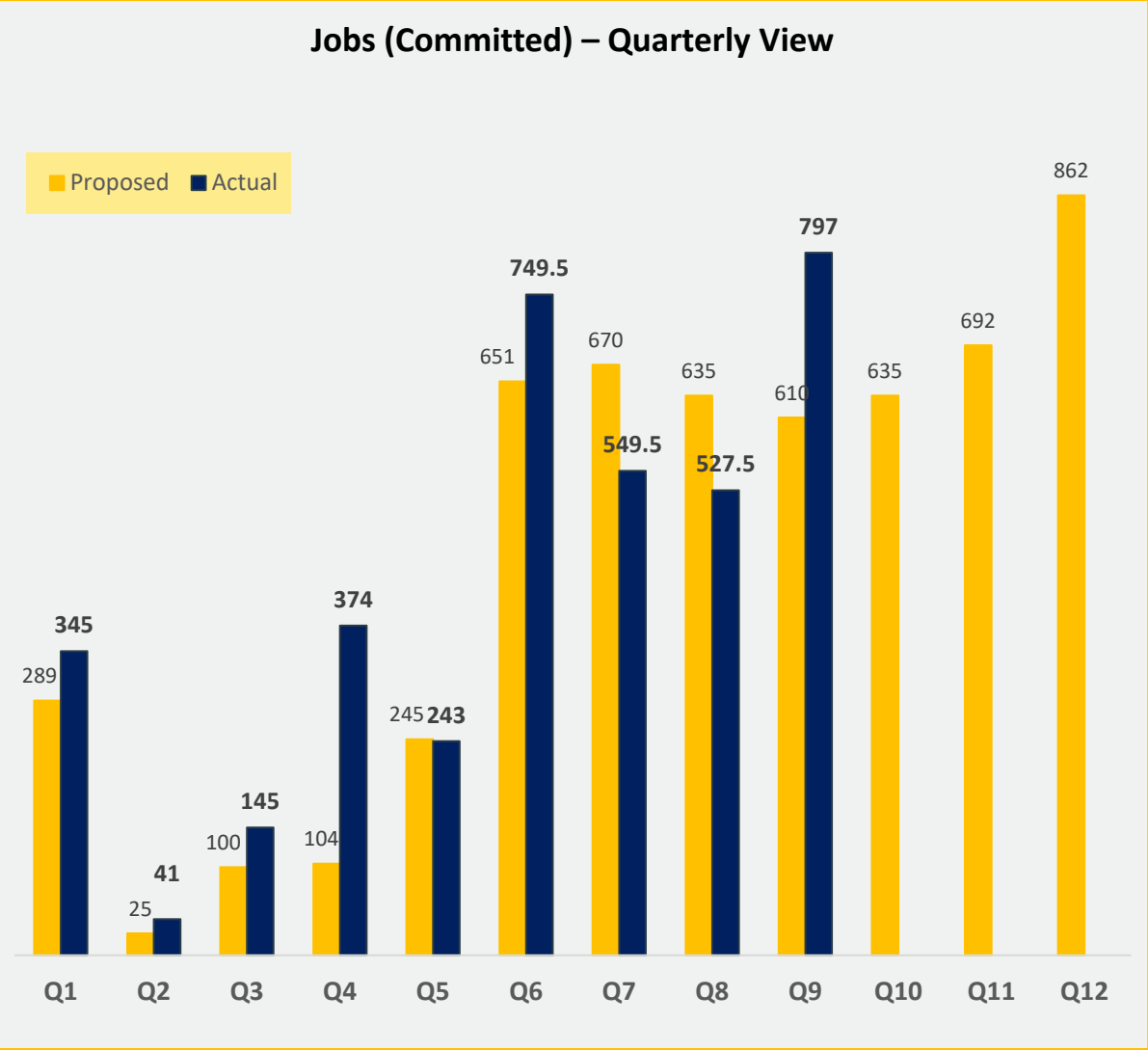


HM Government



European Union
European Structural
and Investment Funds

Programme Director's Summary: Jobs to 31st March 2023 (Year-3, Quarter-9)



Service Lines: outcome creation results broken down by district

NOTE: Skills has no jobs targets to achieve but occasionally create new jobs, which is noted in italics below.



