

CPCA Business Growth Service Contract Management Group Report

Growth Works: Reporting Period to
30th September 2023



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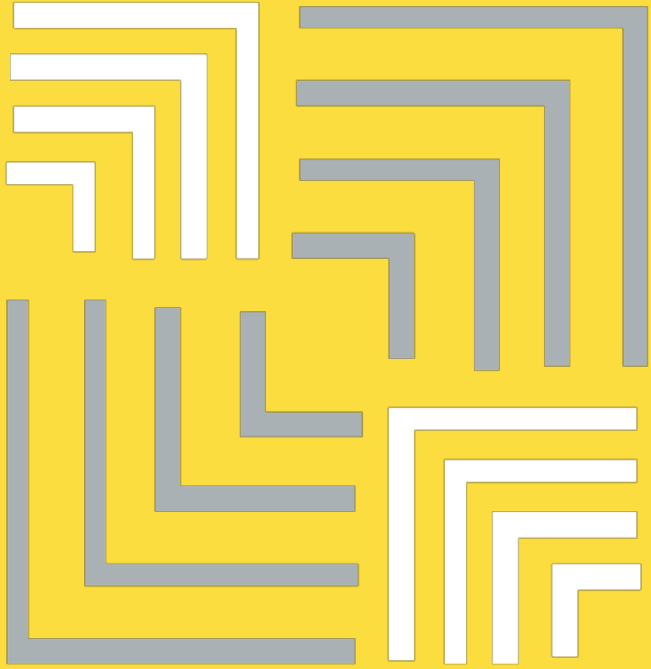
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GLOSSARY

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 |
| 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 |
| DESNZ | Department for Energy Security and Net Zero – a UK Central Government entity |
| DIT / DBT | Department for International Trade / Business and Trade – a UK Central Government entity |
| DIT-IST | DIT's Investment Services Team – outsourced function helping investors into the UK |
| DLUHC | Department for Levelling Up, Housing and Communities – a UK Central Government entity |
| 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 |

| Acronym / Term | Definition |
|----------------|--|
| GEG | Gateley Economic Growth Services – the legal entity delivering under the Growth Works brand |
| 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 |
| 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-11, September 2023.

Combined Authority Colleagues,

I am delighted to be sharing the Growth Works contract management group month end report, for the September 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.

At the end of Q11-September the outturn on jobs is 761.5 (13.9%) above the whole of programme contracted target – Growth Works! The pivot in our offer to the market and all the associated activity we put in motion over a year ago has been noted by you previously, but it should be highlighted that it is this pivot which resulted the leading contractual outcome being met and exceeded in August with four (4) months remaining on the contract.

We remain conscious that the two other contractual outcomes must be delivered, Learning Outcomes and Apprenticeships – the former ended September less than 1.9% behind target, while the in latter the Service Line added 240 apprenticeships to the total. The Inward Investment Service (IIS) at Department for Business and Trade (DBT) invitation, reconciled performance with DBT data, and during this process an additional six (6) project wins with 519 jobs were 'unearthed'. The team substantially supported the six and they are now claimed for the programme.

The focus of the programme is now firmly on managing a compliant, orderly and amicable Exit whilst retaining the necessary level of BAU service delivery prior to hand over to Combined Authority colleagues. Clear and regular communication will be critical – not only to build certainty in the market you serve but also to Growth Works colleagues who may be subject to TUPE transfer. We hope for continued regular and collegiate engagement with you to help build the certainty all our stakeholders expect of us.

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

Richard Cuda,

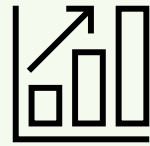
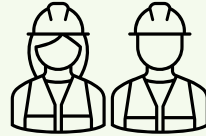
Programme Director

Summary – Programme Director’s Perspective

Year-3: Quarter-11, September 2023.

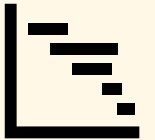
Three Things We Are Happy We’re Doing Well

1. Programme jobs committed is 761.5 above the whole of contract target with 3 months left to go.
2. Inward Investment pipeline has 382 companies (lead, pursuit, active) with a combined 6,987 potential jobs for the region.
3. The Skills Service have delivered 240 Apprenticeships in September. We are delighted but cautiously optimistic.



Three Things We Are Keeping An Eye On

1. Input from CPCA is needed in order to finalise smooth transfer of staff under TUPE.
2. Earlier than planned success means budget allocations and programme structure will need flexing in order to close the programme efficiently.
3. The ability of the Skills Service to deliver apprenticeships requires ongoing monitoring and support.



Programme Director's Summary: Growth Works Outcomes – Year-3, Quarter-11, September 2023



| JOB | Year 1 Target | Year 2 Target | Year 3 Target | Programme Target | Year 1 Actual | Year 2 Actual | Year 3 (01-Jan to 30-Sep) | Programme Actual (15-Feb-2021 to 30-Sep-2023) |
|--|---------------|---------------|---------------|------------------|---------------|---------------|---------------------------|---|
| Coaching | 46 | 1,454 | 1,723 | 3,223 | 139 | 1,388.5 | (+15) 2,292.5 | 3,820 |
| Inward Investment | 75 | *263 | *485 | *823 | *323 | 349 | (+519) 790 | 1,462 |
| SME CapEx Grants | 397 | 474 | 349 | 1,220 | 439 | 255 | (+21) 103.5 | 797.5 |
| Equity | 0 | 10 | 210 | 220 | 0 | 14 | (0) 76 | 90 |
| SKILLS HAS NO TARGET TO ACHIEVE FOR JOBS BUT OCCASIONALLY CREATES NEW JOBS | | | | | 4 | 63 | (0) 11 | 78 |
| Total | 518 | 2,201 | 2,767 | 5,486 | 905 | 2,069.5 | (+555) 3,273 | 6,247.5 |

* 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. Additionally 'the Year-1 Actual' jobs total increased net +4 in Year-1 due to a June 2021 reported 'win' creating a larger commitment to jobs than originally specified by the investing company.

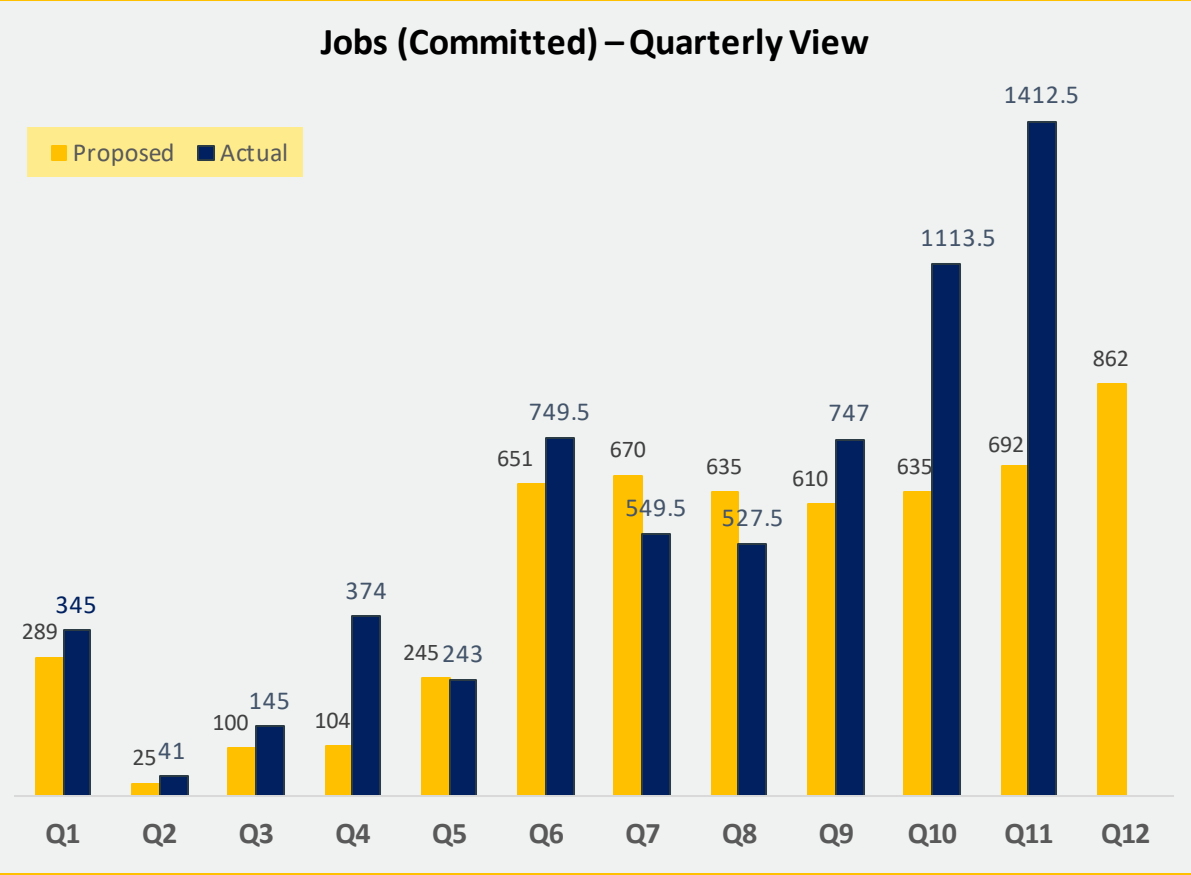
*

| 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 31-Aug) | Programme Actual (15-Feb-2021 to 31-Aug-2023) |
|--------------------------|---------------|---------------|---------------|------------------|---------------|---------------|---------------------------|---|
| Learning Outcomes | 209 | 748 | 748 | 1,705 | 257 | 610 | (+20) 633 | 1,500 |
| Apprenticeships | 51 | 449 | 900 | 1,400 | 66 | 251 | (+240) 406 | 723 |

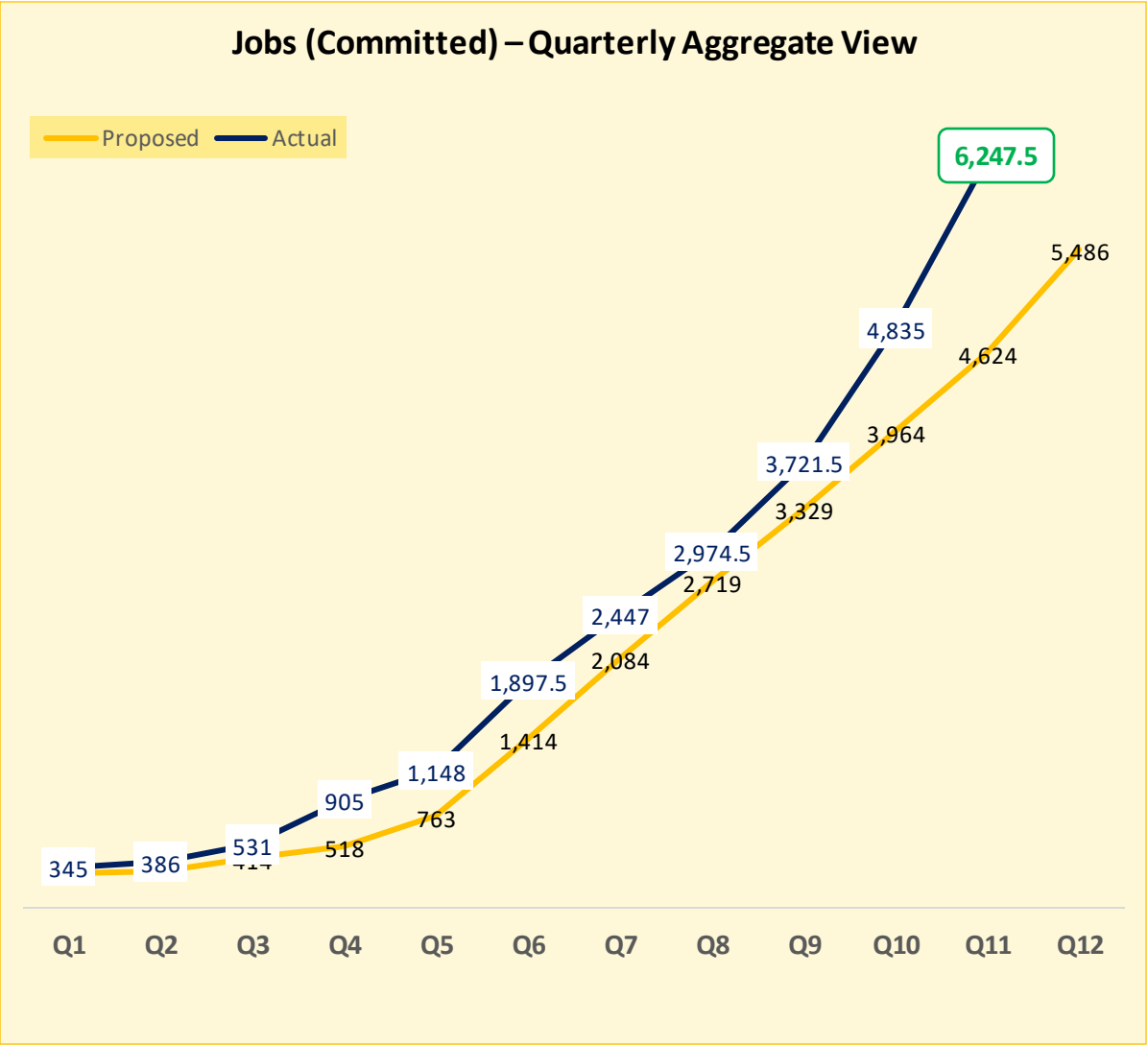
NOTE: Measuring Jobs Forecast/Committed, Jobs Created/Evidenced, and Apprenticeships.

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-11, to 30th September 2023 – Jobs

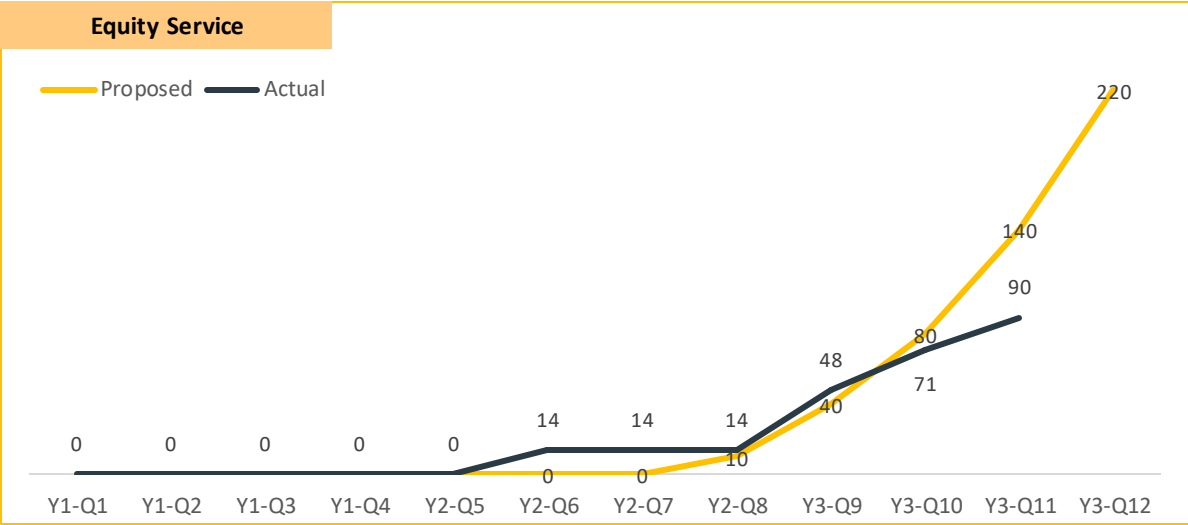
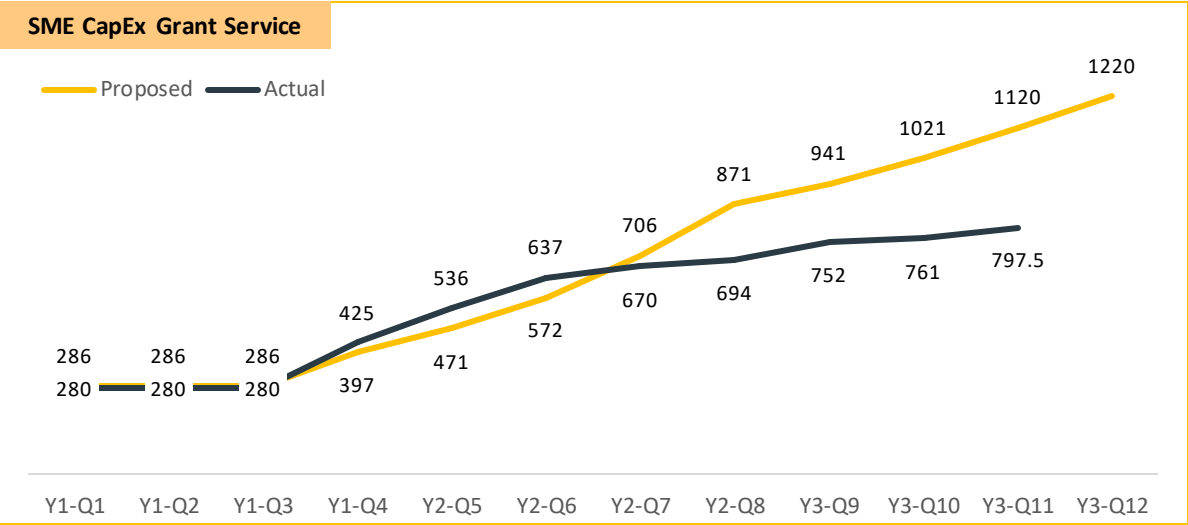
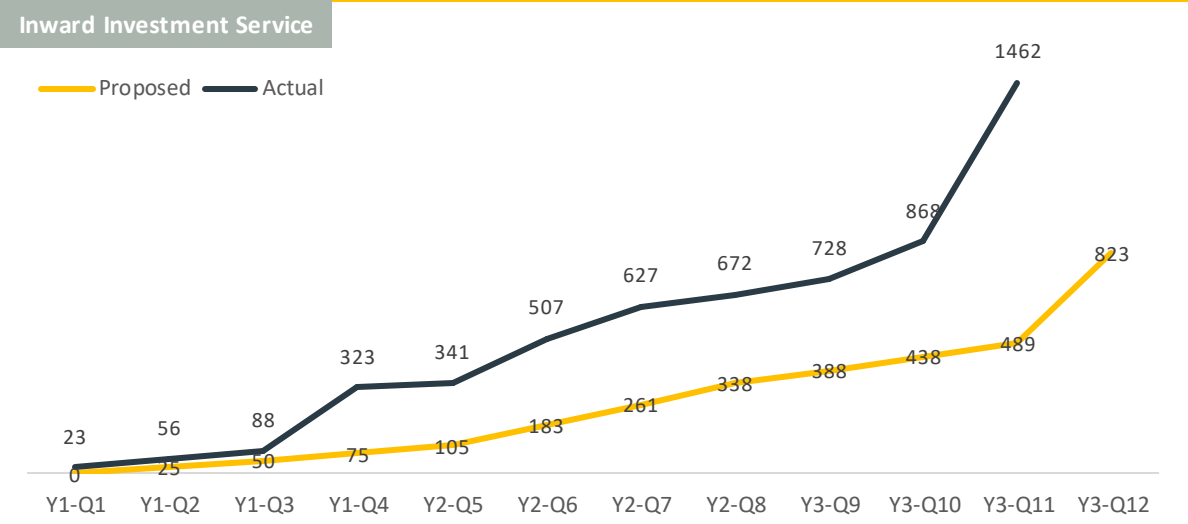
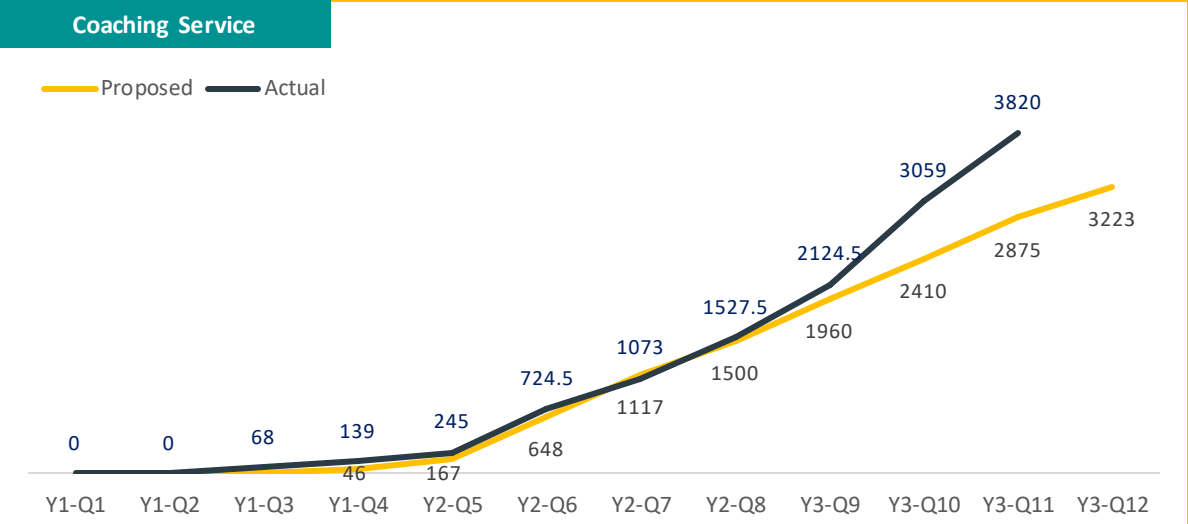


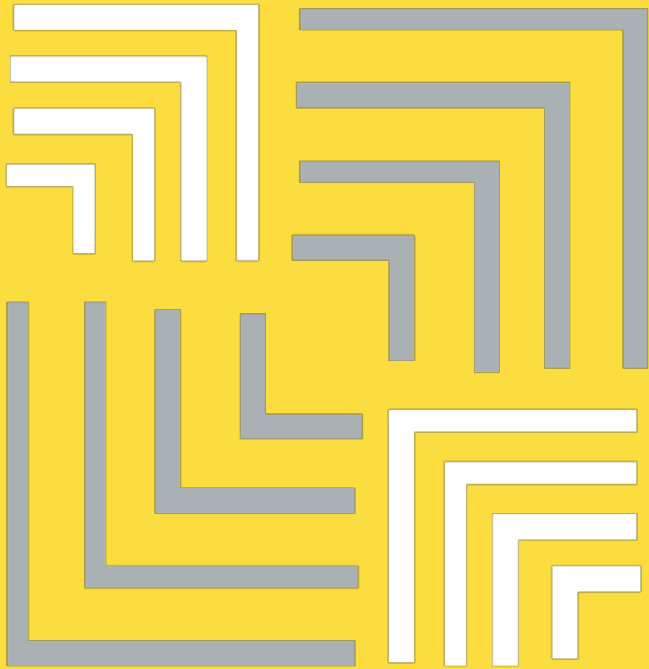
NOTE: SME CapEx Grants Tranche-1: to 31st March 2022.
As per the qualification note explaining the position with the 32 companies awarded a CapEx Grant on 31st March 2021, we have recalibrated the Q4 data on jobs to reflect the fact that the Grants Jobs (committed) total for Year one is reset at 439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



Jobs by Service Line – Aggregate View

NOTE: Q11 data is to 30th September 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: Q11 data is to 30th September 2023.

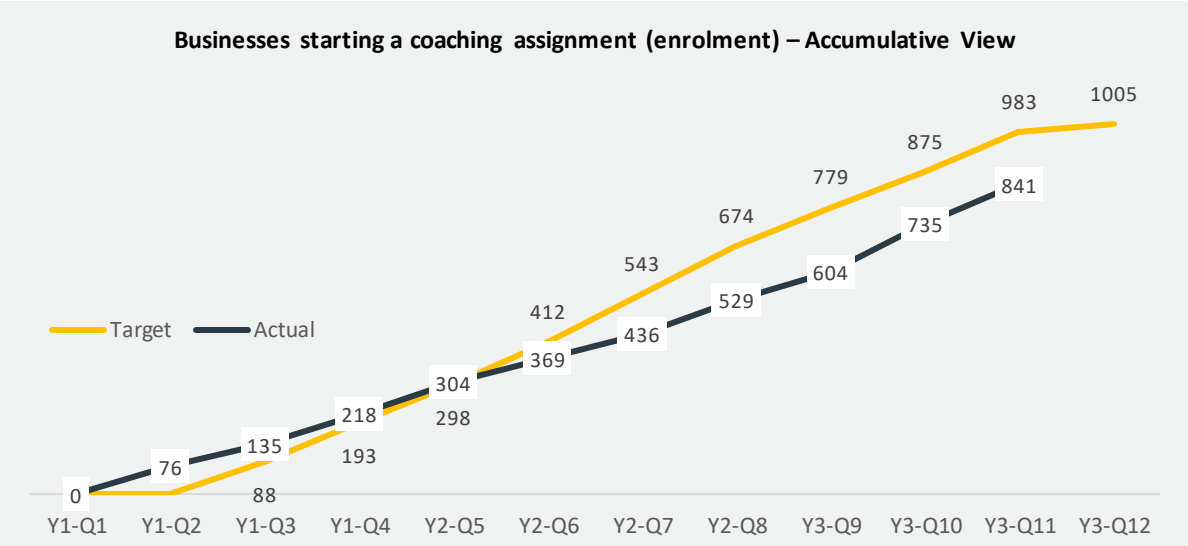
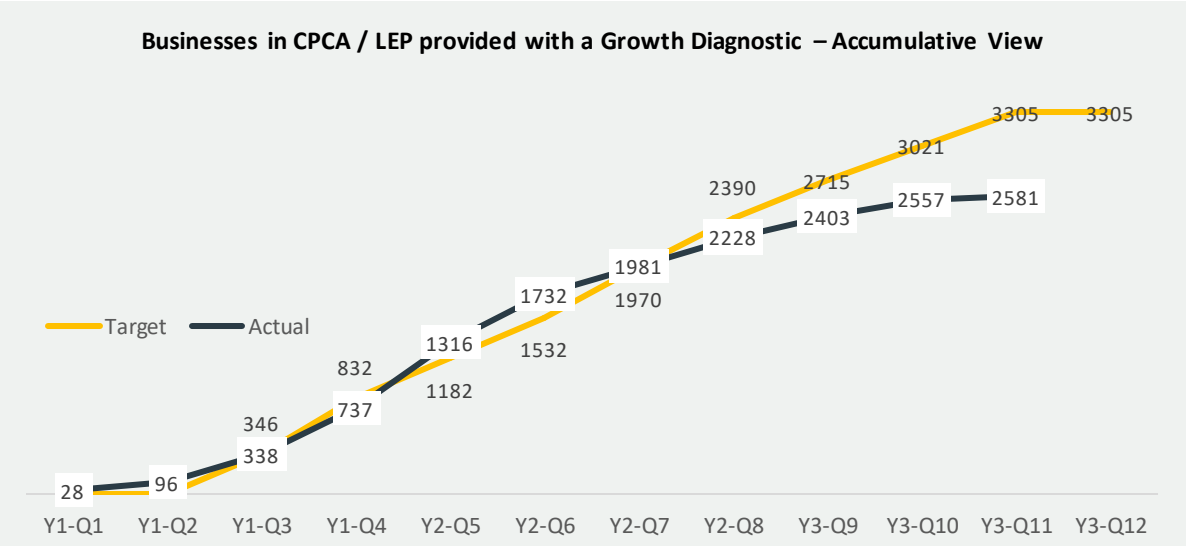
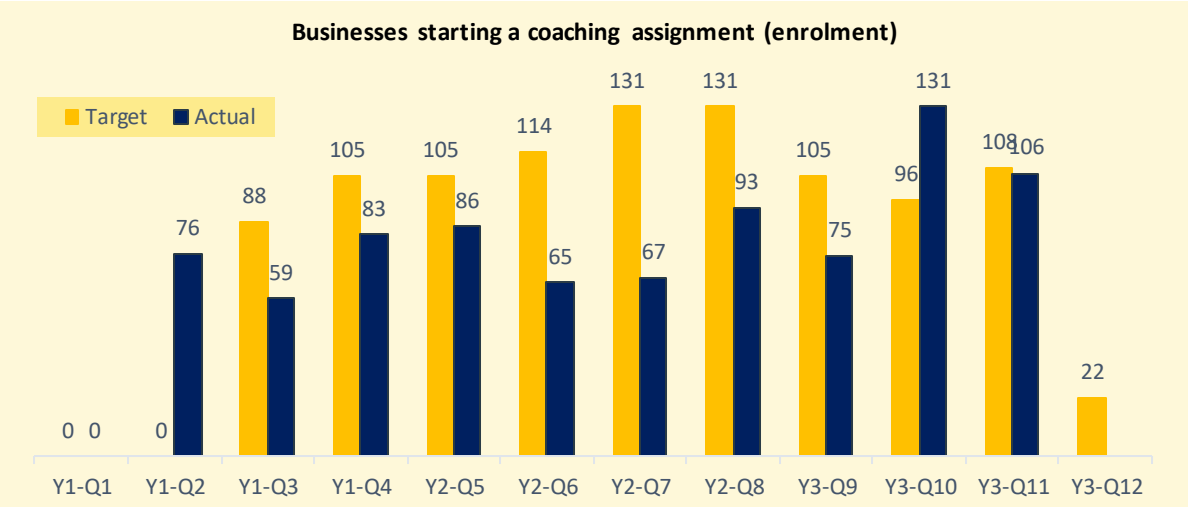
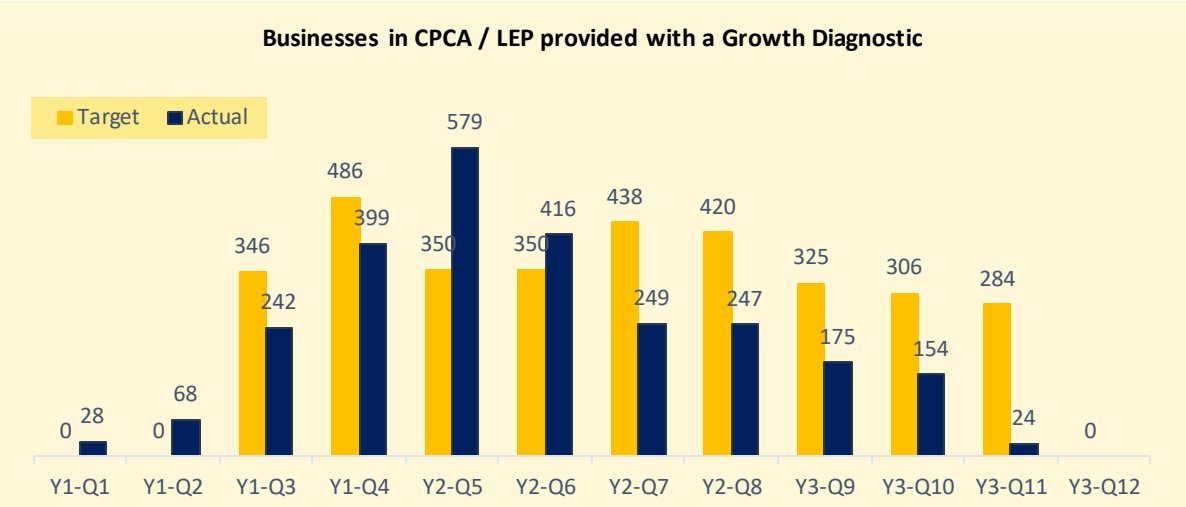
| Target / Indicator | Contract Deliverables - Targets | | | | Contract Deliverables - Performance | | | | Q9 Actual | Q10 Actual | (Q11) This Quarter | | | | | Q12 Target |
|---|---------------------------------|--------------------|--------------------|--------------------------|-------------------------------------|-------------------|---|--|------------------|-------------------|----------------------------------|-------------------|-------------------|-------------------|--------------------|-----------------|
| | 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-Sep 2023) | Whole of Contract Actual (15-Feb 2021 to 30-Sep 2023) | | | Q11 Target (01-Jul to 30-Sep) | Actual (31/07) | Actual (31/08) | Actual (30/09) | Q11 Total to 30/09 | |
| Jobs created (forecast / committed) | 46 | 1454 | 1723 | 3223 | 139 | 1,388.5 | 2,292.5 | 3,820 | 597 | 934.5 | 450 | 545 | 201 | 15 | 761 | 348 |
| Businesses provided with (i.e., undertaken) a Growth Diagnostic | 832 | 1558 | 915 | 3305 | 737 | 1,491 | 353 | 2,581 | 175 | 154 | 284 | 27 | -9 | 6 | 18 | 0 |
| Businesses starting a coaching assignment (enrolment) | 193 | 481 | 331 | 1005 | 218 | 311 | 312 | 841 | 75 | 131 | 108 | 91 | 12 | 3 | 106 | 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% | 58¾% / 31½% / 9¼% | 57¼% / 34% / 8¾% | 69¼% / 25% / 5½% | 53¾% / 36½% / 9¼% | 40% / 50% / 10% | 56% / 29¾% / 14¼% | 83½% / 8¼% / 8¼% | 66¼% / 33¼% / 0% | 62¼% / 25¼% / 12% | 35% / 55% / 10% |
| Businesses starting a coaching journey | 154 | 385 | 466 | 1005 | 216 | 302 | 323 | 841 | 114 | 152 | 127 | 42 | 14 | 1 | 57 | 50 |
| Businesses completing a coaching journey | 44 | 327 | 634 | 1005 | 46 | 279 | 515 | 840 | 211 | 218 | 171 | 15 | 45 | 26 | 86 | 60 |

Coaching Update:

- On 21st September the Coaching Service BAU operation was recalibrated to reflect the transition towards exit.
- Consequently, marketing and BD activities to add to the pipeline ceased from that date. The data presented here reflects the recalibration.
- 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.
- 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.

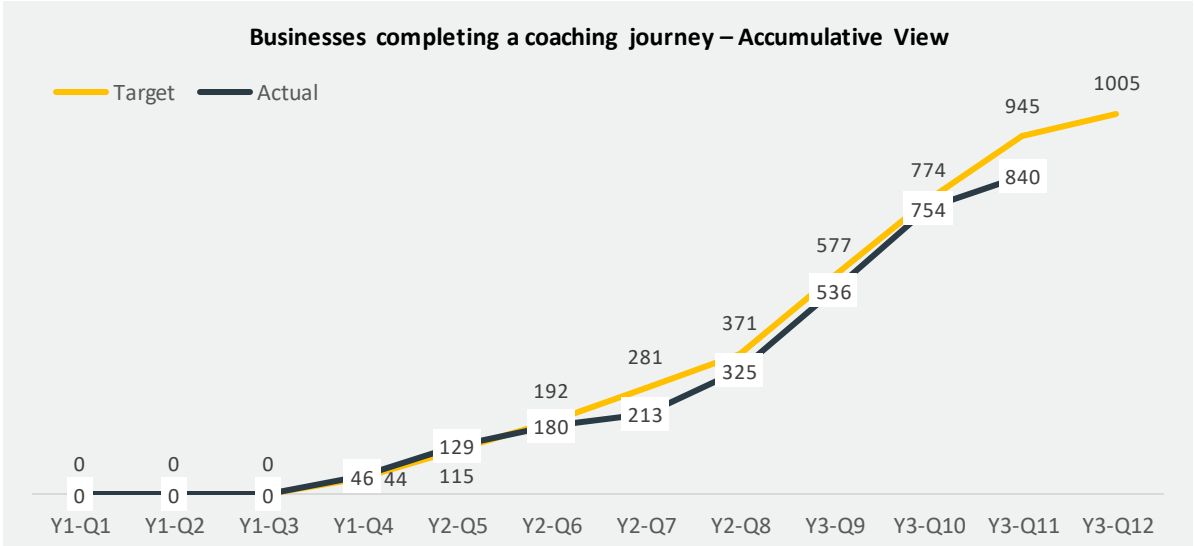
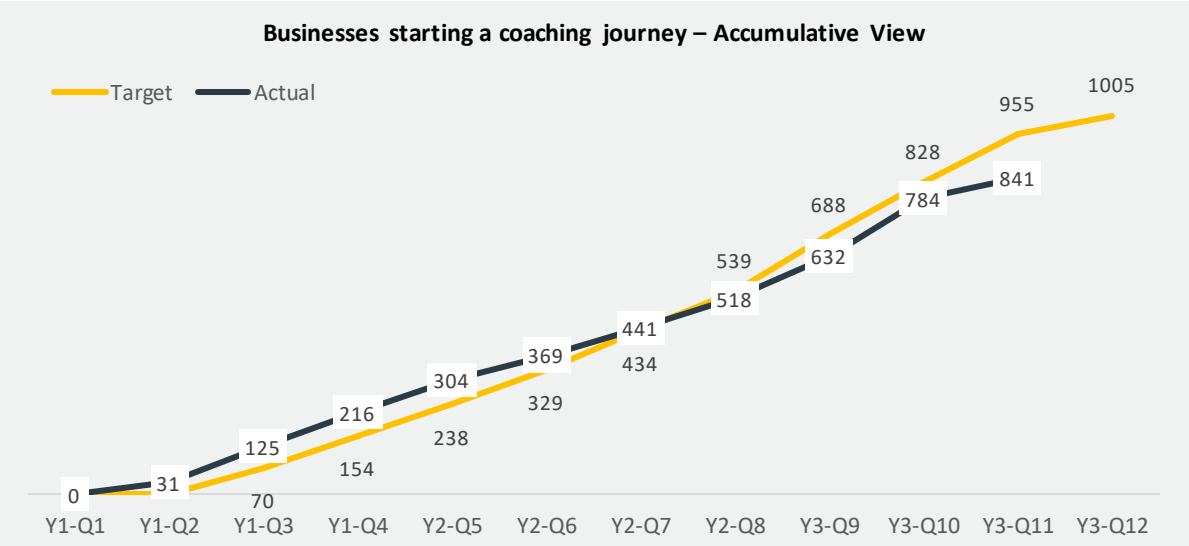
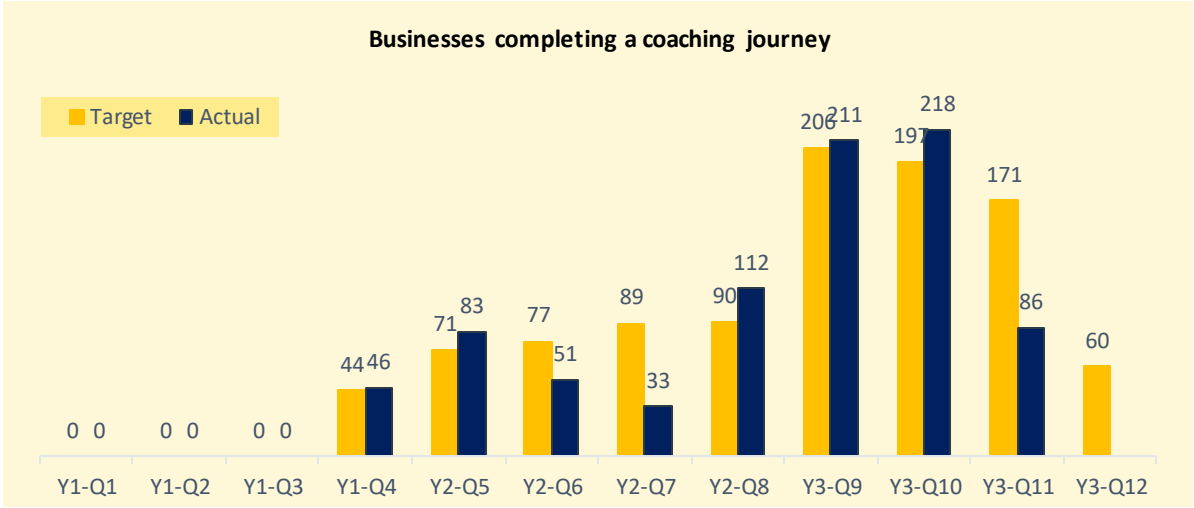
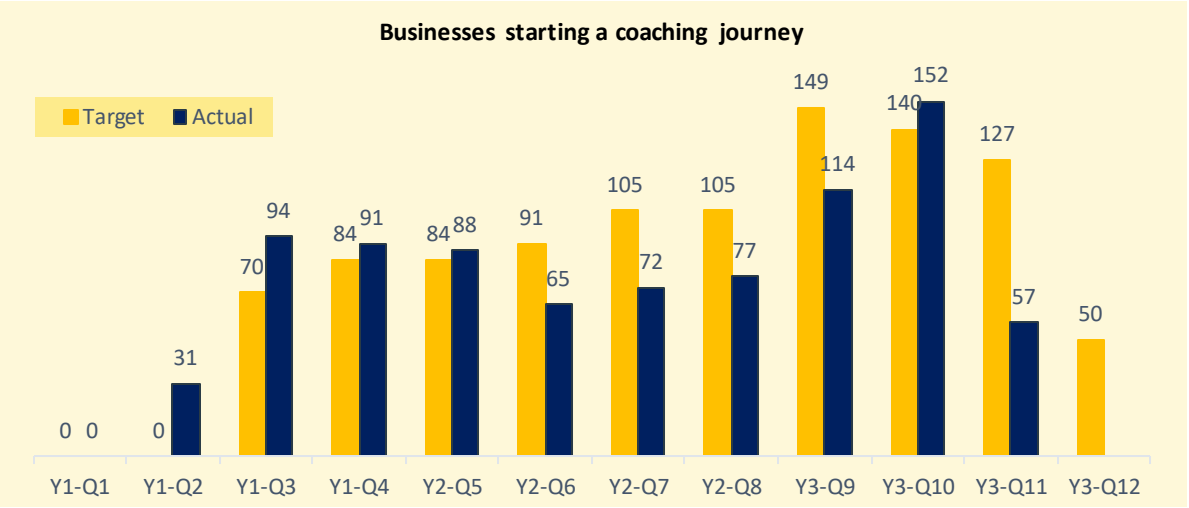
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q11 data is to 30th September 2023.