Service Line / GW Offer	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL	
Coaching: nudge grants*	10	72	0	74	255	104	82	597	
Investment	56	0	0	0	0	0	0	56	
SME CapEx Grants	0	6	25	0	22	5	0	58	
SME Equity Investment	84	0	0	0	0	0	0	84	
Skills has no target to achieve for jobs but occasionally creates jobs								2	
Yr 1&2 Jobs (all services)*	538.5	393	310	273	551	687.5	158.5	2,974.5	TARGET BY END OF YEAR-3
Yr 3 - Q9 Jobs (all services)	150	78	25	74	277	109	82	797	
TOTAL	688.5	471	335	347	828	796.5	240.5	3,771.5	5,486

Note: Year 1 & 2 figure includes 67 for Skills Service jobs which do not appear in the DC splits.

* Note: the numbers shown are the net position over the quarter. For all enquiries regarding Coaching jobs please reach out to the Growth Coaching Programme Director, Martin Johnson Martin.Johnson@growthworks.uk

Skills Outcome	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL	
Yr 1&2 Learning Outcomes	*42	1	*126	20	673	*5	0	867	TARGET BY END OF YEAR-3
Yr3 - Q9 Learning Outcomes	1	0	43	69	91	0	0	204	
TOTAL	43	1	169	89	764	5	0	1,071	1,705
Yr 1&2 Apprenticeships	95	8	32	19	146	17	0	317	TARGET BY END OF YEAR-3
Yr3 to Q9 Apprenticeships	24	3	3	5	56	0	0	91	
TOTAL	119	11	35	24	202	17	0	408	1,400

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Q9 Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 31st March 2023.

Our performance against the leading contracted metrics...

- 

104

Net jobs created (committed)*
- 

38

Businesses provided with a Growth Diagnostic
- 

19

Businesses enrolled in coaching assignments
- 

9

Businesses starting a coaching journey
- 


52

Businesses completing a coaching journey

In delivering diagnostics to businesses, the companies we engaged with cited a range of barriers to growth...

Stated Challenge	Responses Cited	
Need growth finance	12	<div></div>
Need to find the right new people	15	<div></div>
Need to improve skills deficits in current team	11	<div></div>
Need more effective people development strategy	2	<div></div>
Need new equipment	21	<div></div>
Need bigger premises	0	
Need to improve productivity	0	
Need more effective marketing	19	<div></div>
Need more effective sales	8	<div></div>
Need more effective growth strategy	12	<div></div>
Need more effective leadership and management	1	<div></div>
Other	0	
TOTAL BY GEOGRAPHY		101


To support coaching some SMEs benefited from a revenue grant.

- 

1

Revenue grant awards made to local firms

SME Revenue Grant Awards



£2,550


Awarded in Revenue Grants


* Note: the numbers shown are the net position over the quarter. For all enquiries regarding Coaching jobs please reach out to the Growth Coaching Programme Director, Martin Johnson Martin.Johnson@growthworks.uk


Q9 Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services

Performance Indicator Scorecard Summary for the period 1st January to 31st March 2023.

Inward Investment performance against the leading contracted metrics...

- 


0 Jobs created (committed)
- 


0 Inward Investment successes landed locally
- 


0 Active projects with this DC as the preferred UK location


Inward Investment Successes

Skills performance against the leading contracted metrics...

- 


0 Apprenticeships created (committed)
- 

0 Additional training and learning outcomes
- 


4 CO23's in place / SME engagement
- 

2 R9 (CO23 action plans) completed

CEC Contract – 13 Schools / Colleges





13 Of 13 eligible schools engaged in CEC




10 Of schools engaged have completed a Compass


SME CapEx Grants and Equity placement performance against the leading metrics...


- 


5 Jobs created (committed) from CapEx grant awards
- 

1 SME CapEx grant awards made to local firms
- 

SME Capital Growth Awards
£30,000

Awarded in Capital Growth Funding to local SMEs
- 

0 Jobs created (committed) from Equity projects
- 

0 SME CapEx grant awards made to local firms
- 

Equity Placed
£0

Small Business Capital Growth Investment Equity

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants

SCDC

NOTE: data is for the period 1st January to 31st March 2023.

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	1	£2,550.00	£2,550.00	1	£2,550.00
Revenue Grant (LGF)	0	£0.00	£0.00	0	£0.00
SME CapEx Grant	1	£30,000.00	£30,000.00	5	£6,000.00
	2	£32,550.00	£16,275.00	6	£5,425.00

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Brown & Ralph	CapEx	£30,000.00	5	£6,000.00	Jan-23
		£30,000.00	5	£6,000.00	

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Mobas	ERDF	£2,550.00	1	£2,550.00	Jan-23
		£2,550.00	1	£2,550.00	



Business Board		Agenda Item
10 July 2023		4.1
Title:	Employment and Skills Strategy Implementation Update	
Report of:	Fliss Miller, Assistant Director Skills	
Lead Member:	Andy Neely, Acting Chair of the Business Board	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	No vote required	

Recommendations:

A	To note the progress of the Implementation of the Employment and Skills Strategy
---	--

Strategic Objective(s):

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

x	Achieving ambitious skills and employment opportunities
x	Achieving good growth
	Increased connectivity
	Enabling resilient communities

The Combined Authority's devolution agreement and commissioning of skills programmes contributes to the above strategic objectives, aligned to the pillars within the Employment and Skills Strategy (2022):

- **Pre-work learning and formal education:** improving learning and experiences of work, including quality careers information, advice, and guidance, during formal education; providing a strong foundation for labour market entry and future working lives.
- **Employer access to talent:** developing priority skills that support sustainable growth, improving employers' engagement with education and improving job quality
- **Life-wide and lifelong learning:** improving access to life wide careers guidance and a rich learning and skills offer to upskill and reskill residents through their life-course
- **Support into and between work:** Supporting the unemployed residents to transition into training and then employment and support to disadvantaged groups to access the labour market.

1. Purpose

1.1	The purpose of this paper is to inform the Business Board of the progress that has been made in taking forward the implementation of the Employment and Skills Strategy.
-----	--

2. Proposal

2.1	It is proposed that the Business Board note the progress undertaken to date.
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3. Background

3.1	<p>On the 26th January 2022 the Combined Authority Board unanimously approved the Employment and Skills Strategy.</p> <p>This strategy builds on the ambition for Cambridgeshire and Peterborough set out in the 2019 Skills Strategy. The updated vision is for:</p> <p>A successful, globally competitive economy offering high-skilled, well-paid, good quality jobs, delivering increased productivity and prosperity to support strong, sustainable, and healthy communities, and enabled by an inclusive, world-class local skills system that matches the needs of our employers, learners, and communities</p>
3.2	<p>The Employment and Skills Strategy focuses on four core themes:</p> <ul style="list-style-type: none">• Pre-work learning and formal education• Employer access to talent• Life-wide and lifelong learning• Support into and between work <p>For each of these themes long-term outcomes were identified, underpinned by a sub-set of core short-term priorities and objectives that move forward the process of delivering the long-term outcomes.</p>
3.3	<p>To ensure the Employment and Skills Strategy delivers on its ambition, a comprehensive implementation and delivery plan was developed and was unanimously approved by the Skills Committee on 5th September 2022.</p>
3.4	<p>Considerable progress has been made in relation to development of the short-term priorities identified within the employment and skills strategy. A table setting out all these actions and future planned interventions are included in Appendix 1. a review of the actions assigned in the implementation plan can also be found in Appendix 2.</p> <p>All the work undertaken by the Skills Team is totally aligned to the implementation of the Employment and Skills Strategy. Achievements to date include:</p> <ul style="list-style-type: none">• ARU Peterborough opened in October 2022 and welcomed its first students onto campus.• Phase 3 of the University, known as the Living Lab, has now started, building work has commenced.• North Cambridgeshire Training Centre has welcomed its first students onto campus.• Secured £4million to develop the Multiply Programme, now into the second year of delivery.• Secured £2.9million to develop Skills Bootcamps in Wave 4.• Our devolved Adult Education Budget allocation has risen to £12,128k for 2023/24, an increase of £151k (1.25%) from 2022/23. Since 2019/20 our total AEB allocation has risen by over £600k.• Successfully completed the Turning Point Project, funded by the Community Renewal Fund which placed over 100 residents into funded internships.• Chosen to be one of four Trailblazers in a new national scheme to introduce new career-related learning programme in schools.• Adult Education Budget (AEB): Participation in learning opportunities continues to increase in the 2021/22 academic year, with 9,770 residents benefiting through AEB, compared to 9,061 in 2020/21. This is a 10% increase in take-up against a national decline.• Level 3 courses have increased from only 0.9% in 2019/20 to 3.4% of all enrolments in 2021/22.• The Launch of the Skills Provider Network – The aim is to build a community of good practice and ensure we have sufficient high-quality providers engaged in the Combined Authority region to deliver the Combined Authority's skills requirements.• Inaugural Careers Hub Conference