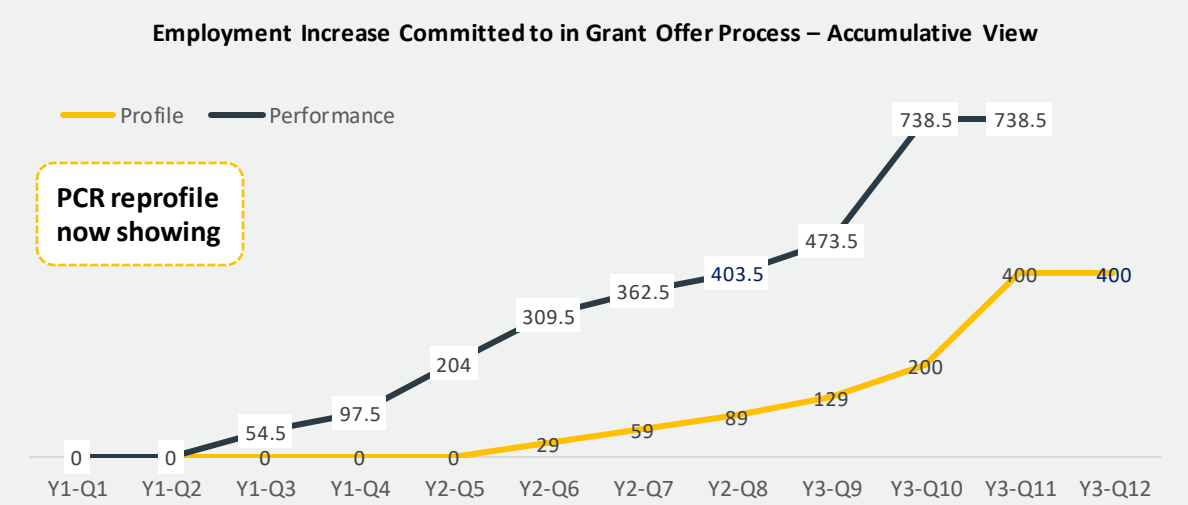
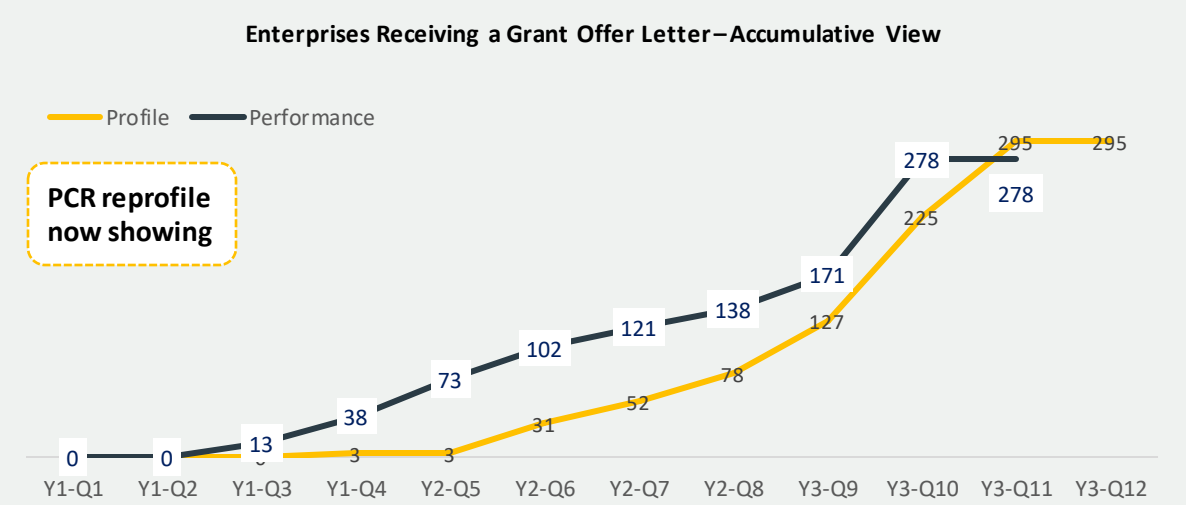
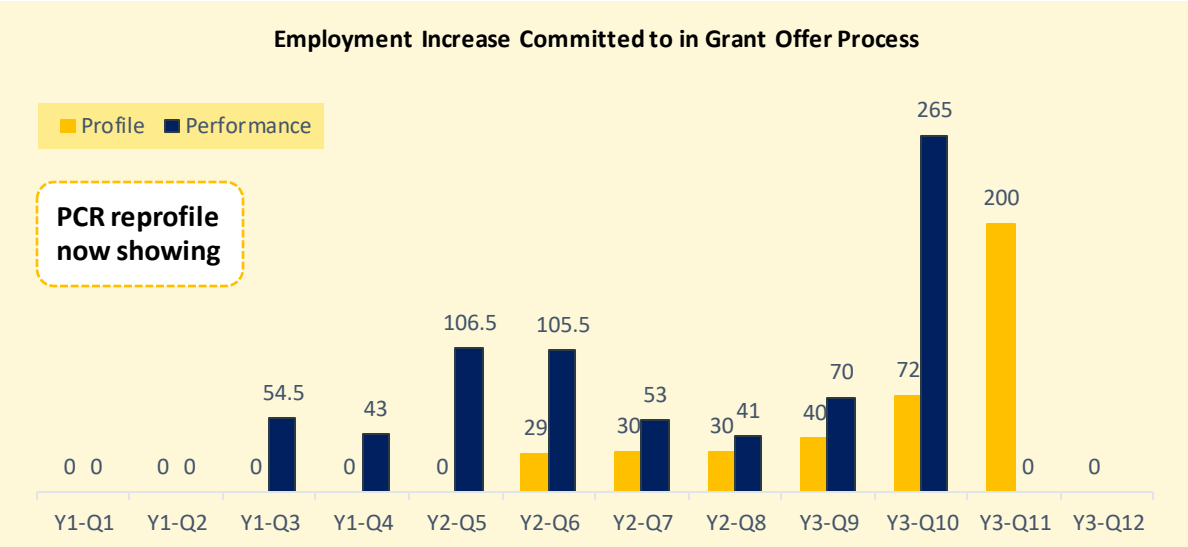
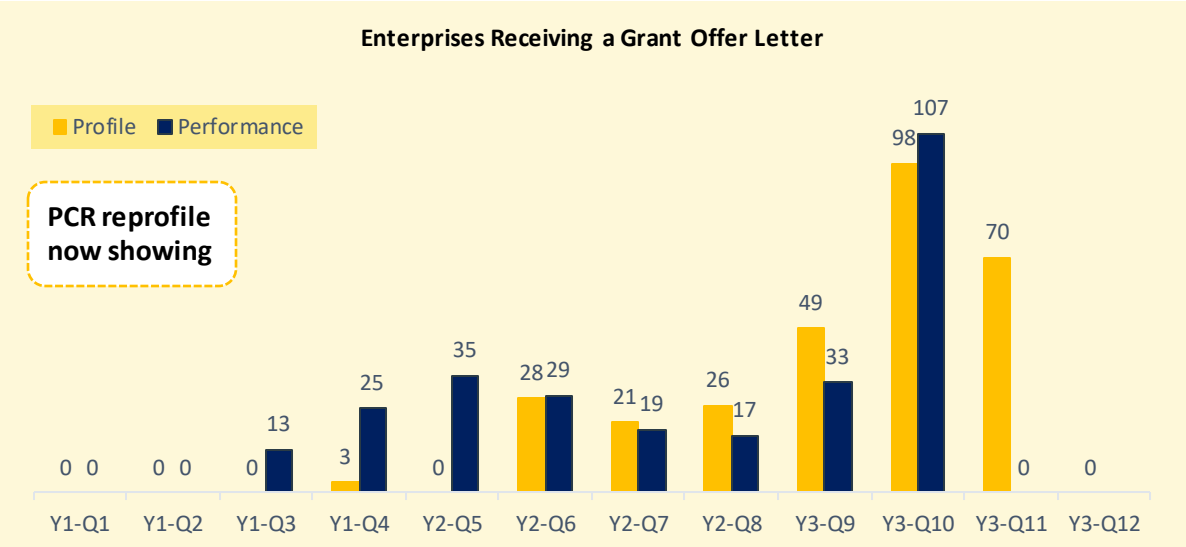
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q11 data is to 30th September 2023.



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

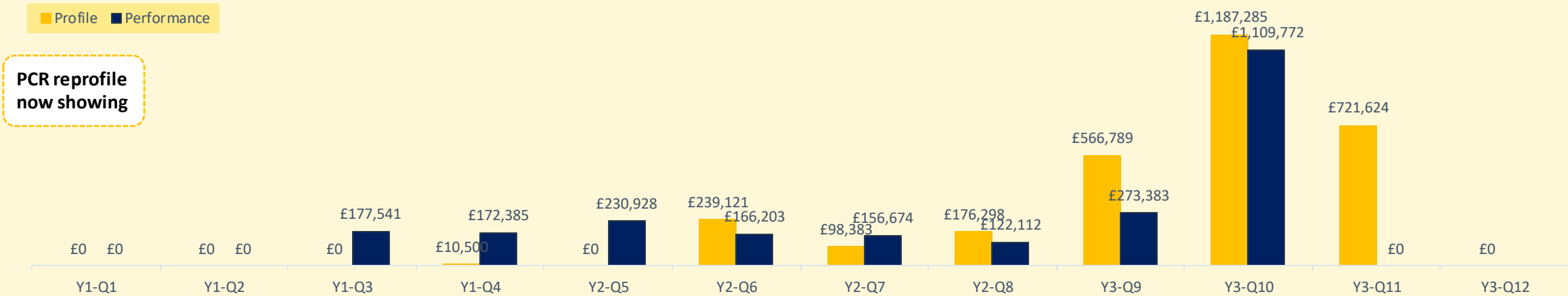
NOTE: Q11 data is to 30th September 2023.



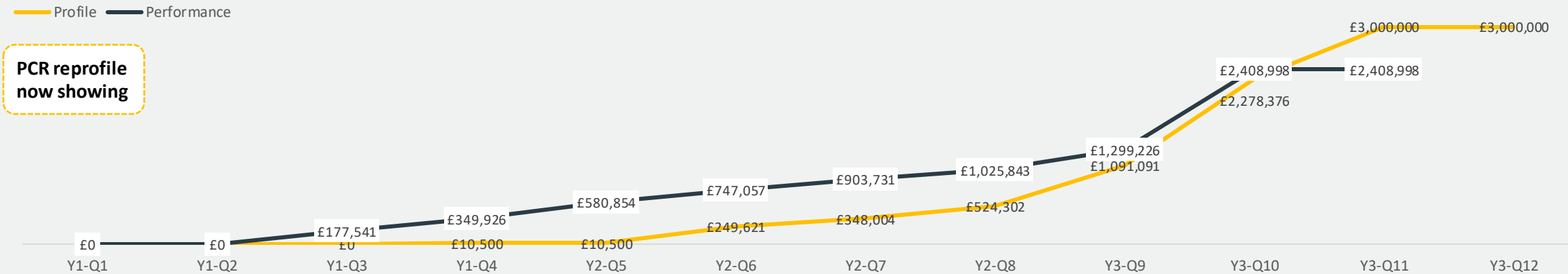
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service – ERDF Revenue / Nudge Grants (2/2)

NOTE: Q11 data is to 30th September 2023.

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

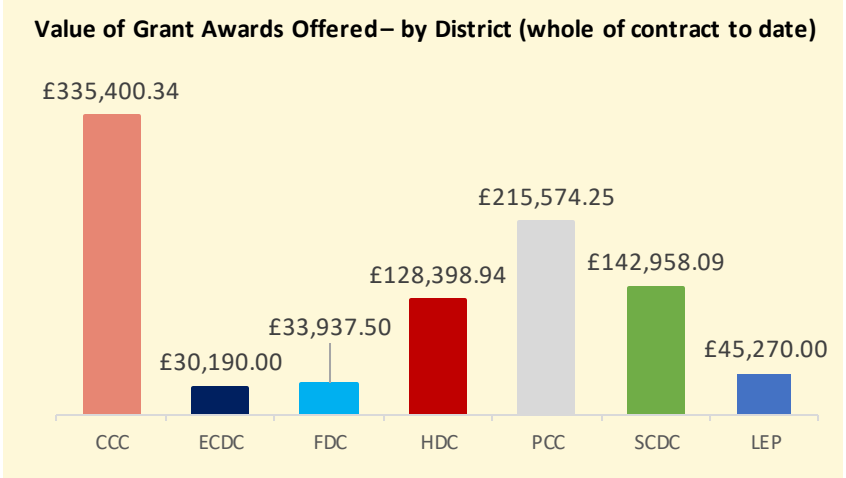
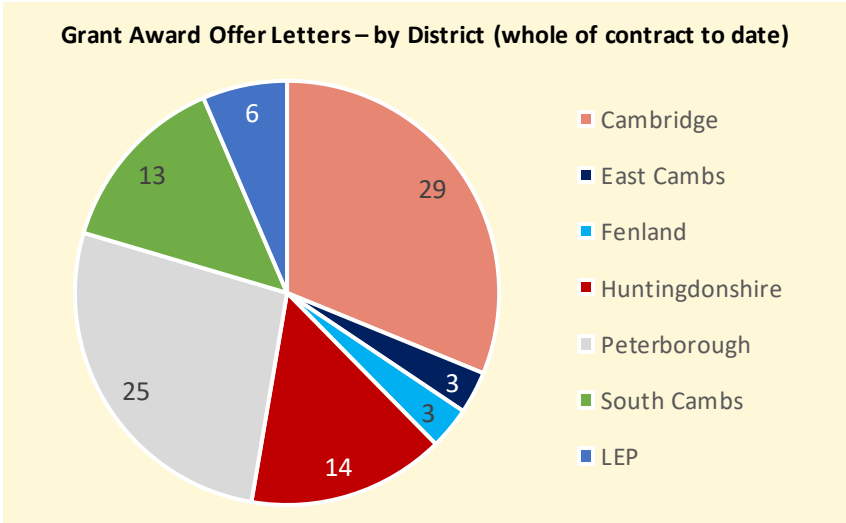
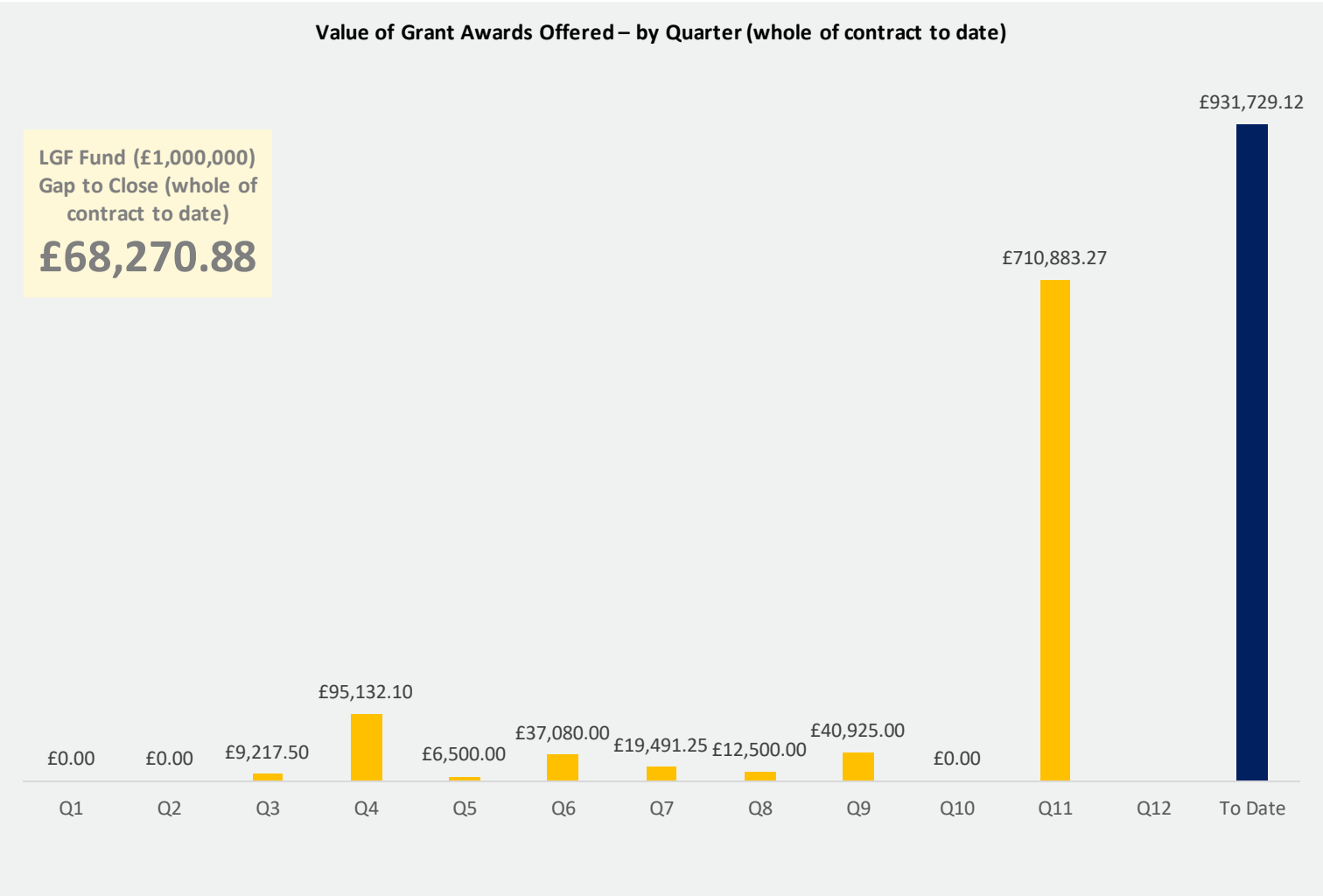


Value of Grants Offered in Grant Offer Letters Set Against the Profile for the £3,000,000 ERDF Match Funded Pot – Accumulative View



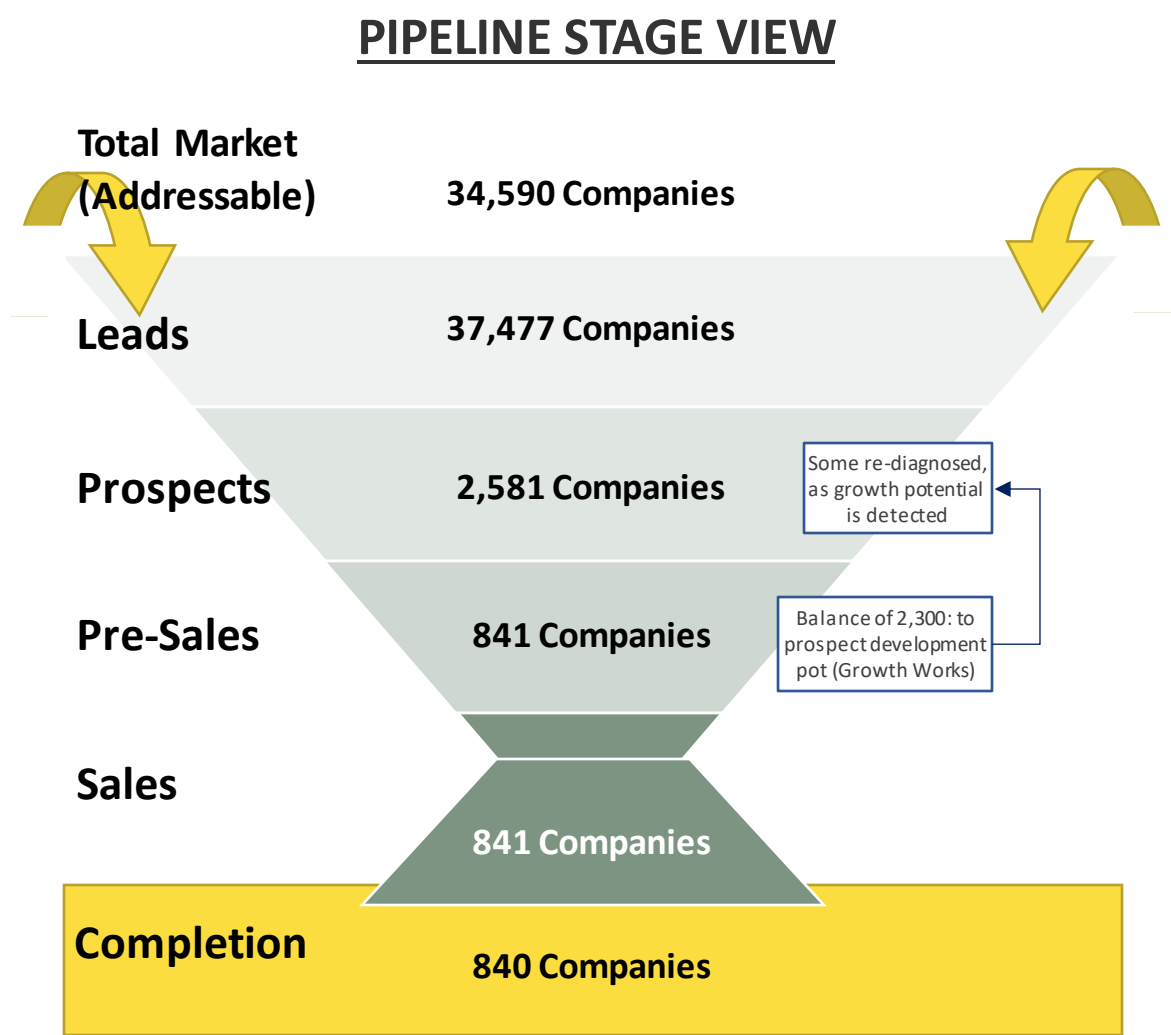
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service – LGF Revenue / Nudge Grants

NOTE: Q11 data is to 30th September 2023.



SERVICE LINE PIPELINE VIEW: Growth Coaching Service

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

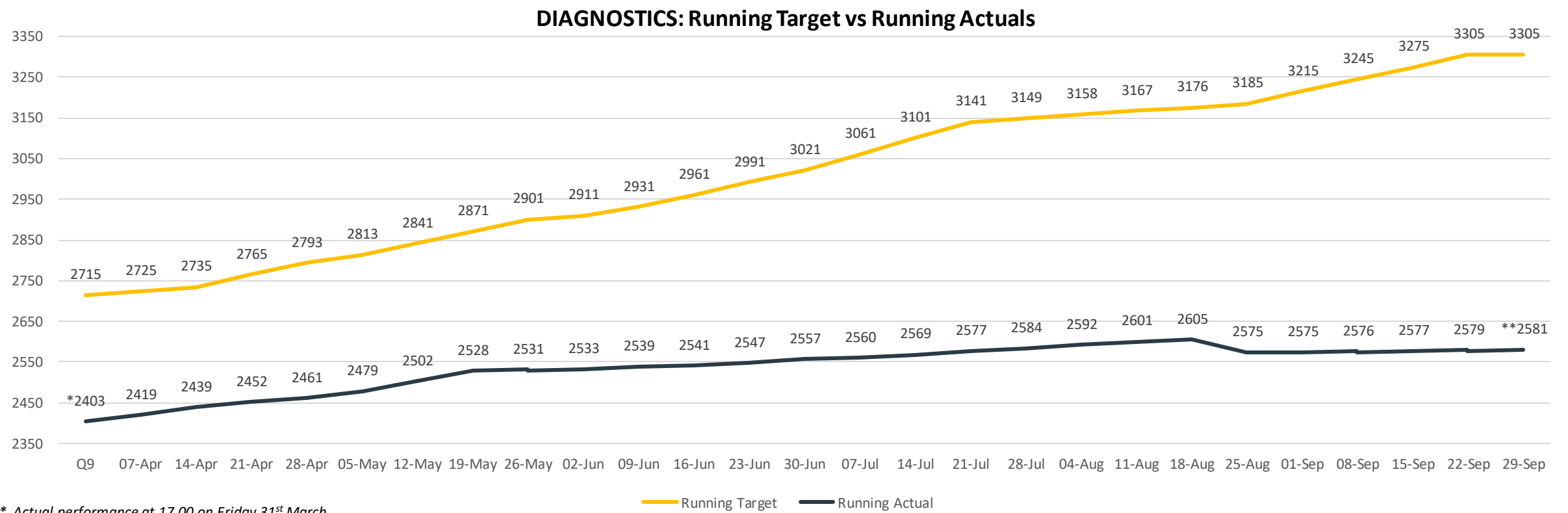


| Pipeline Stage | Definition of Stage | Performance Indicator (whole of contract) | Monthly Performance | Contract to Date Performance |
|----------------------------|---|---|---------------------|------------------------------|
| Total Market (Addressable) | 34,590 SME companies in CPCA region (with 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 | 458 this month | 37,477 to date |
| Prospects | Marketing and qualification / diagnosis to 3,305 companies | 3,305 SMEs Diagnosed | 6 this month | 2,581 to date |
| Pre-Sales | Enrolment into Growth Works | 1,005 Enrolled | 3 this month | 841 to date |
| Sales | Client starts coaching journey | 1,005 starts | 1 this month | 841 to date |
| Completion | Client completes coaching journey | 1,005 completions | 26 this month | 840 to date |

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

NOTE: Q11 data is to 30th September 2023.

| Week Ending | Year-1 | Q9 | Q10 - 2023 (Target 306) | | | | | | | | | | | | | Q11 - 2023 (Target 284) | | | | | | | | | | | | |
|-------------|----------------|----------------|-------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | (to 16 Dec'21) | (to 31 Mar'23) | 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 | 07-Jul | 14-Jul | 21-Jul | 28-Jul | 04-Aug | 11-Aug | 18-Aug | 25-Aug | 01-Sep | 08-Sep | 15-Sep | 22-Sep | 29-Sep |
| Targets | 832 | 2,715 | 10 | 10 | 30 | 28 | 20 | 28 | 30 | 30 | 10 | 20 | 30 | 30 | 30 | 40 | 40 | 40 | 8 | 9 | 9 | 9 | 9 | 30 | 30 | 30 | 30 | 0 |
| Actuals | 737 | *2,403 | 16 | 20 | 13 | 9 | 18 | 23 | 26 | 3 | 2 | 6 | 2 | 6 | 10 | 3 | 9 | 8 | 7 | 8 | 9 | 4 | -30 | 0 | 1 | 1 | 2 | **2 |