3.5	As reported earlier to the Skills Committee on previous agendas, work to achieve the three longer term change projects has also started. These three projects are to: <ul style="list-style-type: none"> • Create a regional curriculum enabling strategic collaboration across providers, with learning and training aligned to local job opportunities and careers, • A dual track system, anticipating long-term needs and responding with agility in the short term, • A co-ordinated place-based action framework, to engage all stakeholders in addressing multiple/complex issues.
3.6	A review of the metrics identified in the Employment and Skills Strategy will be reviewed on an annual basis when the latest datasets are available.

4. Appendices

4.1	Appendix 1 - E&S Strat Actions & Future Planned Intervention Table Appendix 2 - E&S Strat Implementation Plan review of actions assigned
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5. Implications

Financial Implications

5.1	There are no financial implications.
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Legal Implications

5.2	There are no legal implications.
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Public Health Implications

5.3	The recommendations in this report are for noting and therefore there are no Public Health implications.
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Environmental & Climate Change Implications

5.4	The recommendations in this report are for noting and therefore there are no Environmental implications.
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Other Significant Implications

5.5	The recommendations in this report are for noting and so there are no Other Significant implications.
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Background Papers

5.6	Employment and Skills Strategy Employment and Skills Strategy Implementation Plan
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Appendix 1: Progress towards Short Term Priorities

Theme	Short-term priority	Progress made to June 2023	Planned Activity
Pre-work learning and formal education	Improving careers education, specifically around STEM and green skills, as well as information, advice and guidance	Involvement of development of LSIP, which includes a focus on green and key sectors (sectors with STEM focus)	Digital portal to host green resources to support teachers in embedding green skills through the curriculum Supporting the implementation of the LSIP within schools
	Widening education access and participation to make education more inclusive and the student body (and future workforce) more diverse		Cornerstone project to offer more experiences to pupils from deprived backgrounds
	Enhancing exposure to role models, work experience, and understanding of various training routes into sectors and occupations	Teacher Encounters programme designed to allow teachers exposure to role models within industry to support them in embedding pathways in to the curriculum Launch of Talent Pledge – 100 employers pledging to support schools in offering exposure to individuals and industry	Further Teacher Encounter programmes offered Digital portal to host resources, including role models. Support given to schools to meet Gatsby Bench Mark 6 and increase exposure to experiences of the workplace. Enhance Talent Pledge as part of UKSPF project to increase availability of support to schools.
	Capital investment to improve teaching facilities and kit, particularly for providers of FE, alongside support for staff capacity building	College of West Anglia North Cambridgeshire Training Centre Peterborough College – Centre for Green Technology. Transforming Cities Fund	FE Cold Spots in St Neots and East Cambridgeshire. Local Advisory Groups established, and funding secured from Gainshare to commission Feasibility Studies for new FE provision. RFQ goes live in July. In addition, new AEB providers brokered into both areas. (WEA for East Cambs and Evolve for St Neots)
Life-wide and lifelong learning	Improving access to careers information, advice and guidance at any age	Funding secured for trailblazing primary careers project which 69 local primary schools are participating in to increased the understanding of careers related learning to teachers	Launch of UKSPF all-age Careers service Portal development to act as a conduit of information and sign posting activity to