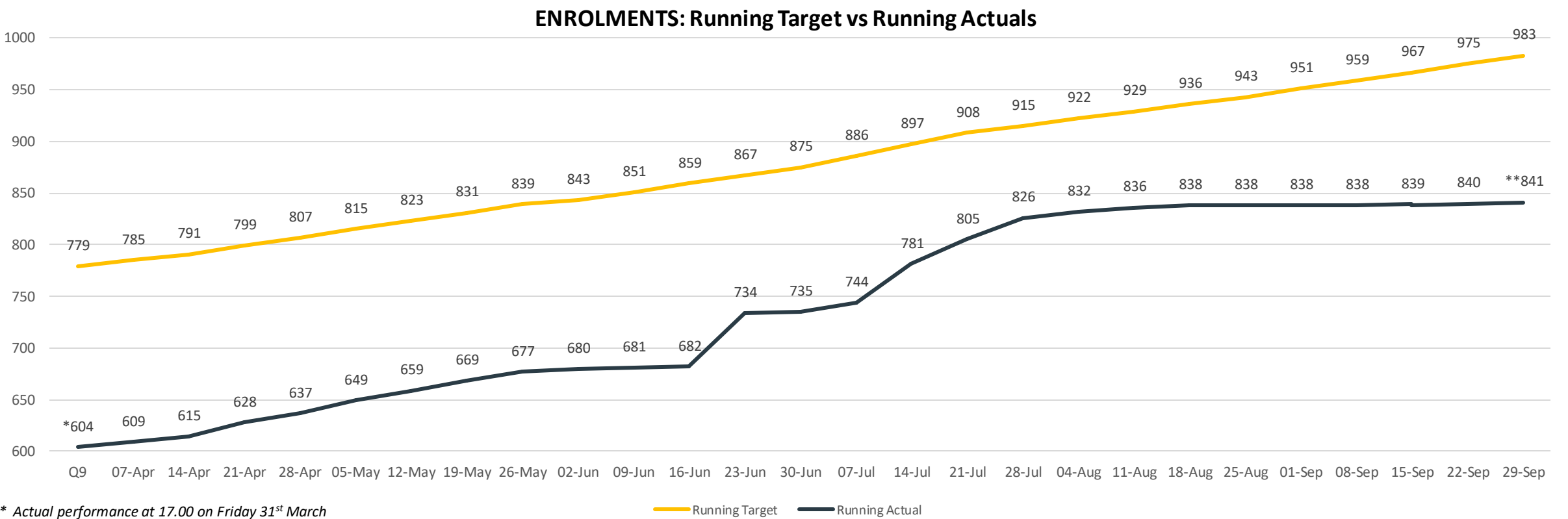


* Actual performance at 17.00 on Friday 31st March
**Actual performance at 17.00 on Friday 30th September

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

NOTE: Q11 data is to 30th September 2023.

| Week Ending | Year-1 | Q9 | Q10 - 2023 (Target 96) | | | | | | | | | | | | | Q11 - 2023 (Target 108) | | | | | | | | | | | | |
|-------------|----------------|----------------|------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | (to 16 Dec'21) | (to 31 Mar'23) | 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 | 07-Jul | 14-Jul | 21-Jul | 28-Jul | 04-Aug | 11-Aug | 18-Aug | 25-Aug | 01-Sep | 08-Sep | 15-Sep | 22-Sep | 29-Sep |
| Targets | 193 | 779 | 6 | 6 | 8 | 8 | 8 | 8 | 8 | 8 | 4 | 8 | 8 | 8 | 8 | 11 | 11 | 11 | 7 | 7 | 7 | 7 | 7 | 8 | 8 | 8 | 8 | 8 |
| Actuals | 218 | *604 | 5 | 6 | 13 | 9 | 12 | 10 | 10 | 8 | 3 | 1 | 1 | 52 | 1 | 9 | 37 | 24 | 21 | 6 | 4 | 2 | 0 | 0 | 0 | 1 | 1 | **1 |



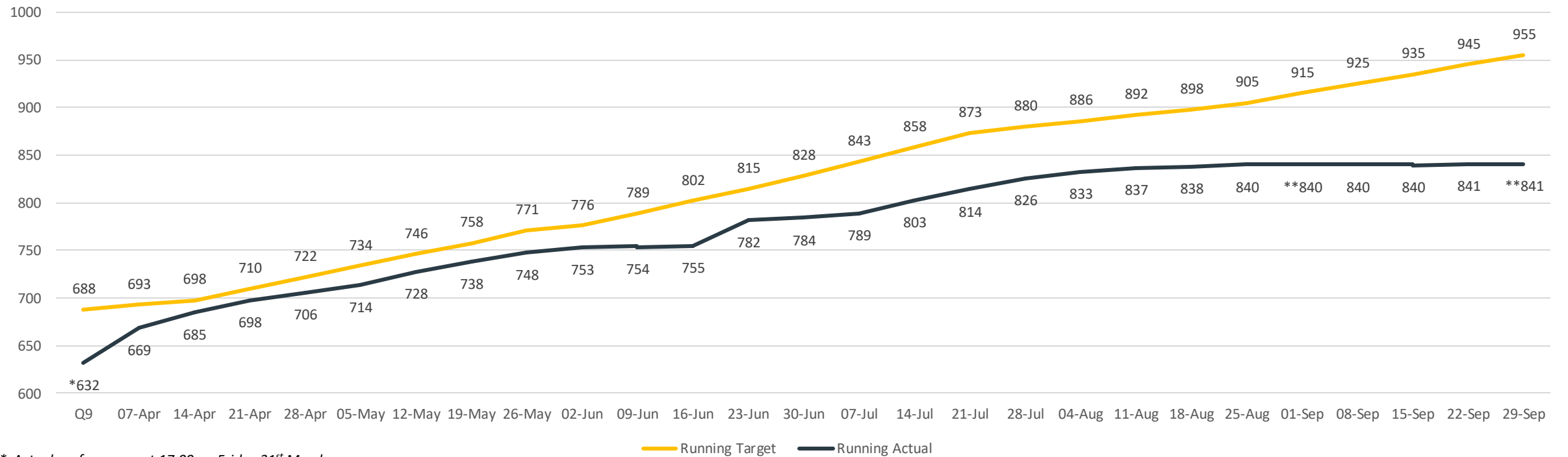
* Actual performance at 17.00 on Friday 31st March
**Actual performance at 17.00 on Friday 30th September

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

NOTE: Q11 data is to 30th September 2023.

| Week Ending | Year-1 | Q9 | Q10 - 2023 (Target 140) | | | | | | | | | | | | | Q11 - 2023 (Target 127) | | | | | | | | | | | | |
|-------------|----------------|----------------|-------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | (to 16 Dec'21) | (to 31 Mar'23) | 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 | 07-Jul | 14-Jul | 21-Jul | 28-Jul | 04-Aug | 11-Aug | 18-Aug | 25-Aug | 01-Sep | 08-Sep | 15-Sep | 22-Sep | 29-Sep |
| Targets | 154 | 688 | 5 | 5 | 12 | 12 | 12 | 12 | 12 | 13 | 5 | 13 | 13 | 13 | 13 | 15 | 15 | 15 | 7 | 6 | 6 | 6 | 7 | 10 | 10 | 10 | 10 | 10 |
| Actuals | 216 | *632 | 37 | 16 | 13 | 8 | 8 | 14 | 10 | 10 | 5 | 1 | 1 | 27 | **2 | 5 | 14 | 11 | 12 | 7 | 4 | 1 | 2 | 0 | 0 | 0 | 1 | **0 |

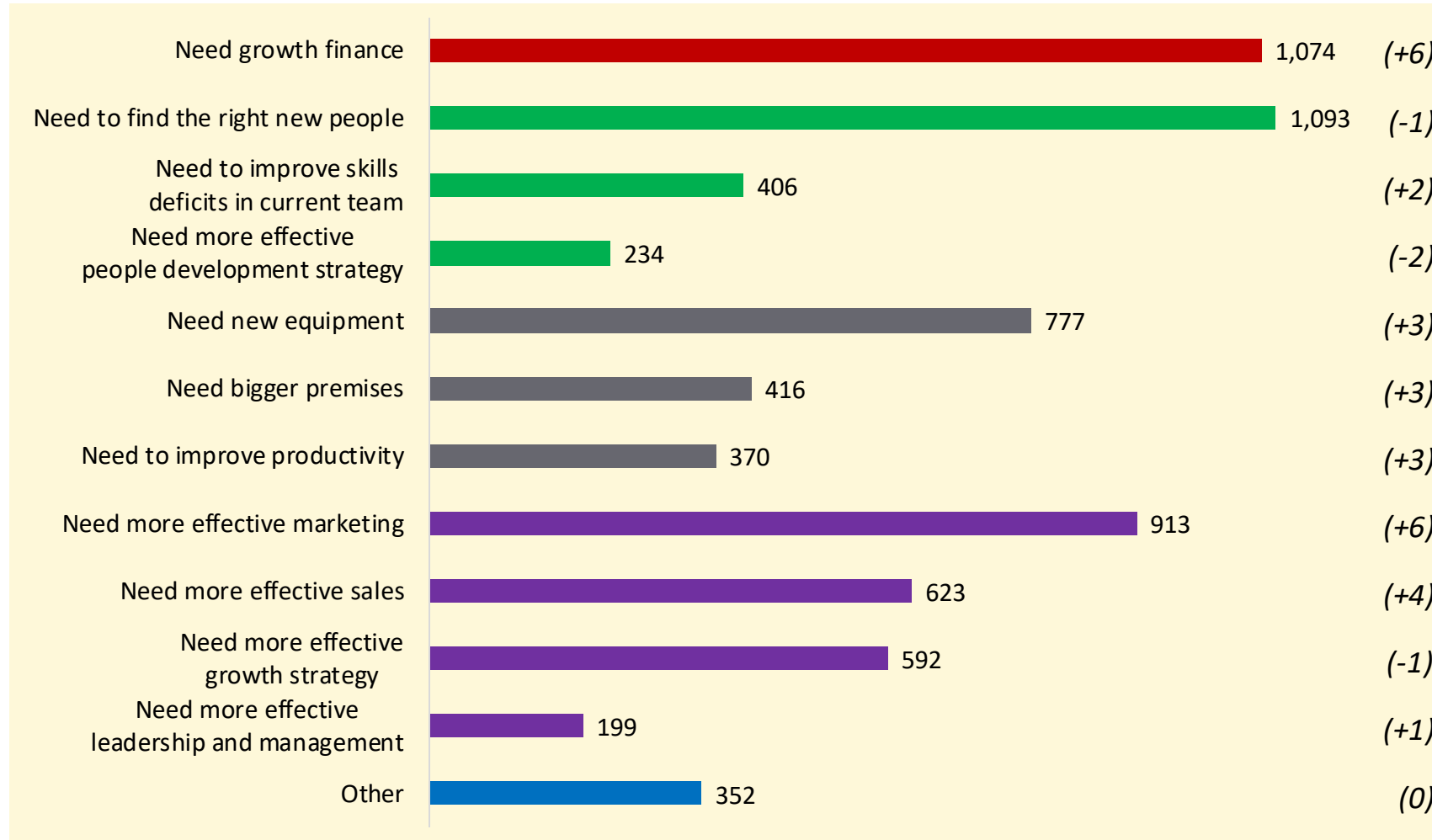
STARTED COACHING: Running Target vs Running Actuals



* Actual performance at 17.00 on Friday 31st March
**Actual performance at 17.00 on Friday 30th September

SERVICE LINE VIEW: Growth Coaching Service – Business Challenges

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

































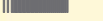


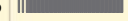
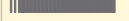
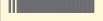




























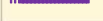







Businesses completing a Diagnostic form are asked to give their reasons or business challenges / concerns for engaging with Growth Works with Coaching.

The table opposite lists the reasons and the number of recorded entries against each (where a company may record more than one reason, and/or alter their thinking during their engagement with a member of the Growth Coaching team). There are 7,049 in total, an increase of 24 entries in the month 1st to 30th September.

- Green bars indicate people and talent challenges. These make up 24.6% of entries.
- Grey bars indicate operational and infrastructure efficiency and effectiveness challenges. These make up 22.2% of entries.
- Purple bars indicate growth specific challenges. These make up 33.0% of the entries.
- The brown bar indicates finance as a challenge. This makes up 15.2% of entries.
- Others (blue bar) make up 5.0% of entries.

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

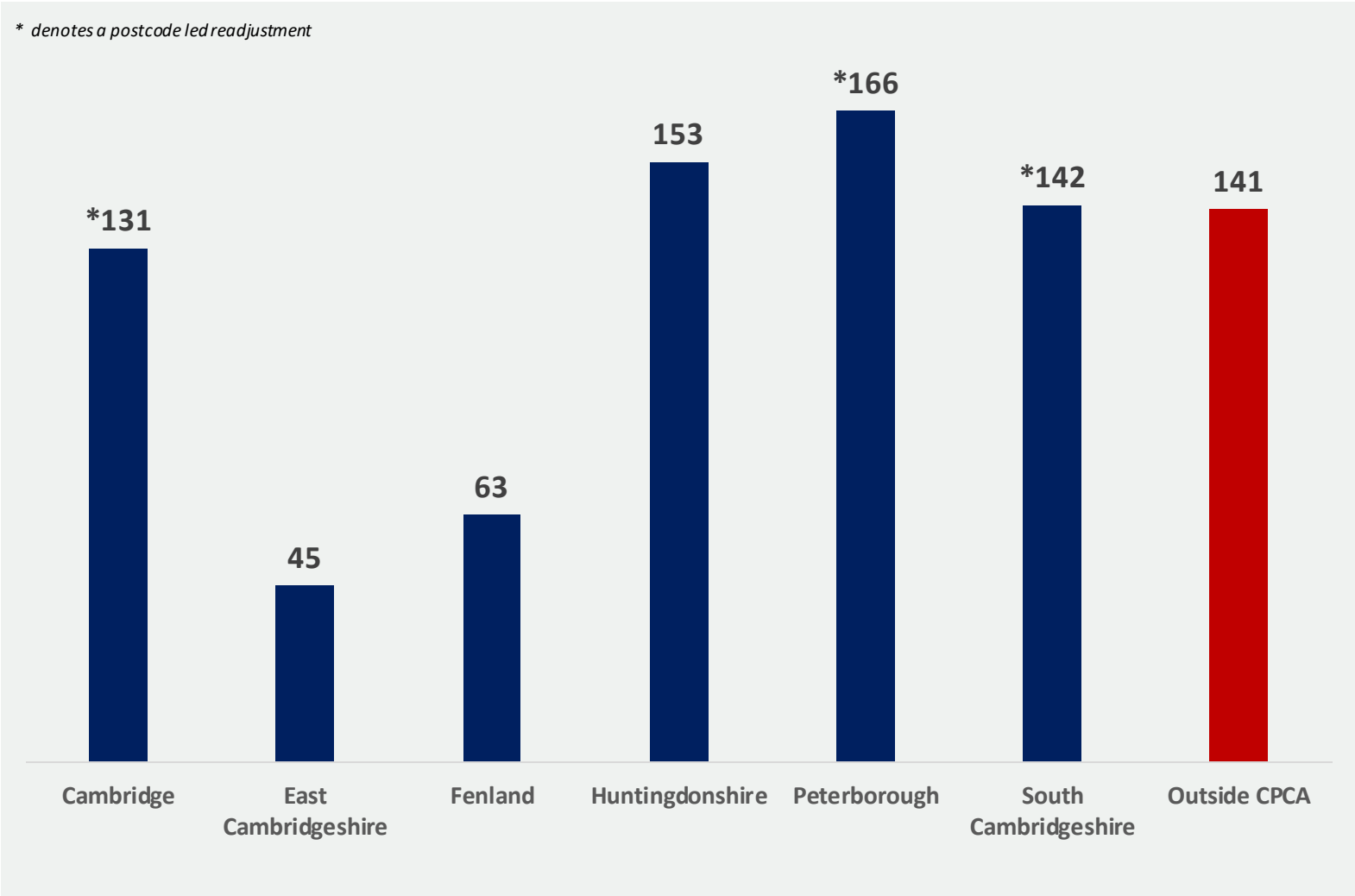
Business challenges cited by companies on their diagnostic forms, for businesses in the six CPCA partner areas. Data shown is to 30th September 2023 as total to date. The coloured bar coding is the same used on the previous page. A total of 5,484 challenges out of a total of 7,049 recorded, are attributed 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 | 139  | 65  | 78  | 191  | 201  | 167  |
| Need to find the right new people | 133  | 63  | 78  | 196  | 200  | 174  |
| Need to improve skills deficits in current team | 52  | 21  | 28  | 77  | 80  | 58  |
| Need more effective people development strategy | 33  | 7  | 18  | 42  | 52  | 33  |
| Need new equipment | 69  | 53  | 83  | 157  | 146  | 107  |
| Need bigger premises | 44  | 31  | 47  | 75  | 75  | 60  |
| Need to improve productivity | 33  | 25  | 36  | 63  | 79  | 49  |
| Need more effective marketing | 106  | 25  | 60  | 162  | 222  | 137  |
| Need more effective sales | 88  | 21  | 39  | 97  | 134  | 96  |
| Need more effective growth strategy | 79  | 22  | 45  | 106  | 119  | 89  |
| Need more effective leadership and management | 29  | 11  | 11  | 27  | 55  | 22  |
| Other | 34  | 19  | 27  | 70  | 64  | 50  |

| | | | | | | |
|------------------------------|------|-----|------|------|------|------|
| TOTAL BY GEOGRAPHY | 839 | 363 | 550 | 1263 | 1427 | 1042 |
| Variance from previous month | (+3) | (0) | (-2) | (+9) | (+5) | (-1) |

SERVICE LINE VIEW: Growth Coaching Service

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



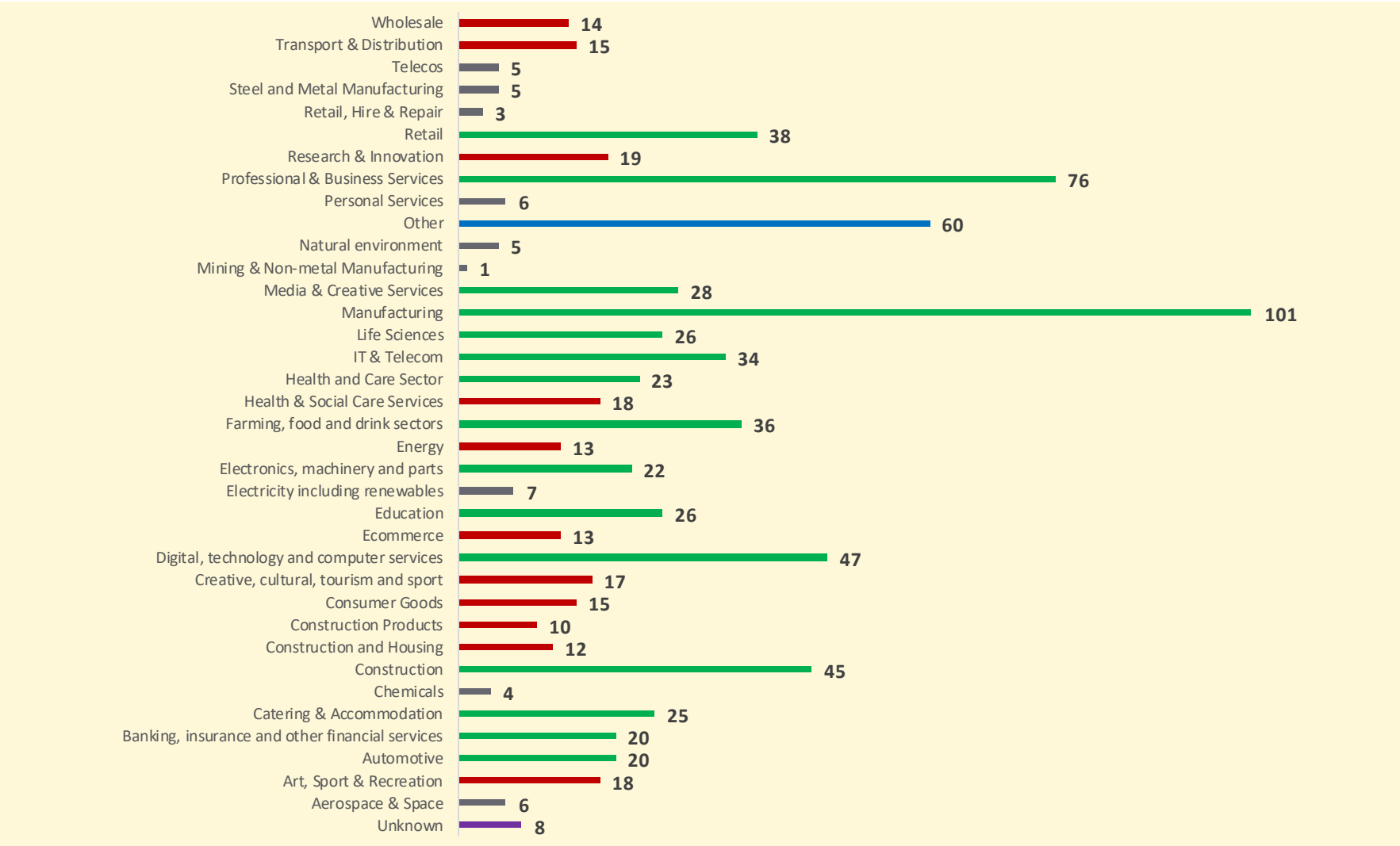
| District | Count | Share |
|----------------------|-------|--------|
| Cambridge | 131 | 15.6% |
| East Cambridgeshire | 45 | 5.4% |
| Fenland | 63 | 7.5% |
| Huntingdonshire | 153 | 18.2% |
| Peterborough | 166 | 19.7% |
| South Cambridgeshire | 142 | 16.9% |
| Outside CPCA/ | 141 | 16.8% |
| Total | 841 | 100.0% |

At 30th September 2023 a total of 841 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 | 11 |
| | North Hertfordshire | 6 |
| | Rutland | 16 |
| | South Holland | 20 |
| | South Kesteven | 55 |
| | Uttlesford | 8 |
| | West Suffolk | 25 |

SERVICE LINE VIEW: Growth Coaching Service

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



At 30th September 2023 a total of 841 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'.



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, September 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.

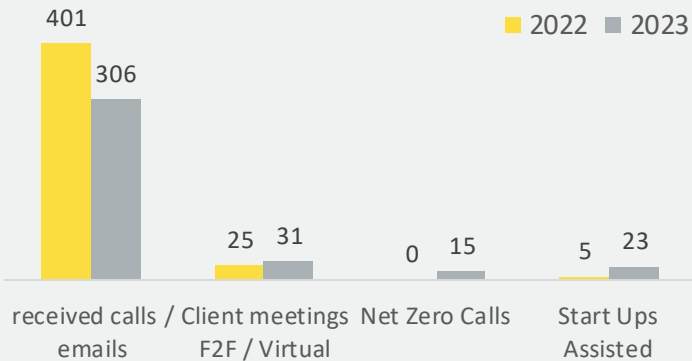
Measurements?

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.

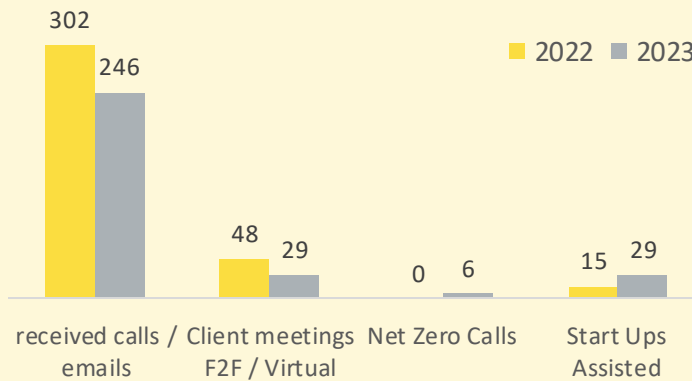


- Looking at the figures in the chart from 2022 which was busy with businesses calling for signposting to grants, very much businesses in distress, now 2023 is very different with nearly 87% of calls from pre starts or startups looking for guidance / signposting / mentoring / business planning / financial forecasts.
- Networking events are still very busy, we are mixing up the events and attending new cultural events across the region, working hard to gain the trust in all cultural sectors is hard but perseverance is paying off.
- Growth Hub has worked hard in September to get ready for Black History Month in October, due to the focus being on black women in history we have interviewed some of the most influential black women in our area, the videos will be used on SM and the GH Website.
- Growth Hub has dealt with 225 emails and calls this month, mostly emails, calls are now dropping back to pre-covid days which free's up staff to get out and do staff visits, lots more leads coming from the EDO's and a few from the mayor's office which need hand holding.

Growth Hub Figures September – 2022 / 2023



Growth Hub Figures August – 2022 / 2023



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

September Update

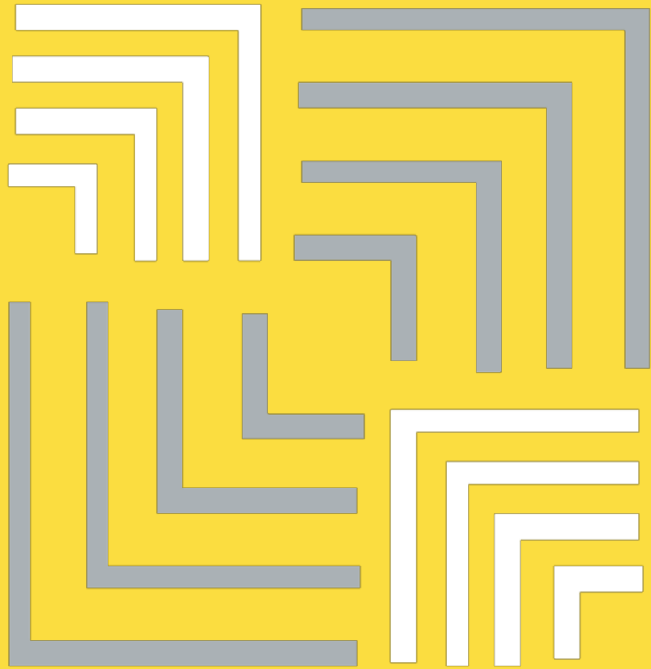
- GH delivered 27 mentoring 121's, GH delivered 6 start up courses this month
- Attended 14 networking events across the region
- Attended 22 stakeholder meetings across the month.
- Calls slowed down this month, slowly going back to pre covid days numbers, more emails coming in asking about grant funding and SPF
- The Growth Hub Arc Cluster is using the joint funds to train staff in both Net Zero and Cyber Security the training will be held virtually across the region
- Net Zero enquiries have increased again this month, renewed interest from Business owners which is a refreshing change
- Networking the regional business centres has paid off, lots of leads coming through with fresh business we haven't engaged with before.
- BHM will be a big campaign this month
- Working with Big bear Creative to launch a new front page for the GH

September: Digital Marketing Data Update

| Digital marketing activities | Digital marketing statistics |
|------------------------------|---|
| Business Bulletin (Weekly) | 33.67 |
| Social Engagement (LinkedIn) | New followers –8 Total Followers –550 Impressions - 939 |

August: Digital Marketing Data Update

| Digital marketing activities | Digital marketing statistics |
|------------------------------|---|
| Business Bulletin (Weekly) | 14.96% open rate |
| Social Engagement (LinkedIn) | New followers – 8 Total Followers –570 Impressions - 1328 |



3. Inward Investment Service

SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Q11 data is to 30th September 2023.

| Target / Indicator | Contract Deliverables - Targets | | | | Contract Deliverables - Performance | | | | Q9 Actual | Q10 Actual | (Q11) This Quarter | | | | | 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-Sep 2023) | Whole of Contract Actual (15-Feb 2021 to 30-Sep 2023) | | | Q11 Target (01-Jul to 30-Sep) | Actual (31/07) | Actual (31/08) | Actual (30/09) | Q11 Total to 30/09 | |
| Jobs created (forecast / committed) | 75 | 263 | 485 | 823 | 323 | 349 | 790 | 1,462 | 56 | 140 | 50 | 45 | 30 | 519 | 594 | 334 |
| Inward investors receiving information, diagnostics, and brokerage support) | 18 | 62 | 80 | 160 | 153 | 174 | 190 | *511 | 61 | 68 | 20 | 4 | 47 | 10 | 61 | 20 |
| Inward investor commitments to expand or for new investments | 6 | 15 | 19 | 40 | 15 | 9 | 11 | 35 | 2 | 1 | 5 | 1 | 1 | 6 | 8 | 5 |

NOTES:

- 4 new companies added to the pipeline this month (+6 DBT wins). Inward Investors receiving information pipeline adds up to 519 companies – 511 shown, denoted by the (*). Of the other 8 companies, 4 were served but later qualified out as not FDI/IIS clients, and 4 were ‘abandoned / closed out – lost’ as the engagement did not progress from a very early stage.
- Following a successful completion to the CCN process reallocating £400,000 of LGF monies, as well as the earlier CCN pivoting £80,000 of Innovation and Relocation Grant monies, the jobs total for the Inwards Investment Service will increase in total from 600 over three years to 823 (£80k=15; £400k=208).
- 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.

NOTE: September Jobs and Successes

During September IIS and the Department of Business and Trade (DBT) undertook a records reconciliation exercise to establish data consistency – triggered by their knowledge that Growth Works IIS was winding down to contract close on 31 December 2023.

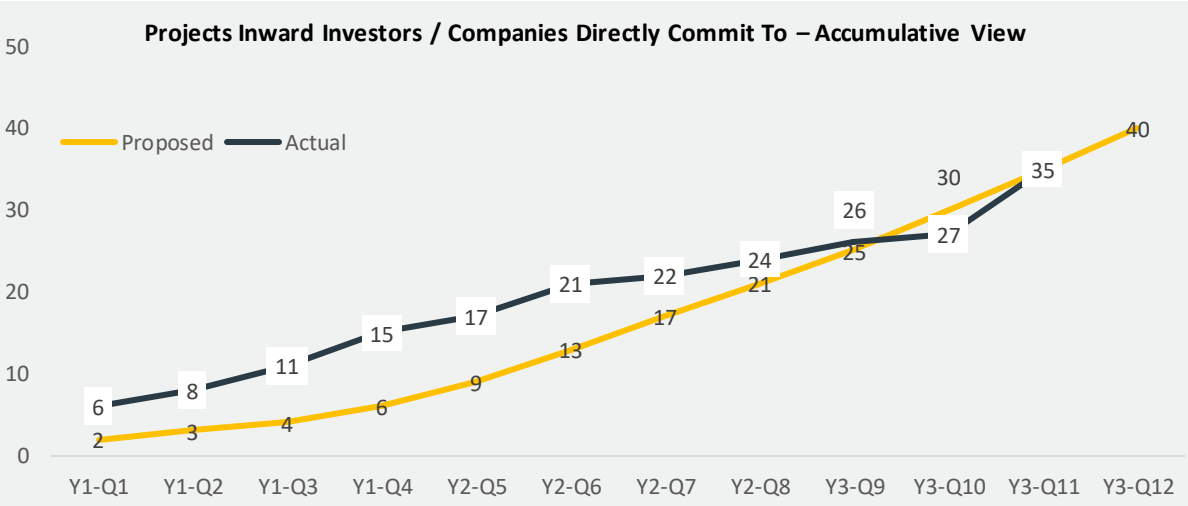
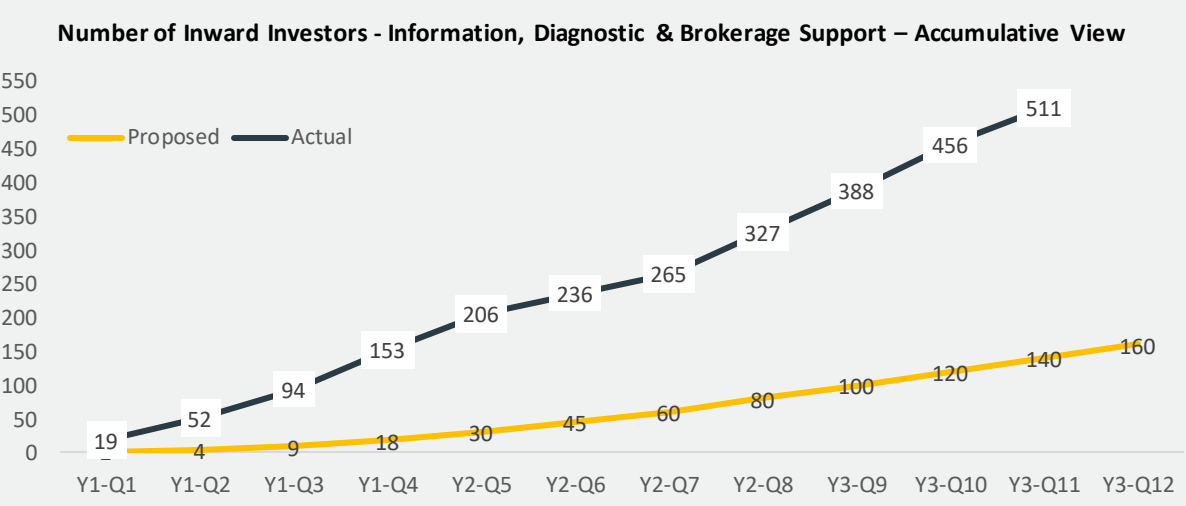
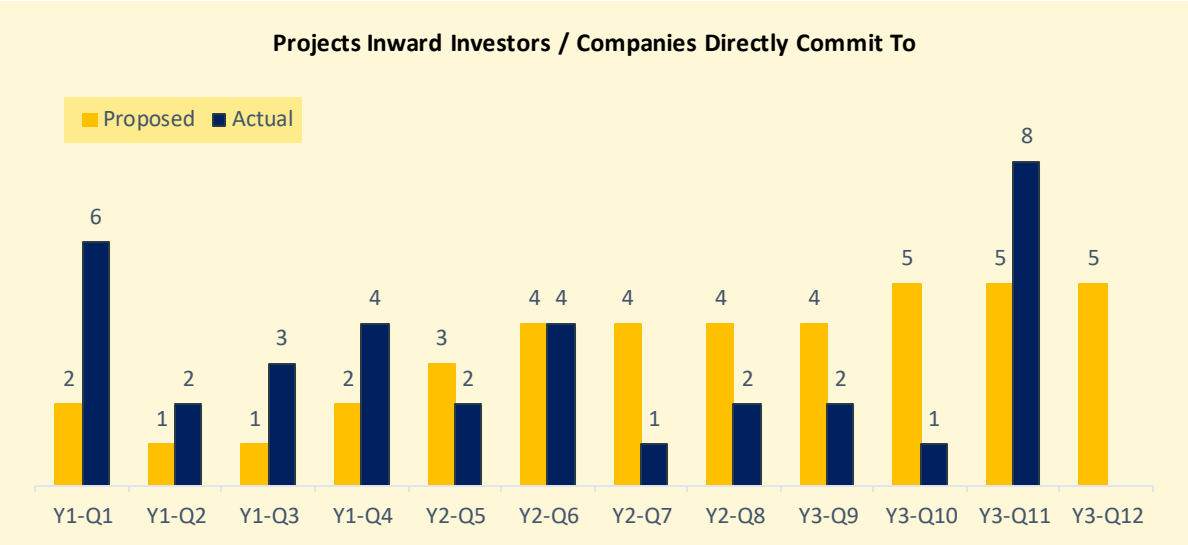
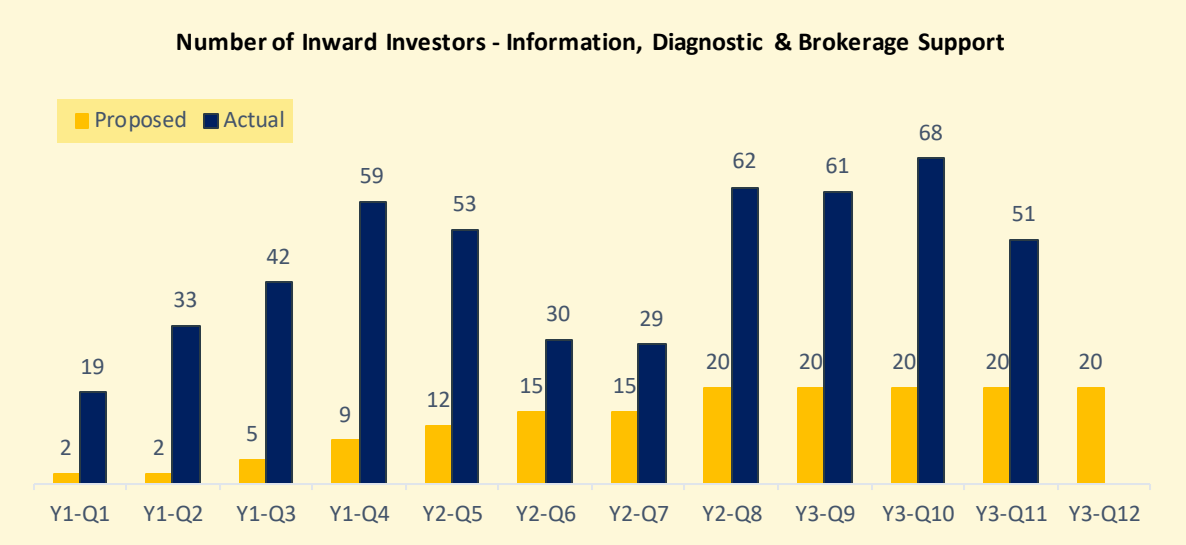
Through this process DBT flagged with us six (6) successes with 519 jobs that the Growth Works IIS team supported, and which have been formally claimed by DBT over the course of the life of the Business Growth Services contract.

The table presented here (right) summarises the project successes and the jobs associated with each. We have updated the relevant HubSpot records to reflect the agreed position with DBT – i.e., we are claiming them for the programme because IIS supported them and DBT flagged with us their recognition of this.

| Company Name | New Jobs |
|---|----------|
| Roku – New Project | 350 |
| Turbine AI – Existing Project | 5 |
| Mediatek – New Project | 12 |
| Thorlabs – New Project (expansion of existing site) | 62 |
| HitGen – Existing Project | 13 |
| Cosworth – Existing Project | 77 |
| Total Number of New Jobs | 519 |

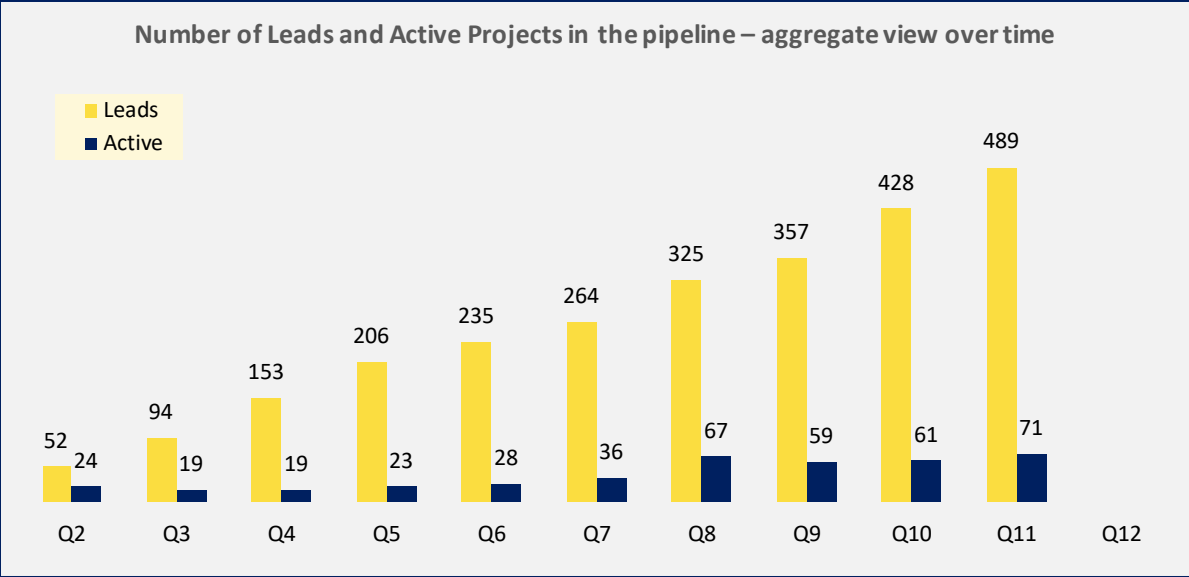
SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Q11 data is to 30th September 2023.



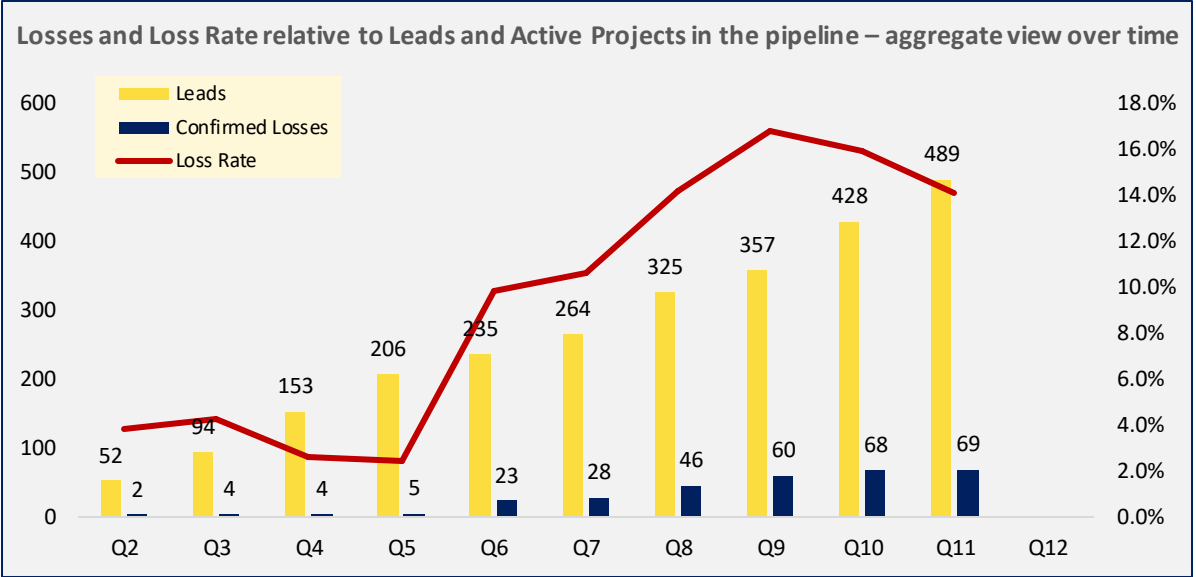
SERVICE LINE DASHBOARD VIEW: Inward Investment Service – opportunity cost

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. Q11 data is to 30th September 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% | 14.3% | 14.5% | |



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% | 15.9% | 14.1% | |

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

| Leading Indicator | Foreign | UK | Total |
|---|---------|-----|-------|
| Total Companies Supported | 9 | 2 | 11 |
| <i>(New Companies Supported: a subset of the total above)</i> | (2) | (2) | (4) |
| Jobs Potential <i>(New Companies)</i> | 0 | 22 | 22 |

| Existing Companies Served This Month | |
|--------------------------------------|--|
| UK (0) | Foreign (7) <ul style="list-style-type: none"> • Blue Shark Purification • Çizgi Teknoloji Elektronik Tas. • Deepcytes • Jij • KuartisMED Medical • Tesu Health • YellowBeast (Pty) Ltd t/a Nosetsa |

UK – Intra Border Expansion

Bagel Factory

(Food & Drink)

- Jobs potential: **12**
- Service Provided: GW info, support and grants. Sent a list of Cambridge properties and arranged viewings

Qprospect

(Technology)

- Jobs potential: **10**
- Service Provided: GW info, support and grants, Equity information.

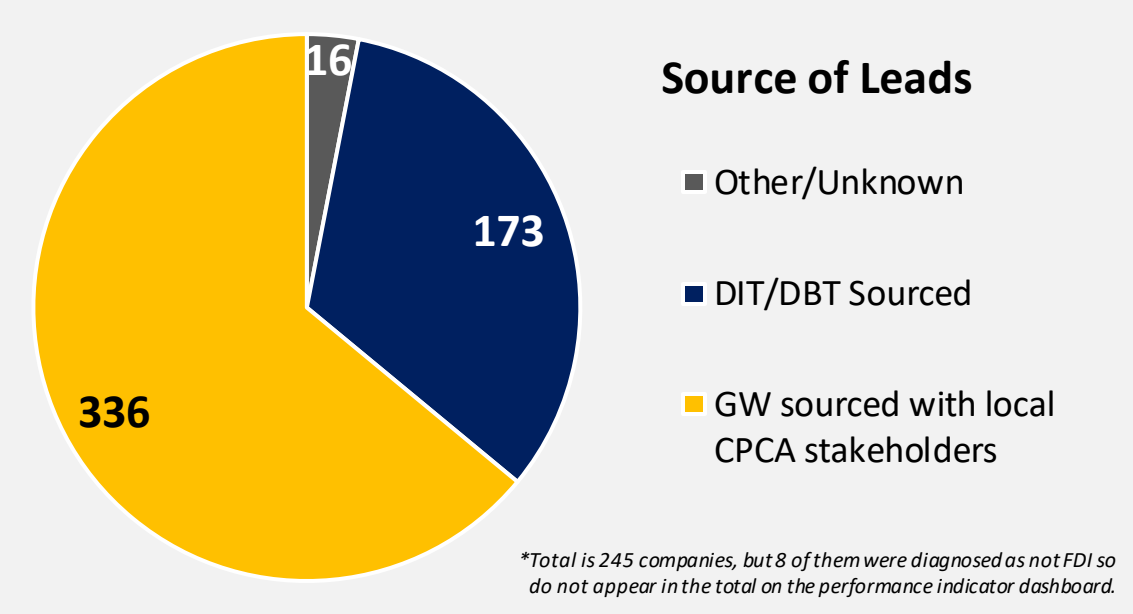


INDIA

- Company served: **Indo Fuji**
(Technology)
- Jobs potential: **unknown**
- Service Provided: GW info, support and grants.
- Company served: **Manentia**
(Technology)
- Jobs potential: **unknown**
- Service Provided: GW info, support and grants.