Theme	Short-term priority	Progress made to June 2023	Planned Activity
		and to support the execution of careers events . UKSPF funding secured to support the delivery of All Age Careers Service	coordinate all careers provision for residents.
	Providing support to upskill and reskill in response to economic restructuring (e.g., following Covid-19, Brexit, digitisation, as net-zero transition intensifies)	Workshops developed and delivered to deliver an understanding of technical education for teachers. Delivered	
	Increasing work-based learning, particularly apprenticeships, and introducing more accessible formats (e.g., short courses/ online/blended learning)	<p>Apprenticeships</p> <p>Growth Works with Skills – Target 1400 new apprentice starts between 2020-23</p> <p>Skills Bootcamps</p> <p>Wave 3 £4,891,985.00 contract value and target number of 1,780 learner starts by 31st March 2023.</p> <p>Wave 4 £2,878,150.00 contract value and target number of 850 learner starts by 31st March 2024.</p> <p>AEB targeted funding</p> <p>Participation in learning continues to increase – 16% increase in enrolments and a 13% increase in participation of residents. Level 3 enrolments and achievements continue to increase. AEB underspends now diminishing with 2022/23 spend on target.</p> <p>Successful procurement completed for ITPs to deliver targeted provision over 5 Lots: 1. Youth Offer for 19-24 2. Skills for Unemployed 24+ 3. Level 3 courses 4. Employer responsive programmes 5. Net Zero Skills</p>	<p>Wave 5 Skills Bootcamp funding to be secured for the 2023-24 FY – awaiting DfE to commission proposals.</p> <p>Progressive package of local funding flexibilities continues with increases to funding for relatively disadvantaged areas, Essential Skills and First Full Level 2.</p> <p>Performance management of individual providers strengthened with new Skills Partnership Managers in post.</p> <p>UKSPF 2024 - March 2025</p> <p>160 employed people gaining accredited qualifications, licences or skills</p>

Theme	Short-term priority	Progress made to June 2023	Planned Activity
		Choice for employers and learners expanded with an additional 12 ITPs delivering.	
	Ensuring inclusion in continued and community learning and support for disadvantaged people, adults with SEN, care leavers and ex-offenders	<p>Investment of £2.1m of AEB into a flourishing Community Learning with three main learning organisations: Cambridgeshire Skills, City College Peterborough and WEA. 2,800 enrolments delivered at June 2023.</p> <p>Funding an extension of Cambridgeshire ACRE's Wisbech project, supporting 200 residents with community learning opportunities towards work or volunteering.</p> <p>Continuing the Care Leavers FE Bursary and introducing an enhanced offer for Care Leavers including travel, meals and independent living skills – 85 Care Leavers benefited to date.</p> <p>Multiply offer for prisoners and ex-offenders has been developed by Shaw Trust and TCHC but enrolments have been low. Promotion and outreach is ongoing.</p> <p>Skills Bootcamp funding eligibility updated by DfE for Wave 3 delivery to include serving prisoners due to be released within 6 months of completion of a Skills Bootcamp and those on Temporary Release.</p>	<p>Delivery Plans for the new 8 categories of Community Learning being agreed with learning organisations with improved data capture and outcomes.</p> <p>Increased funding for relatively deprived areas with disadvantage uplift increased to 8%.</p> <p>FE Community of Practice for 1. Care Leavers 2. Armed Forces Community being established in Autumn 2023.</p> <p>Equity, Diversity, and Inclusion in FE project underway – co-ordinator in post, hosted by IEG to promote best practice across C&P skills sector. Community of Practice to be convened by co-ordinator. EDI Data Analysis by Cambridgeshire Insights to be cascaded with targets for individual providers.</p>
Employer access to talent	Supporting covid recovery, growth and net-zero transition by developing priority skills and responding to acute issues	The Combined Authority commissioned Wave 3 Skills Bootcamp delivery in Levels 3 – 5 Retrofitting. Joining up conversations with Cambridgeshire County Council and the local Climate Action Plan to upskill local individuals in this sector.	Wave 4 procurement features Level 2 – Level 5 Retrofitting. L2 has been introduced for Wave 4 with the aim of working towards the aging workforce issue by attracting new talent into the sector

Theme	Short-term priority	Progress made to June 2023	Planned Activity
		Construction trades – retro-fit courses commissioned through AEB.	
	Driving up and sustaining employers' engagement with provision	Support in the development of the LSIP, a plan putting employers at the heart of the technical post 16 skills system. Aligned to CPCA priority sectors to ensure	<p>Support in implementing the Local Skills Improvement Plan; ensuring work undertaken is adding value and reducing duplication.</p> <p>Establishment of sector groups, led by employers to inform of the local skills system.</p> <p>UKSPF funding will ensure business across the area continue to be able to access and benefit from a skills brokerage service offering in order to identify and instigate skills and employment creation opportunities across their business</p>
	Embedding modern work practices and conditions and improving job quality	Work Health and Well being Strategy	
Support into and between work	Supporting unemployed and NEETs into training and employment	Wave 3 (2022-23 FY) and Wave 4 Skills Bootcamps (2023-24 FY) provide individuals aged 19+ who are unemployed with the opportunity to apply and enrol on to courses within the Digital, Construction, Green Skills and Technical industry sectors with the aim of supporting learners who complete the course into suitable job interview opportunities and secure positive job outcomes. Across Wave 3, 17% of enrolments came from unemployed individuals, and 1.9%	<p>Wave 4 Skills Bootcamps funding will continue until March 2024, Wave 5 Skills Bootcamps funding to be secured for the 2023-24 FY</p> <p>UKSPF projects combined targets for 23-24:</p> <p>2100 people engaging in life skills, 1110 gaining qualifications as a direct result.</p> <p>2125 people reporting reduced structural barriers to employment and education.</p>

Theme	Short-term priority	Progress made to June 2023	Planned Activity
		of enrolments were from individuals currently economically inactive due to caring commitments or long-term sickness.	<p>1700 people engaged in job search activities</p> <p>770 people into employment or self employment</p> <p>80 people undertaking paid internships</p>

Appendix 2: Update on Implementation plan – June 2023

Action	Progress against action
By November 2022	
<ul style="list-style-type: none"> CPCA operating an outcome-led Strategic Investment Fund CPCA developed ToR for any additional/adapted governance entities CPCA have established a mechanism for updating the activity tracking tool developed alongside this document 	<ul style="list-style-type: none"> Development and launch on Local Innovation Fund. Completed as part of the wider governance review. Unanimously approved at CA Board 31st March 2023. Internal team action tracker adopted.
By January 2023	
<ul style="list-style-type: none"> CPCA has adapted governance and operational mechanisms and convened any additional members Task and finish group reported with a recommended model for provider collaboration Interim evaluation of SDF progress undertaken CPCA has developed a Monitoring and Evaluation framework for ESS implementation People can see the routes available to them through technical education 	<ul style="list-style-type: none"> Completed as part of the wider governance review. Unanimously approved at CA Board 31st March 2023. Principals group meets termly, new provider forum meets quarterly. To be completed as part of the final evaluation. To be included as part of the wider CPCA Performance Management Framework. This is available on the Digital Talent Platform – more work is being undertaken until the end of the calendar year.
By April 2023	
<ul style="list-style-type: none"> Providers signed-up to an outline of areas of specialism and cross-cutting delivery to pursue in drafting the first 5-year plan LSIP aligned existing arrangements All LAs developed District level Skills Action Plans, linked to the ESS CPCA in partnership with LAs developed Skills Investment Framework Final evaluation SDF and learning shared across partners 	<ul style="list-style-type: none"> All colleges are in agreement to explore 5 year delivery plans to be informed by a feasibility study of current provision. LSIP submitted to DfE 31st May by the Cambridgeshire Chamber of Commerce. Governance proposals are aligned. Some Constituent Authorities have completed this task and some are in progress. To be developed. In progress

<ul style="list-style-type: none"> • CPCA has drawn down funding & influenced shape of all age careers provision • CPCA has evaluated ESS progress over year 2022/23 and updated implementation plan 	<ul style="list-style-type: none"> • CPCA have secured additional funding for Careers in Primary Schools as part of a CEC pilot. Additional funding secured via UK SPF. • As per this paper.
By September 2023	
<ul style="list-style-type: none"> • CPCA has co-ordinated the development of 5-year plan (life of first plan would be 2023/24 - 2028/2029) • LSIP finalised and employers inputting into the design and development of provision, in partnership with the CA 	<ul style="list-style-type: none"> • A study is due to be commissioned into current provision across the Combined Authority.
April 2024	
<ul style="list-style-type: none"> • Year 2 (2023-24) of ESS evaluated & implementation plan updated • Interim evaluation of Year 1 of 5-year plan 	<ul style="list-style-type: none"> •