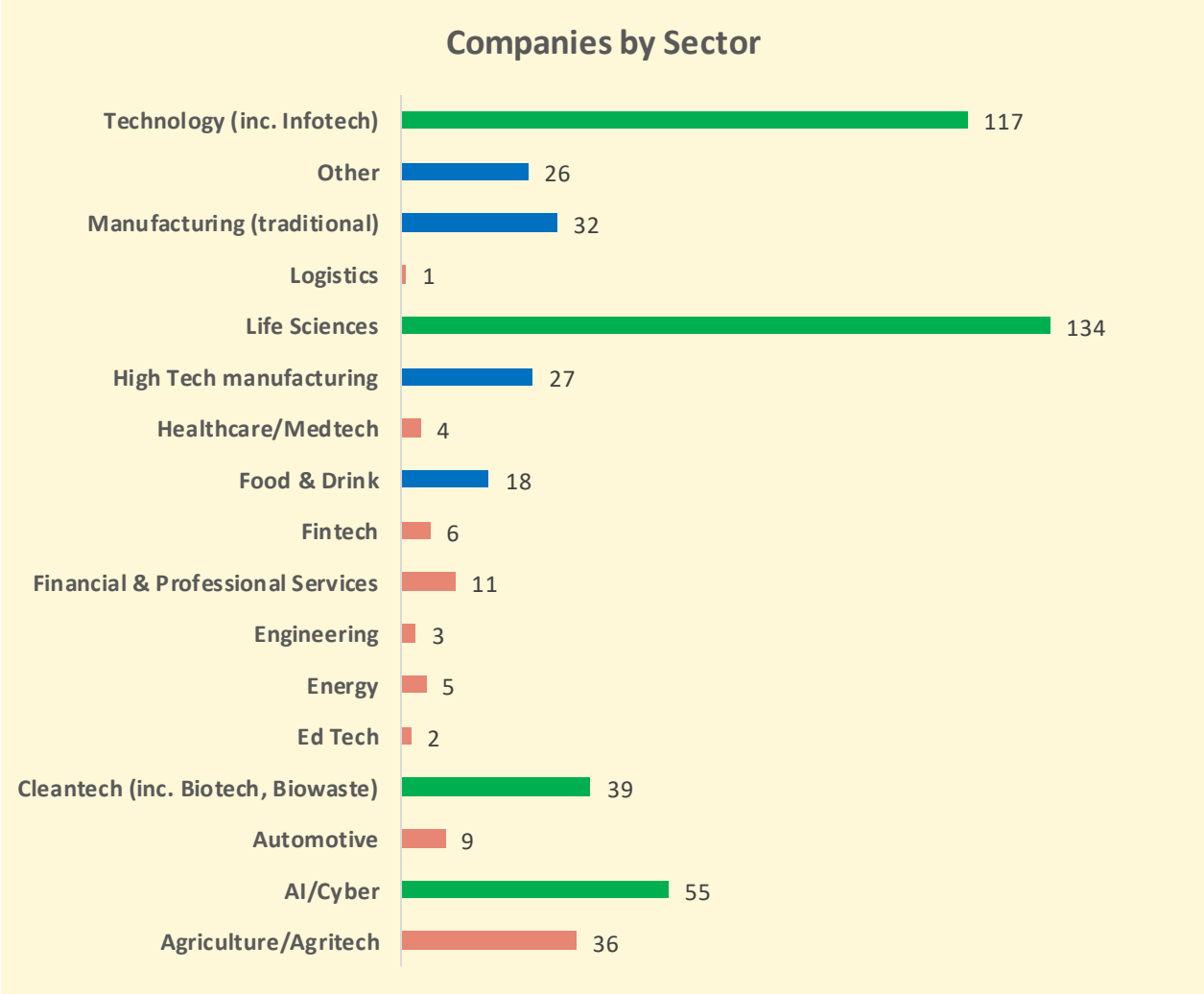
SERVICE LINE VIEW: Inward Investment Service – origin of leads and sector coverage of leads

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



| GW/CPCA/Local Partner Channel | Number |
|----------------------------------|--------|
| Competition | 159 |
| Commercial Partner | 36 |
| CPCA | 12 |
| Growth Works Sourced | 69 |
| External Event | 55 |
| Direct | 4 |
| Huntingdonshire District Council | 1 |

- The data shows for every DIT/DBT inbound lead, Growth Works sources just over 1.9 leads.
- Life Sciences, AI/Cyber, Tech and Cleantech companies account for circa 65.6% of leads.



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

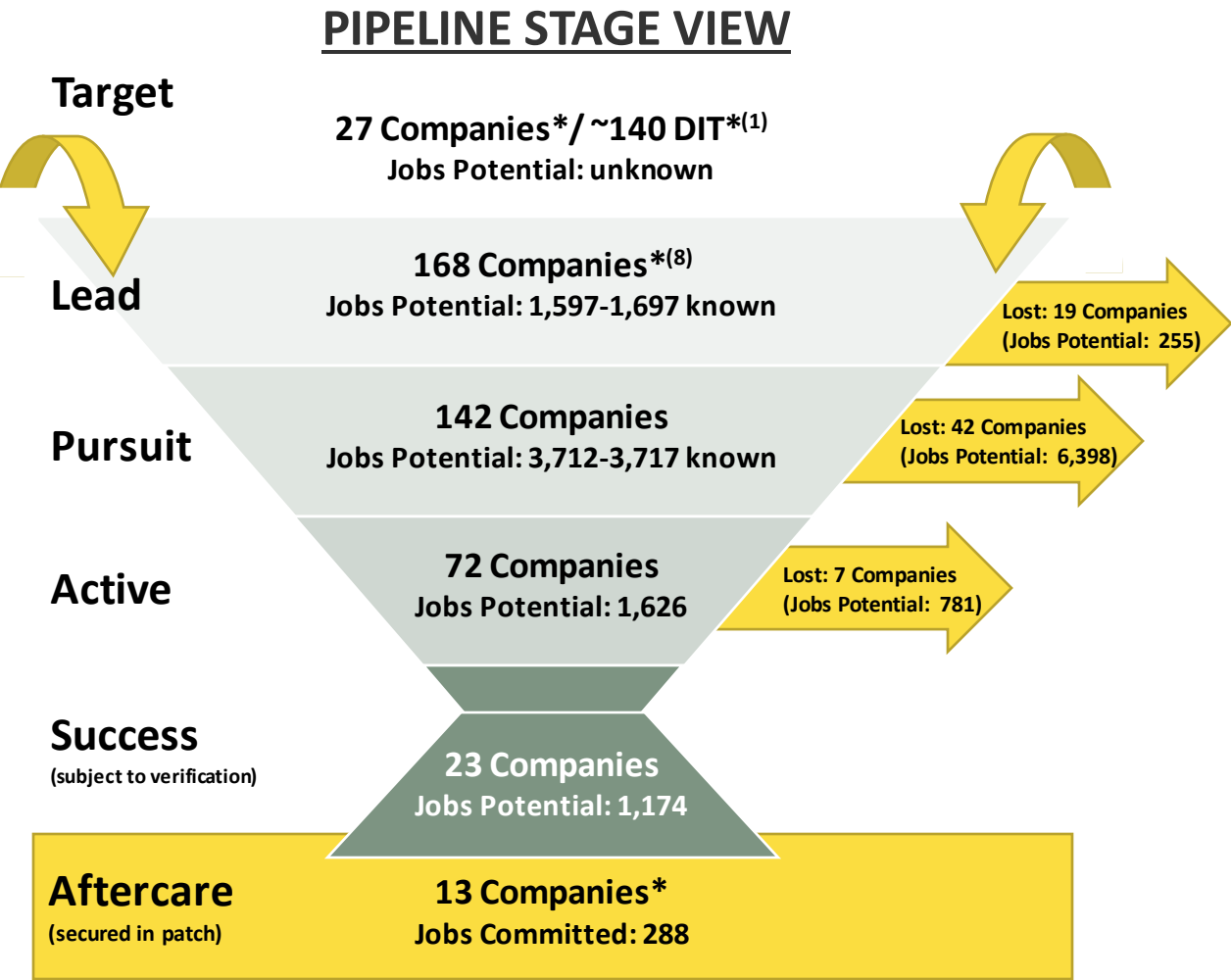
NOTE: Q11 data is to 30th September 2023.

| District | Successes | Jobs Committed (+Grants*) | Sectors | Countries of Origin |
|----------------------|-----------|---------------------------|--|---|
| Cambridge | 15 | 840 (+5 Grants*) | <ul style="list-style-type: none"> Financial Services Life Sciences x7 Technology x4 Food & Drink AI/Cyber Other | <ul style="list-style-type: none"> Netherlands Netherlands x2, South Korea, Canada, Switzerland, China, Hungary Germany, USA, Australia, Turkey Turkey Taiwan USA |
| 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"> UK Inbound UK Inbound |
| East Cambridgeshire | 3 | 267 | <ul style="list-style-type: none"> Food & Drink High Tech Manufacturing x2 | <ul style="list-style-type: none"> Japan UK inbound, USA |
| South Cambridgeshire | 7 | 132 (+13 Grants*) | <ul style="list-style-type: none"> AI/Cyber Engineering Life Sciences x3 Technology Automotive | <ul style="list-style-type: none"> Australia UK inbound Canada, Spain, Turkey Netherlands USA |
| 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 | 35 | 1,462 (+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.

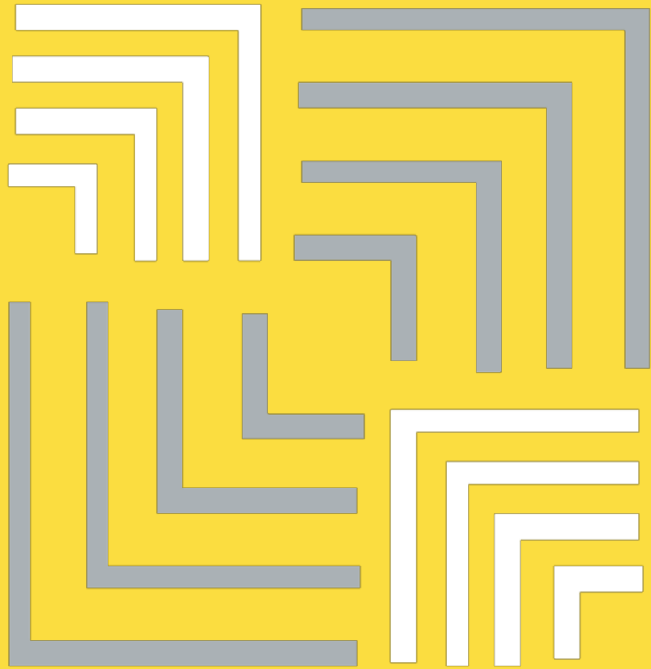
SERVICE LINE PIPELINE VIEW: Inward Investment Service

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



| PIPELINE | |
|-----------|---|
| Stage | Notes |
| Target | 27 companies to be actively engaged. One was lost at this stage shown here as *(1): |
| Lead | Jobs potential on 150 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 78 of these is currently unknown, while the jobs potential on the top ten (10) of the other 64 is 2,311. |
| Active | Jobs potential on the top three (3) of these account for over 33.8% of the total (550), as follows: Mickledore (confidential drinks manufacturer – 300), Syngene International (150), and Leadzen (100) |
| Success | No wins this month, but the reconciliation exercise with DBT has surfaced six (6) wins which account for 519 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: Q11 data is to 30th September 2023.

| Target / Indicator | Contract Deliverables - Targets | | | | Contract Deliverables - Performance | | | | Q9 Actual | Q10 Actual | (Q11) This Quarter | | | | | 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-Sep 2023) | Whole of Contract Actual (15-Feb 2021 to 30-Sep 2023) | | | Q11 Target (01-Jul to 30-Sep) | Actual (31/07) | Actual (31/08) | Actual (30/09) | Q11 Total to 30/09 | |
| Apprenticeships created (touched by GWws) | 51 | 449 | 900 | 1400 | 66 | 251 | 406 | 723 | 91 | 62 | 225 | 11 | 2 | 240 | 253 | 250 |
| Additional training / learning outcomes (excludes apprenticeships) | 209 | 748 | 748 | 1705 | 257 | 610 | 633 | 1,500 | 204 | 278 | 220 | 125 | 6 | 20 | 151 | 176 |
| CO23s / SME Engagement | 11 | 114 | 151 | 276 | 34 | 73 | 131 | 238 | 32 | 67 | 38 | 14 | 4 | 14 | 32 | 40 |
| R9s (CO23 action plans completed) | 3 | 75 | 129 | 207 | 9 | 36 | 99 | 144 | 36 | 34 | 40 | 14 | 8 | 7 | 29 | 14 |

Skills Update:

- As previously reported through Q11, we experienced a slow down in conversions of CO23s and R9s due to the holidays, extended periods of leave and 'no-shows' to confirmed appointments during July and August. This trend continued into the first 2 weeks of September, before we experienced an upturn to finish Q11 strongly but slightly below our desired run rate. Learning Outcomes also dipped as they are a direct outcome of the CO23-R9 consultative process.
- Our pipeline and lead generation activities via Golley Slater remain strong across all districts and our traction with stakeholders continues to grow through targeted events and campaigns planned for September and rolling into Q12.
- Wider comms activity and the focus of our Relationship Managers shifted in early Q11, prioritising apprenticeships through messaging, lead gen and during initial conversations with organisations seeking our support. This shift of focus has seen a significant upturn in apprenticeship outputs with 240 being reported during September alone.
- September 14th saw us launch our apprenticeship campaign with Golley Slater, supported by a 7-stage direct marketing strategy (6 x email 1 x direct mail) with an audience of 7k identified decision makers (DM's) from organisations across the region. Messaging has been tailored to levy and non-levy payers, with a sector focus - including manufacturing, retail, engineering, construction, wholesale and schools.
- During September we also hosted the Love2Learn Apprenticeship event which was attended by a range of businesses, organisations and providers from across the CPCA area. We are exploring opportunities to run a similar event in collaboration with the EDO's during November.

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: 9 jobs (Q9, 2 / Q10, 7 / Q11, 2)

SERVICE LINE REPORTING: Skills Service – ESF KPIs

NOTE: Q11 data is to 30th September 2023.

| Target / Indicator | Contract Deliverables - Targets | | | | Contract Deliverables - Performance | | | | Q9 Actual | Q10 Actual | (Q11) This Quarter | | | | | 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-Sep 2023) | Whole of Contract Actual (15-Feb 2021 to 30-Sep 2023) | | | Q11 Target (01-Jul to 30-Sep) | Actual (31/07) | Actual (31/08) | Actual (30/09) | Q11 Total to 30/09 | |
| CO23s / SME Engagement | 11 | 114 | 151 | 276 | 34 | *73 | 131 | 238 | 32 | 67 | 38 | 14 | 4 | 14 | 32 | 40 |
| R9s (CO23 action plans completed) | 3 | 75 | 129 | 207 | 9 | 36 | 99 | 144 | 36 | 34 | 40 | 14 | 8 | 7 | 29 | 14 |

CO23s claimed in September by district = Cambridge x 3, East Cambs x 1, Fenland x 1, Huntingdonshire x 3, Peterborough x 6, South Cambs x 0 = 14

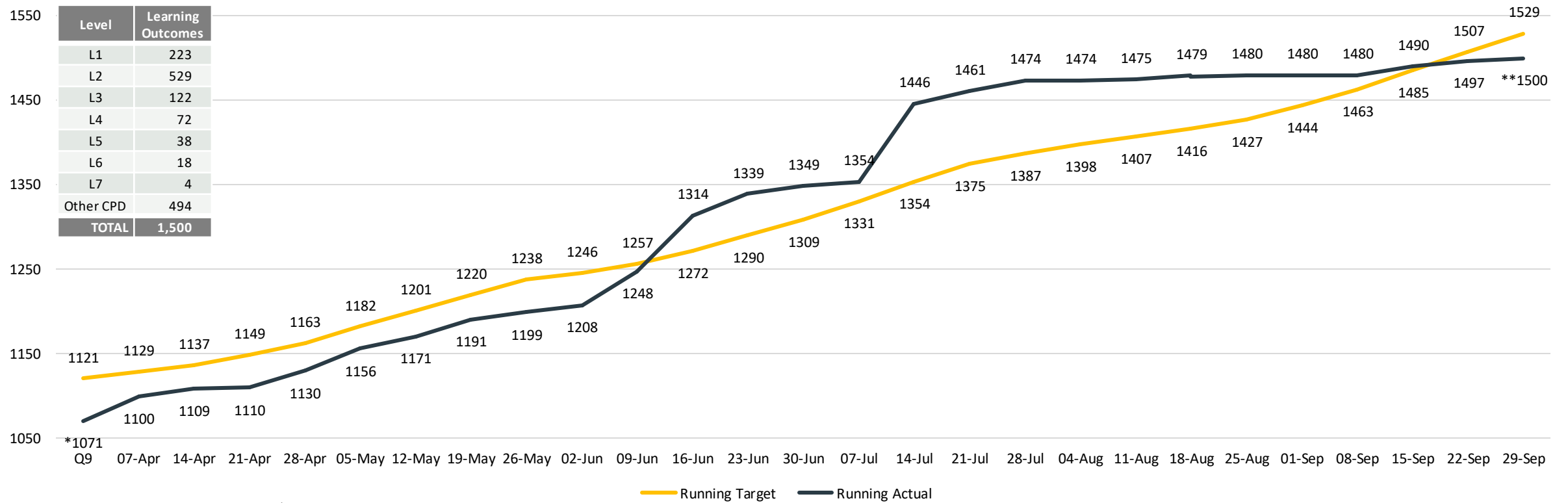
R9s claimed in September by district = Cambridge x 0, East Cambs x 3, Fenland x 2, Huntingdonshire x 1, Peterborough x 1, South Cambs x 0 = 7

- Lead generation for CO23's, supported by Golley Slater remains positive, we anticipate R9 conversion will follow suit during the early part of Q12 as we remain close to businesses in supporting action plan delivery. Note: some Action Plans contain medium to long term goals which has led to slower progression to R9 but we are fully sighted of these and are committed to reducing conversion timelines with all new referrals.
- Driving R9's remains a key focus along with prioritising activities that help deliver on Apprenticeship opportunities and starts. We are currently reviewing R9 conversion rates in line with contract expectations to ensure that all hard and measurable KPI's are met. In addition, we are working with the team and Golley Slater to identify how we can best utilise internal and external resources and capacity throughout Q12.
- The latter stages of September has seen the anticipated increase in employer engagement, and we are confident that the upturn in KPI's will continue. This has been further buoyed by increased marketing, lead gen activity and the return of decision makers within businesses.
- Referrals and pipeline of CO23s continue to build across all districts, with a focus on quality lead sources, e.g., Comms, Lead Gen, events, referrals and Coaching Diagnostics. We only received 3 Coaching Diagnostic referrals in the month of September, which is significantly lower than previous months but also expected.
- We hold weekly meetings with the CPCA to monitor progress and discuss areas requiring focus and support. These meetings continue to be productive.

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

NOTE: Q11 data is to 30th September 2023. The table inset at top left shows number of learning outcomes by level and type.

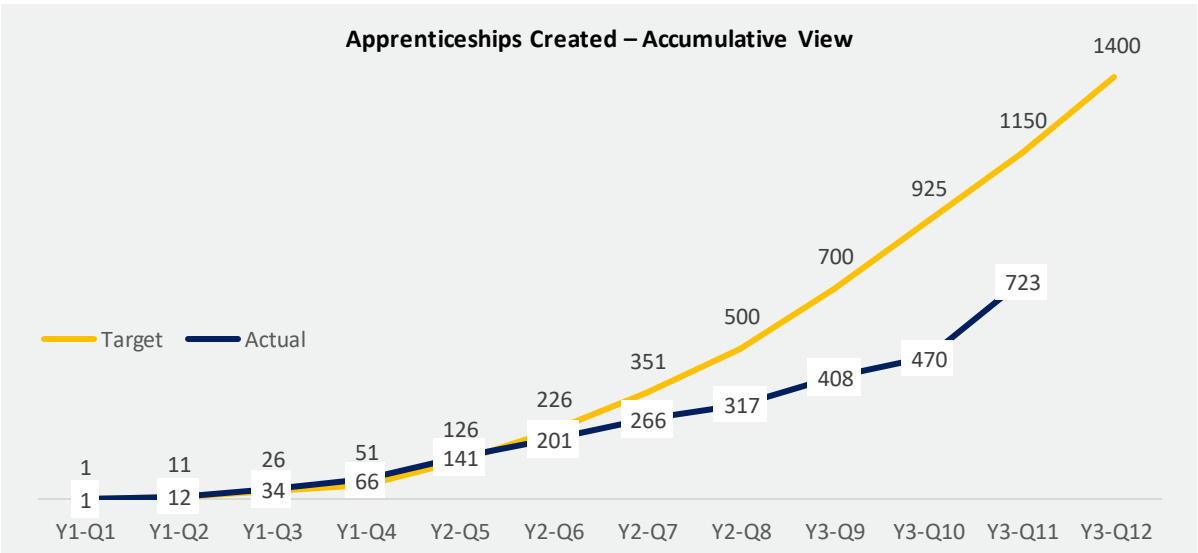
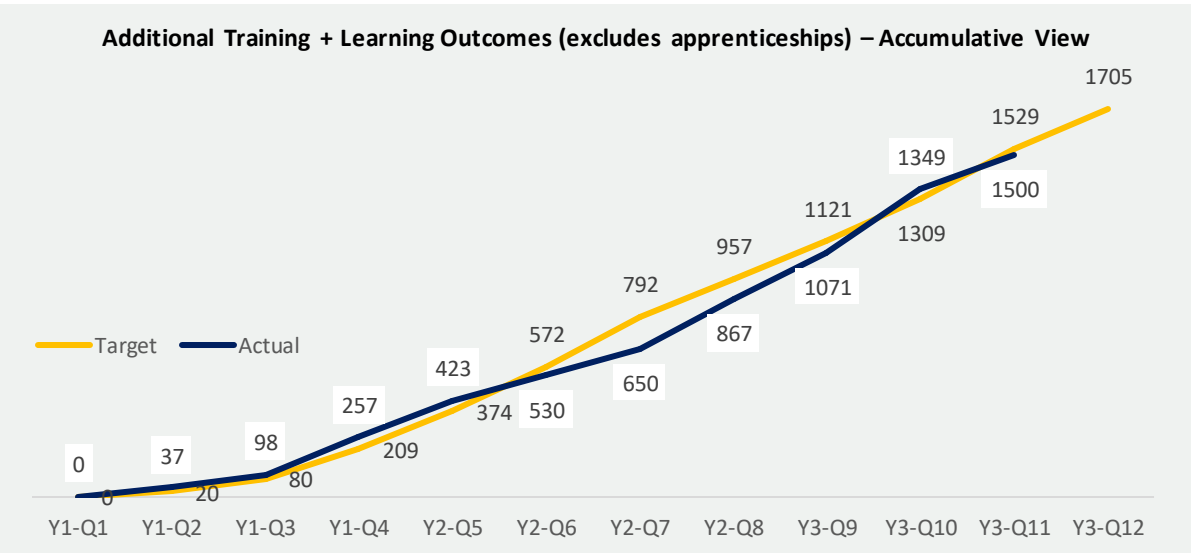
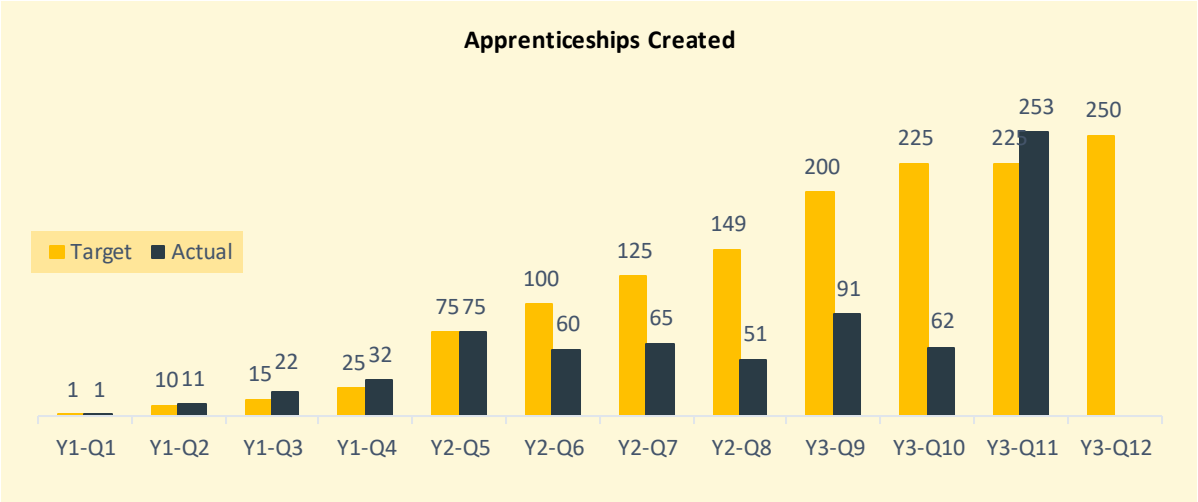
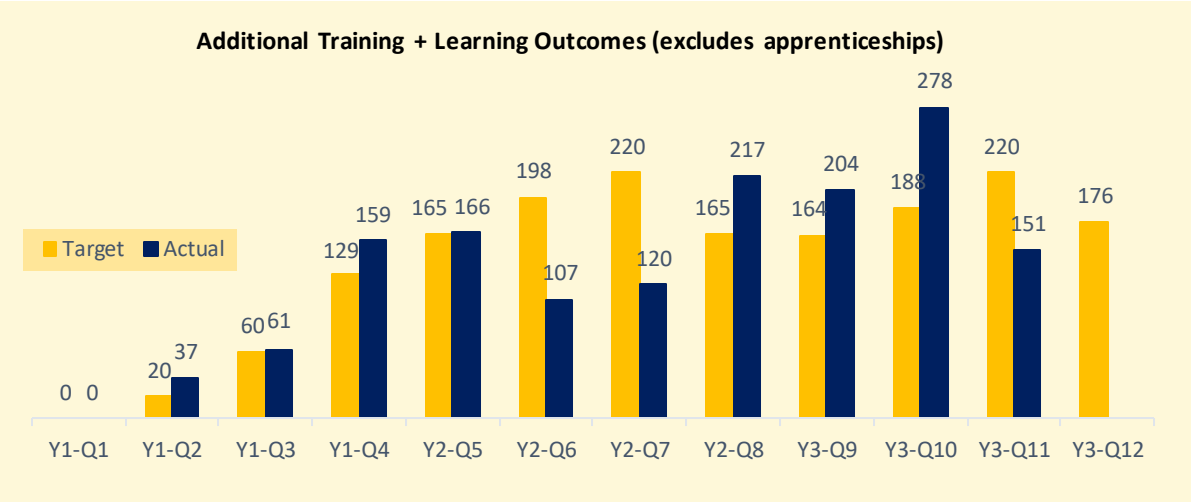
| Week Ending | Year-1 (to 16 Dec'21) | Q9 (to 31 Mar'23) | Q10 - 2023 (Target 188) | | | | | | | | | | | | | Q11 - 2023 (Target 220) | | | | | | | | | | | | |
|-------------|--------------------------|----------------------|-------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|-------------------------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| | | | 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 | 07-Jul | 14-Jul | 21-Jul | 28-Jul | 04-Aug | 11-Aug | 18-Aug | 25-Aug | 01-Sep | 08-Sep | 15-Sep | 22-Sep | 29-Sep |
| Targets | 209 | 1121 | 8 | 8 | 12 | 14 | 19 | 19 | 19 | 18 | 8 | 11 | 15 | 18 | 19 | 22 | 23 | 21 | 12 | 11 | 9 | 9 | 11 | 17 | 19 | 22 | 22 | 22 |
| Actuals | 257 | *1071 | 29 | 9 | 1 | 20 | 26 | 15 | 20 | 8 | 9 | 40 | 66 | 25 | **10 | 5 | 92 | 15 | 13 | 0 | 1 | 4 | 1 | 0 | 0 | 10 | 7 | **3 |



* Actual performance at 17.00 on Friday 31st March
**Actual performance at 17.00 on Friday 30th September

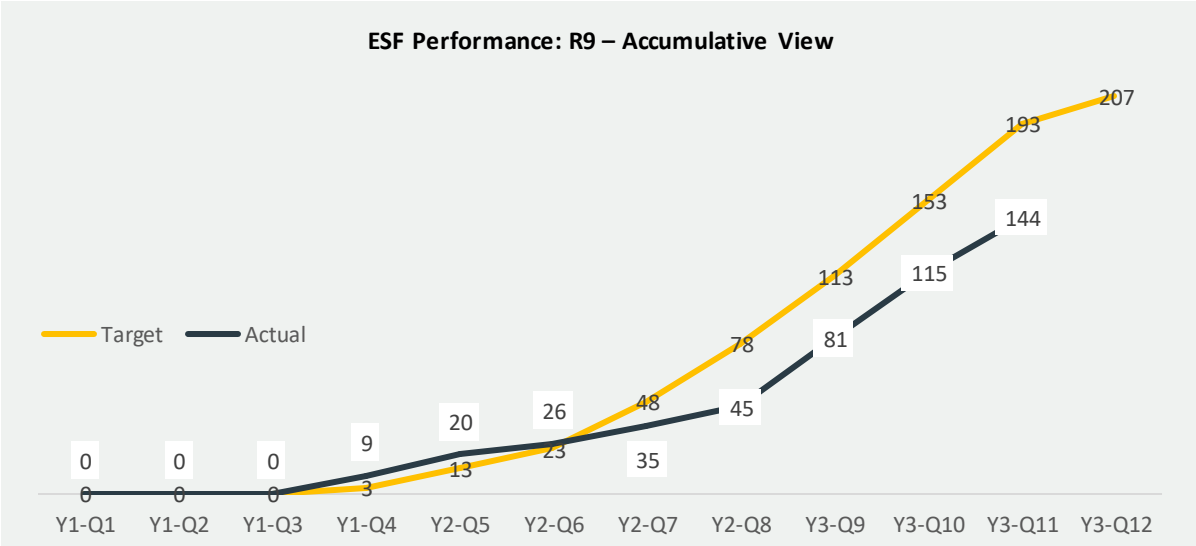
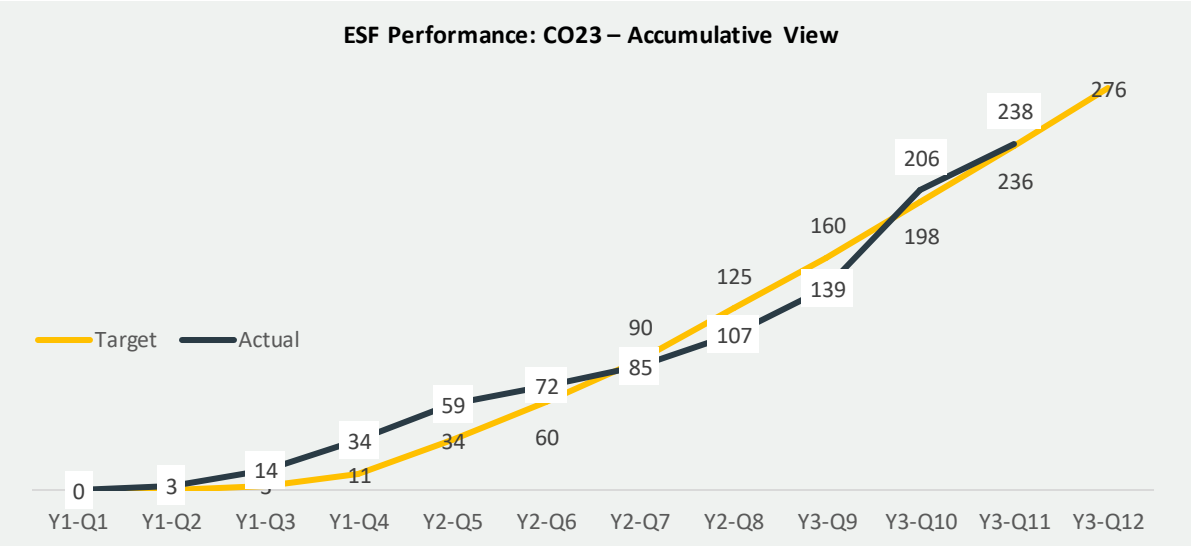
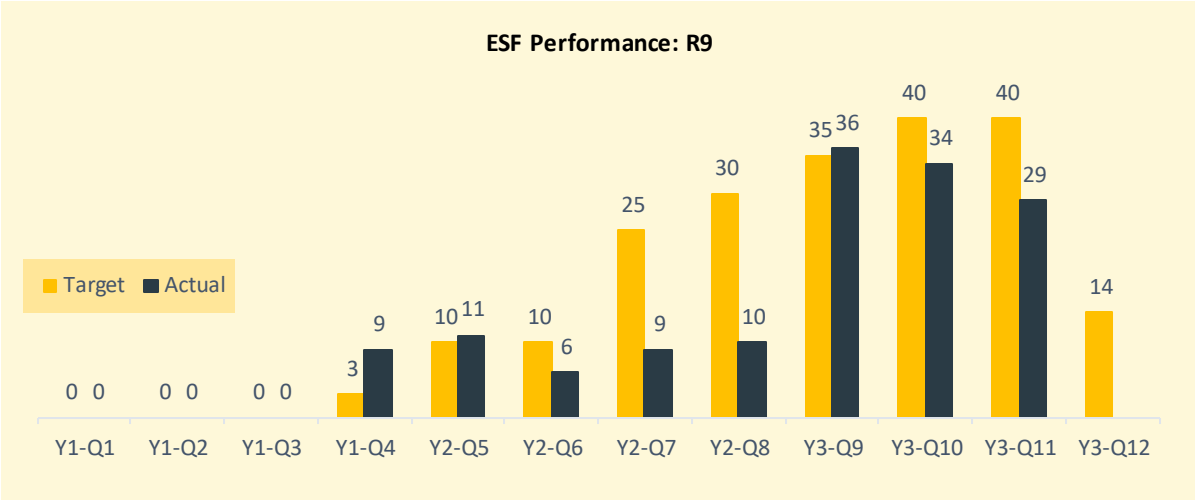
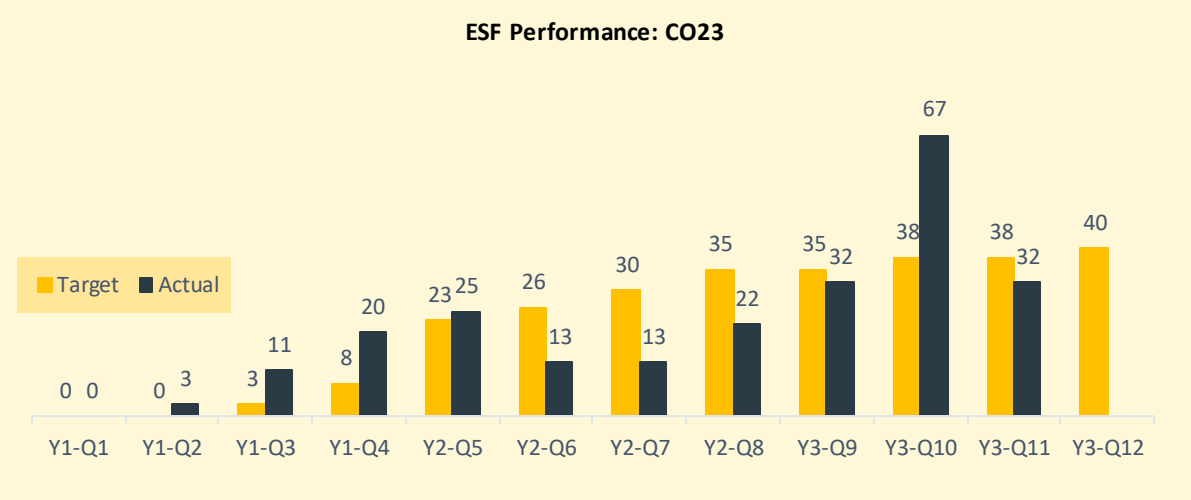
SERVICE LINE DASHBOARD VIEW: Skills Service

NOTE: Q11 data is to 30th September 2023.



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

NOTE: Q11 data is to 30th September 2023.

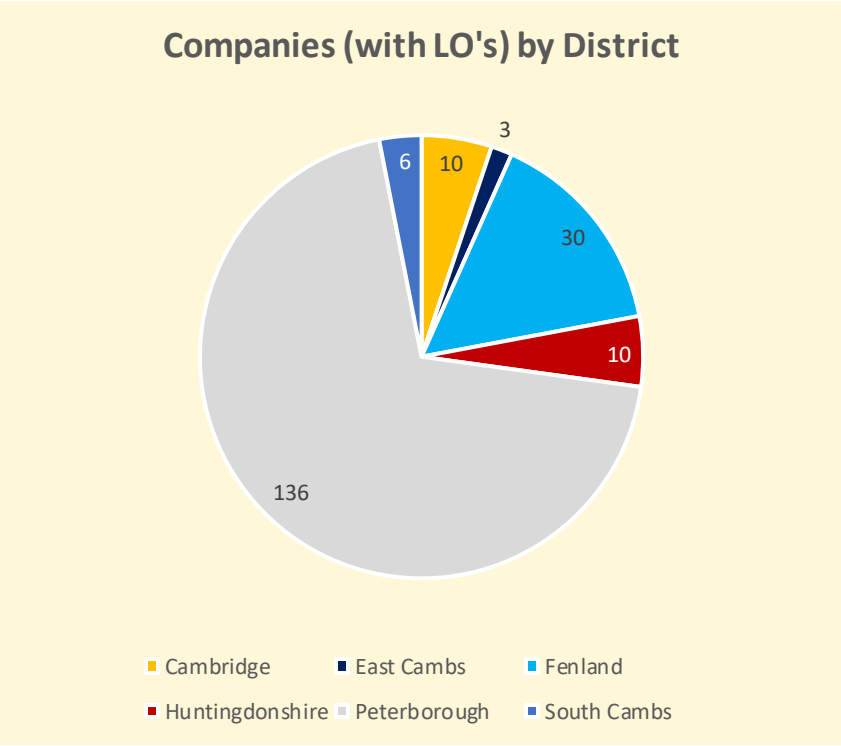
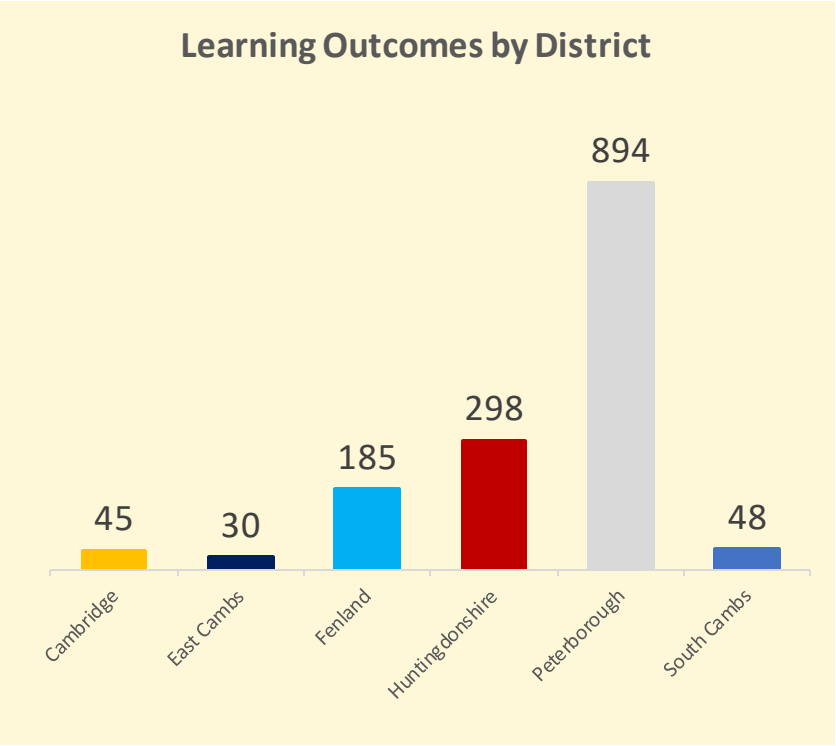


SERVICE LINE : Skills Service – Learning Outcomes and companies (with LOs) by district

NOTE: Q11 data is to 30th September as contract performance to date.

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

- 1. September has seen a slower increase in figures towards Learning Outcomes across all areas, businesses do not tend to train in the months of July, August and September due to leave and disruption. Performance was further compounded by the loss of 200 forecast learning outcomes that we were looking to claim from a large KAM client in Fenland, which is now progressing more slowly.
- 2. We are increasing the use of the Training Needs Analysis Tool; This is specifically designed to identify skills gaps which supports our LO pipeline.
- 3. Our KAM focus for apprenticeships is also contributing to learning outcome opportunities & pipeline for future months.
- 4. We are expecting an increase and rise in LO figures across Q12 as we see training scheduled in with a range of larger employers.
- 5. We continue to focus activity on districts that have fewer reported learning outcomes. This area of focus continues with our Apprenticeship campaign.



NOTE: at 30th September 2023 a total of 195 companies had created 1,500 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 | 30 | 3 |
| Fenland | 185 | 30 |
| Huntingdonshire | 298 | 10 |
| Peterborough | 894 | 136 |
| South Cambridgeshire | 48 | 6 |
| Total | 1,500 | 195 |

Table-2 shows the number of learning outcomes by DC in each of the months so far in Q11, with the Q10 total.

| District | Q10 | Jul'23 | Aug'23 | Sep'23 |
|----------------------|-----|--------|--------|--------|
| Cambridge | 2 | 0 | 0 | 0 |
| East Cambridgeshire | 1 | 28 | 0 | 0 |
| Fenland | 13 | 0 | 0 | 3 |
| Huntingdonshire | 117 | 92 | 0 | 0 |
| Peterborough | 103 | 4 | 6 | 17 |
| South Cambridgeshire | 42 | 1 | 0 | 0 |
| Total | 278 | 125 | 6 | 20 |

SERVICE LINE VIEW: Skills Service – Accessing Customers

NOTE: this view is updated quarterly, and currently shows Q11 data. GWwS are working with Growth Coaching to implement an automated process linking the platform and HubSpot, for Marketing & Coaching diagnostic leads.

Key Account Management

We continue to work with some of the largest organisations CPCA wide to implement and achieve mindset change around Skills. We continue to set up 2 Bootcamps with Large Employers (Engineering & Environment) across the geography and continue to support with conversations around training and apprenticeships with large KAM accounts in the CPCA area.

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

| KAM Engagement Q11 (ongoing) | | | |
|------------------------------|--------------|-----|-----|
| 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 |
| Coloplast | Peterborough | Yes | No |
| Marriott Hotels | Huntingdon | Yes | Yes |
| AM Fresh | Peterborough | Yes | No |
| Pronto Accident Repair | Peterborough | Yes | No |
| @One Alliance | Peterborough | Yes | No |
| Kingsley Beverages | Peterborough | Yes | No |
| Turners Soham | East Cambs | Yes | No |

| KAM Engagement Q11 (ongoing) | | | |
|------------------------------|--------------|-------------------|------|
| Client | 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 |

| Referrals | |
|---------------------|---|
| IIS (direct) | 0 |
| Coaching (direct) | 2 (AC Composites, SHS Holdings) |
| Coaching Diagnostic | 3 (Red Hen Project, Laser Craft Studio, MJG Construction Solutions) |

SERVICE LINE REPORTING: Skills Service – CEC KPIs

NOTE: CEC reporting slide for September 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.

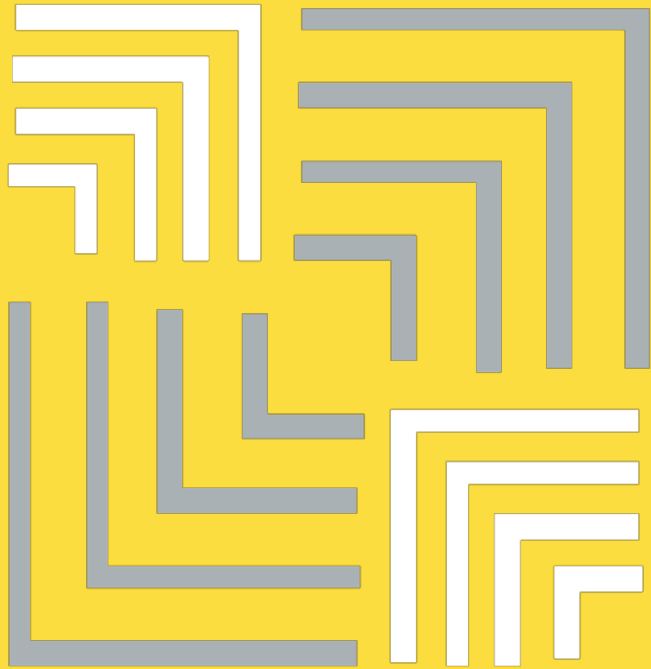
At the beginning of the 2022/23 academic year the CEC contract evolved to include all 72 schools into one Careers Hub. Consequently, our reporting slide reflects this new state, by having one table of data.

At the beginning of the 2023/24 academic year the CEC widened the contract to include an additional 6 schools taking the total number of schools to 78.

| CAREERS HUB Schools | Schools offered opportunity to join Hub | % of EA's in Network against no of schools in Hub | Minimum number of benchmarks (3) achieved by all schools | Schools Achieving 8 Benchmarks | Average number of Benchmarks achieved across all schools | Achievement BM5 | Achievement BM6 | Compass completed each term * | Upgrade to Compass + (eligible) | Completion of over 100 FSQ |
|----------------------------|---|---|--|--------------------------------|--|-----------------|-----------------|-------------------------------|---------------------------------|----------------------------|
| 76 | | | | | | | | | 71 | |
| TARGET | 100% | 85% | 90% | 20% | 5.5 | 80% | 65% | 100% | 80% | 20% |
| Target - Number of schools | 78.0 | 64.6 | 68.4 | 15.2 | | 60.8 | 49.4 | 76 | 56.8 | 14.2 |
| ACTUAL | 78 | 58 | 68 | 14 | 5.1 | 60 | 44 | 3 | 46 | 0 |
| % of the target achieved | 100% | 90% | 99% | 92% | 93% | 99% | 89% | 4% | 81% | 0% |
| VARIANCE % of the target | 0% | -10% | -1% | -8% | -7% | -1% | -11% | -96% | -19% | -100% |

** Compass completion is generally conducted between half term and end of term with December the next significant reporting point.