Business Board Forward Plan

Edited 29 June 2023

Business Board Meeting – 11th 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

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
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

Business Board Meeting – 12th 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	28 th 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 – 14th 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>

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author
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>

Business Board Meeting – 9th 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

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
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.	N/A	Chair
7.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 13th March 2023

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 9 th January 2023	Business Board			To approve the minutes of the last meeting as a correct record.		
2.	Budget and Performance Report	Business Board			To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Bruna Menegatti, Finance Manager</i>	Chair
4.	Strategic Funding Management Review – March 2023	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

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>Bruna Menegatti, Finance Manager</i>	Chair

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
4.	Strategic Funding Management Review – May 2023	Business Board			To monitor and review programme performance, evaluation, outcomes and risks.	<i>Steve Clarke, Interim Associate Director Business</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 – 10th July 2023

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 15 th May 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>	Acting Chair
3.	Business Board Chairs Update	Business Board			Update to Members from the Business Board Chair. Verbal update.	<i>Andy Neely, Acting Chair of the Business Board</i>	Acting Chair
4.	CPCA Directors Update	Business Board			Update to Members from the Director of Economy & Growth. Verbal update.	<i>Richard Kenny, Director of Economy & Growth</i>	Acting Chair
5.	Appointment of new Chair of the Business Board - Postponed	Combined Authority Board			To note the appointment of the new Chair of the Business Board.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Acting Chair
6.	Strategic Funding Management Review – May 2023	Business Board			To monitor and review programme performance, evaluation, outcomes and risks, including approval of reinvestments.	<i>Steve Clarke, Interim Associate Director Business</i>	Acting Chair

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
7.	Business Board Plan for Remaining Strategic Funds	Combined Authority Board	26 th July 2023	Decision	To present proposed spend plan on the remaining Recycled Growth Funds and Enterprise Zone (EZ) income budgets for the Business Board to consider and seek agreement for a recommendation to the CA Board for approval in July on the proposed plan.	<i>Steve Clarke, Interim Associate Director Business</i>	Acting Chair
8.	Growth Works Management Update for Q9 (December 2022 to March 2023)	Business Board			To note the programmes performance progress report. <i>Contains confidential appendix.</i>	<i>Steve Clarke, Interim Associate Director Business</i>	Acting Chair
9.	Employment and Skills Strategy Implementation Plan	Business Board			To note progress made in implementation of the Employment and Skills Committee	<i>Fliss Miller, Assistant Director – Skills</i>	Acting Chair
10.	Sector Strategies	Combined Authority Board	26 th July 2023	Decision	To update Members on the suggested approach to co-designing the next phases of development of the areas sector strategies, with budget request to establish an in-house support & delivery team.	<i>Steve Clarke, Interim Associate Director Business</i>	Acting Chair
11.	Rural England Prosperity Fund Implementation	Combined Authority Board	26 th July 2023	Decision	Recommendation to CA Board of the Rural England Prosperity Fund Addendum & associated delegations	<i>Louisa Simpson, Strategic Funds Programme Lead</i>	Acting Chair

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
12.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Acting Chair

Business Board Meeting – 4th September 2023

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 10 th 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.	Business Board Chairs Update	Business Board			Update to Members from the Business Board Chair. Verbal update.	<i>Chair of the Business Board</i>	Chair
4.	CPCA Directors Update	Business Board			Update to Members from the Director of Economy & Growth. Verbal update.	<i>Richard Kenny, Director of Economy & Growth</i>	Chair
5.	Appointment of New Private Sector Business Board Members	Combined Authority Board			To note the appointments of new private sectors members onto the Business Board.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
6.	Strategic Partnerships Report	Business Board			To discuss CPCA relationship and engagement position regarding key existing strategic partnerships.	<i>Richard Kenny, Director of Economy & Growth</i>	Chair
7.	Strategic Funding Management Review – September 2023	Combined Authority Board	26 th July 2023	Decision	To monitor and review programme performance, evaluation, outcomes and risks, including approval of reinvestments.	<i>Steve Clarke, Interim Associate Director Business</i>	Chair
8.	Local Growth Fund - Project Change Requests	Combined Authority Board	26 th July 2023	Decision	To approve project change requests received in relation to 'live' Local Growth Fund (LGF) funded projects.	<i>Steve Clarke, Interim Associate Director Business</i>	Chair
9.	Refresh of the Cambridgeshire and Peterborough Independent Economic Review	Business Board			To note the supplementary update and refresh of the Cambridgeshire and Peterborough Independent Economic Review (CPIER).	<i>Richard Kenny, Director of Economy & Growth</i>	Chair
10.	State of the Economy Report 2023-24	Business Board			To note the latest position regarding the state of the Cambridgeshire & Peterborough economy.	<i>Richard Kenny, Director of Economy & Growth</i>	Chair
11.	Economic Growth Strategy Implementation Plan Update	Business Board			To note the progress made in the implementation of the Economic Growth Strategy.	<i>Steve Clarke, Interim Associate Director Business</i>	Chair
12.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 13th 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.	Business Board Chairs Update	Business Board			Update to Members from the Business Board Chair. Verbal update.	<i>Chair of the Business Board</i>	Chair
4.	CPCA Directors Update	Business Board			Update to Members from the Director of Economy & Growth. Verbal update.	<i>Richard Kenny, Director of Economy & Growth</i>	Chair
5.	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, Interim Associate Director Business</i>	Chair
6.	Growth Works Programme - ERDF Update	Business Board			To note the performance progress report on ERDF delivery under the Growth Works Programme.	<i>Steve Clarke, Interim Associate Director Business</i>	Chair
7.	Growth Works Programme Management Update (Year 3, Quarter 10)	Business Board			To note the programmes performance progress report. Contains confidential appendix.	<i>Steve Clarke, Interim Associate Director Business</i>	Chair

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
8.	University of Peterborough - Innovation and Research Centre Update	Business Board			TBC	TBC	Chair
9.	Business Advisory Panel Update	Business Board			To inform Business Board Members of the latest updates from the Business Advisory Panel (BAP) sub-group.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
10.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 15th 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

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
3.	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, Interim Associate Director Business</i>	Chair
4.	Business Advisory Panel Update	Business Board			To inform Business Board Members of the latest updates from the Business Advisory Panel.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
5.	Combined Authority Highlights Update	Business Board			To update Business Board Members of the latest highlights from the Combined Authority.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
6.	Forward Plan	Business Board			To note the Forward Plan.	<i>Monitoring Officer for Combined Authority</i>	Chair

Business Board Meeting – 4th 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.	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, Interim Associate Director Business</i>	Chair
4.	Growth Works Evaluation	Business Board			To receive and note the evaluation findings	<i>Steve Clarke, Interim Associate Director Business</i>	Chair
5.	Business Advisory Panel Update	Business Board			To inform Business Board Members of the latest updates from the Business Advisory Panel.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
6.	Combined Authority Highlights Update	Business Board			To update Business Board Members of the latest highlights from the Combined Authority.	<i>Domenico Cirillo, Business Programmes and 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 – 20th May 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.	Robert Emery, Business Board S73 Officer	Chair
3.	Strategic Funding Management Review – January 2024	Combined Authority Board			To monitor and review programme performance, evaluation, outcomes and risks, including approval of reinvestments.	Steve Clarke, <i>Interim Associate Director Business</i>	Chair
4.	Growth Works Evaluation	Business Board			To receive and note the evaluation findings	Steve Clarke, <i>Interim Associate Director Business</i>	Chair
5.	Business Advisory Panel Update	Business Board			To inform Business Board Members of the latest updates from the Business Advisory Panel.	Domenico Cirillo, Business Programmes and Business Board Manager	Chair
6.	Combined Authority Highlights Update	Business Board			To update Business Board Members of the latest highlights from the Combined Authority.	Domenico Cirillo, Business Programmes and Business Board Manager	Chair
7.	Forward Plan	Business Board			To note the Forward Plan.	Monitoring Officer for Combined Authority	Chair