NOTE : The increase in the total numbers of schools in the Hub has had a slight negative impact on percentage performance against target.



5. SME CapEx Grants Service

SERVICE LINE DASHBOARD VIEW: SME CapEx Grants Service

NOTE: Q11 data is to 30th September 2023.

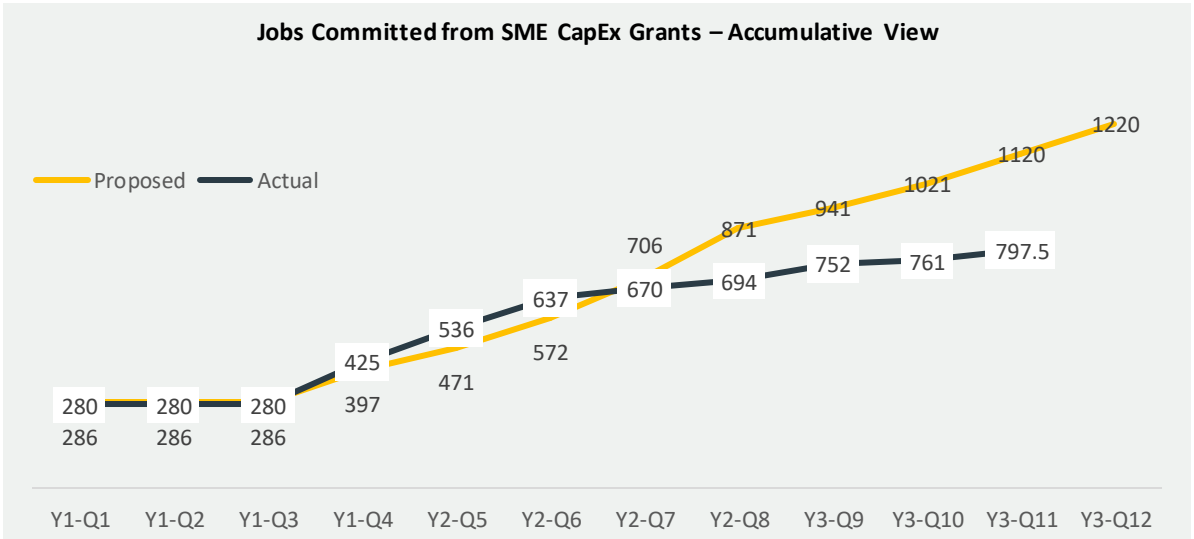
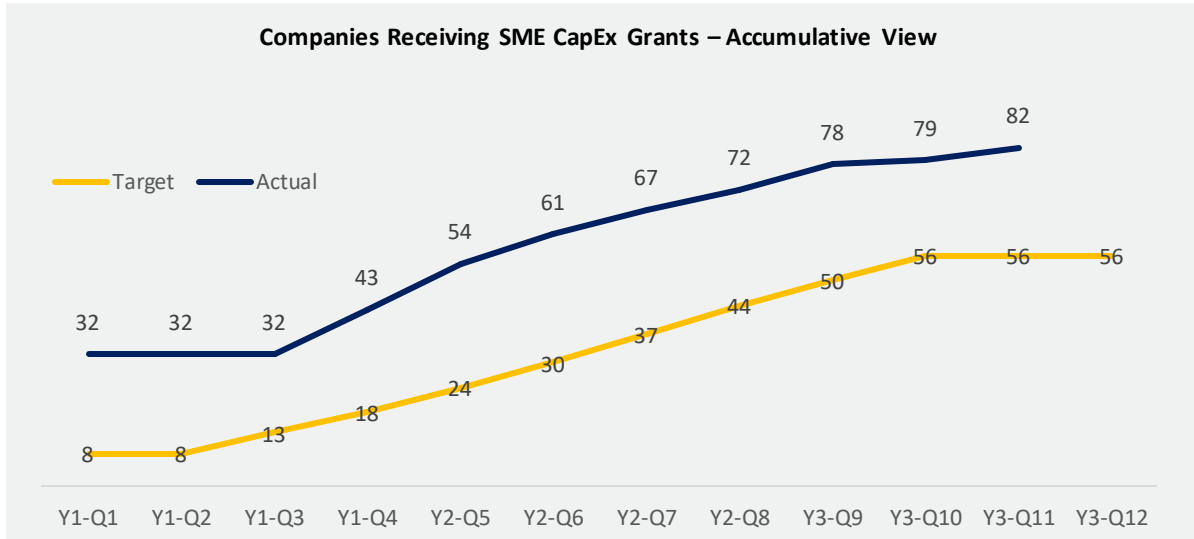
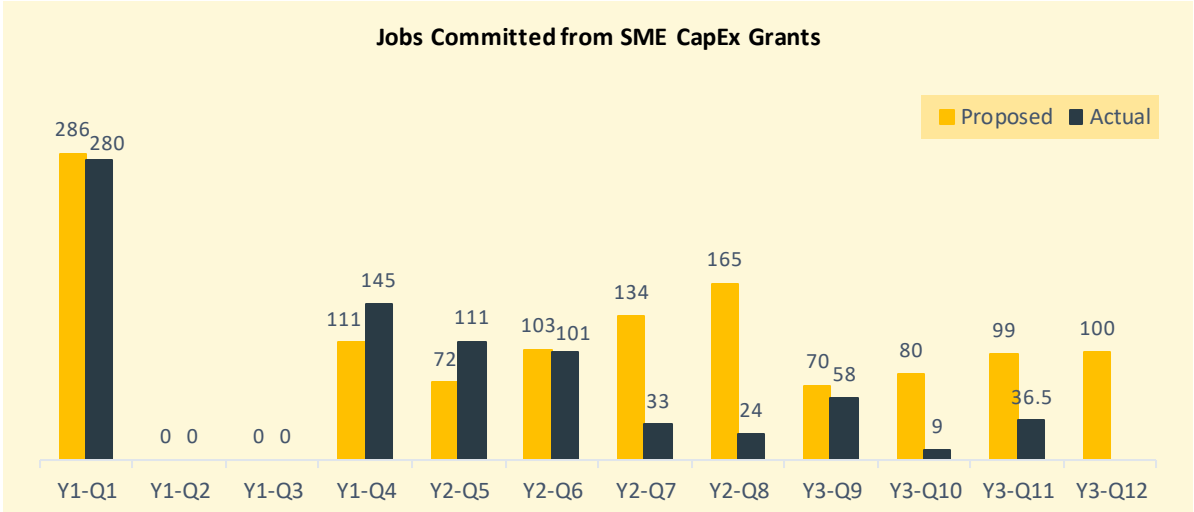
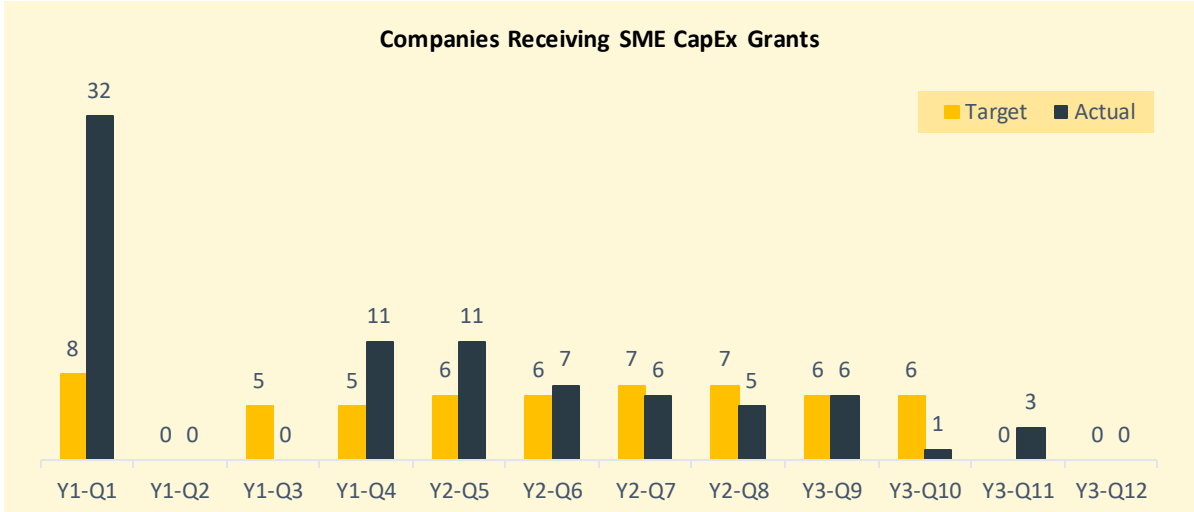
| Target / Indicator | Contract Deliverables - Targets | | | | Contract Deliverables - Performance | | | | Q9 Actual | Q10 Actual | (Q11) This Quarter | | | | | Q12 Target |
|---|---------------------------------|---------------|---------------|--------------------------|-------------------------------------|---------------|---|--|-----------|------------|----------------------------------|-------------------|-------------------|-------------------|--------------------|------------|
| | 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-Sep 2023) | Whole of Contract Actual (15-Feb 2021 to 30-Sep 2023) | | | Q11 Target (01-Jul to 30-Sep) | Actual (31/07) | Actual (31/08) | Actual (30/09) | Q11 Total to 30/09 | |
| Jobs created (forecast / committed) | 397 | 474 | 349 | 1220 | 439 | 255 | 103.5 | 776.5 | 58 | 9 | 99 | 0 | 15.5 | 21 | 36.5 | 100 |
| Companies receiving grants Grants & Investments (Small Business Capital Growth Investment Fund)* | 18 | 26 | 12 | 56 | 43 | 29 | 10 | 82 | 6 | 1 | 0 | 0 | 1 | 2 | 3 | 0 |

NOTES:

- Two awards at panel this month – AC Composites (HDC, 10 jobs) and Fitzbillies (CCC, 11 jobs)

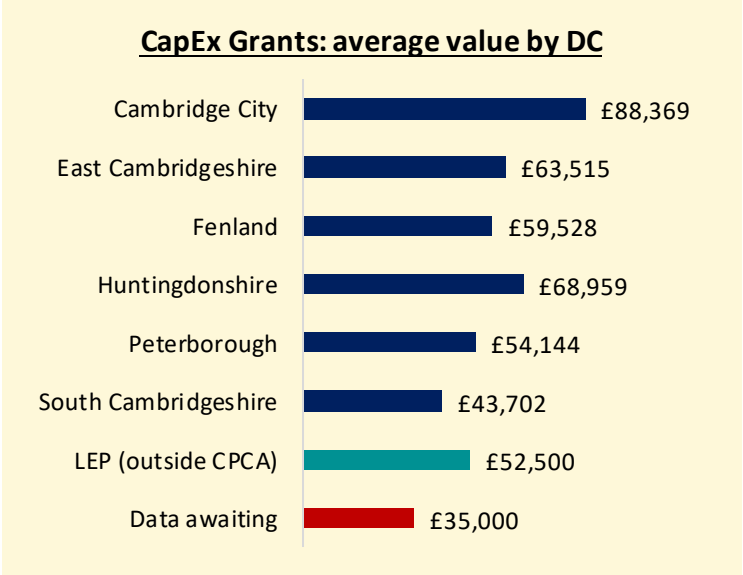
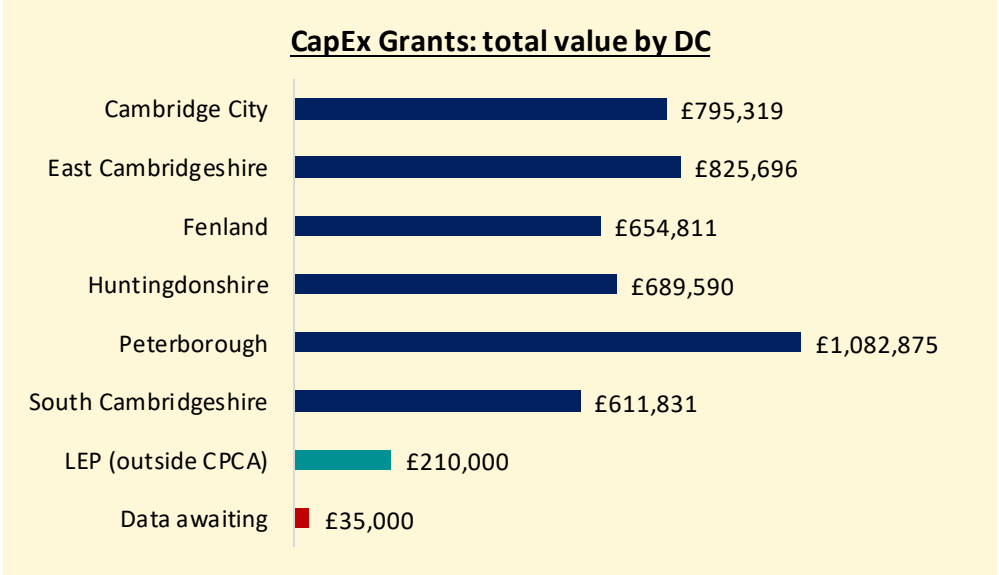
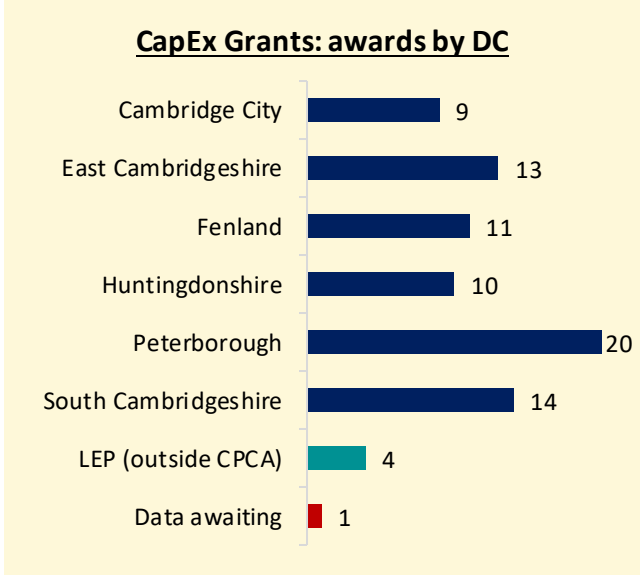
SERVICE LINE DASHBOARD VIEW: SME CapEx Grants Service

NOTE: Q11 data is to 30th September 2023.



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

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



| Location | Number of Grant Awards | Total Value of Grant Awards | Average Value of Grant Awards |
|-----------------------|------------------------|-----------------------------|-------------------------------|
| Cambridge City* | 9 | £795,319 | £88,369 |
| East Cambridgeshire | 13 | £825,696 | £63,515 |
| Fenland | 11 | £654,811 | £59,528 |
| Huntingdonshire | 10 | £689,590 | £68,959 |
| 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 | 82 | £4,905,122 | £61,314 |

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

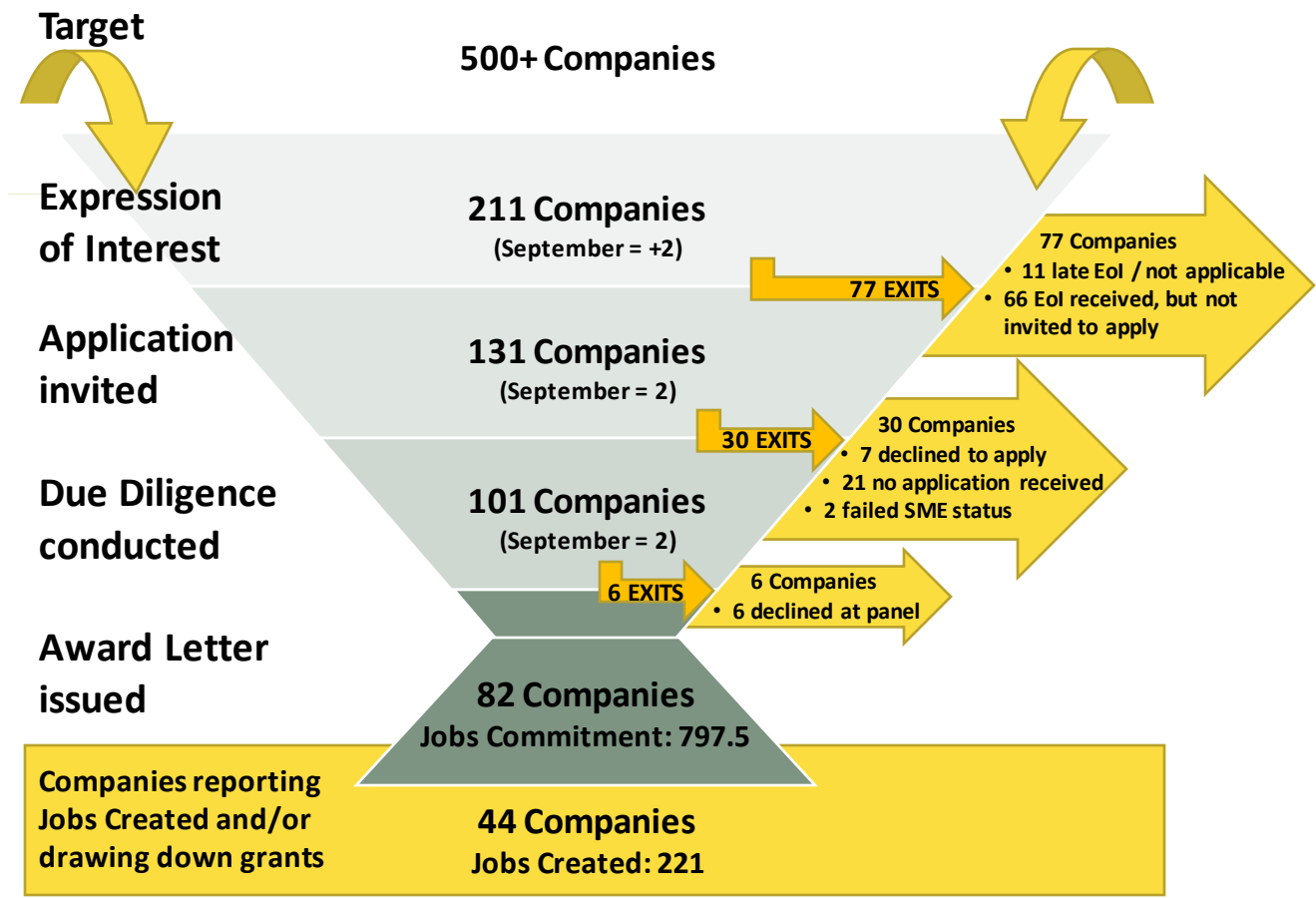
** The LEP Area awards have been made in South Kesteven, North Norfolk & King’s Lynn, and Uttlesford.

*** 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.

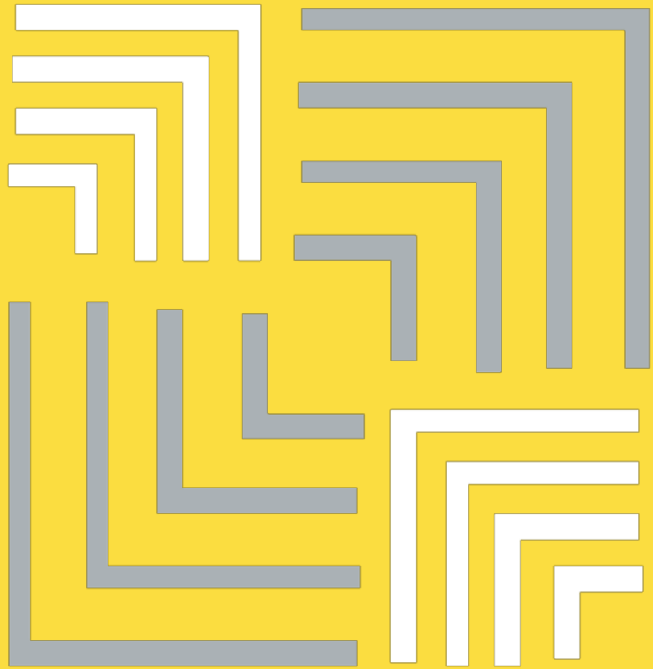
SERVICE LINE PIPELINE VIEW: SME CapEx Grants

NOTE: Q11 data is to 30th September 2023.

PIPELINE STAGE VIEW



| 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, 211 companies have submitted an Eol for one of the two pots. 129 of these were invited to submit an application for a grant. |
| Application invited | Of 131 companies invited to apply, 101 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 | 82 grant award letters issued for the two pots |
| Companies reporting jobs created and/or drawing down grants | Of the 82 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: Q11 data is to 30th September 2023.

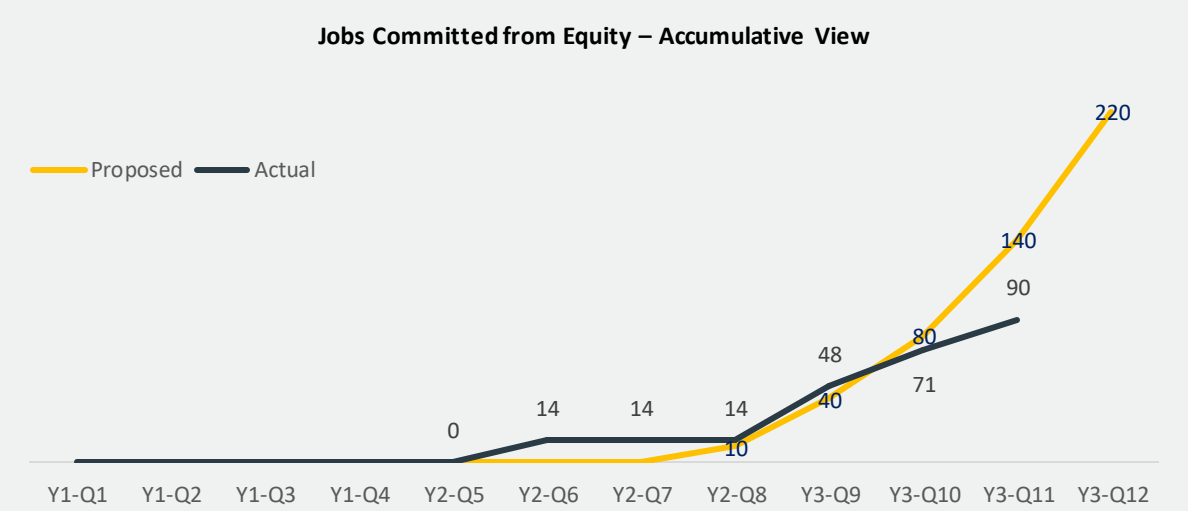
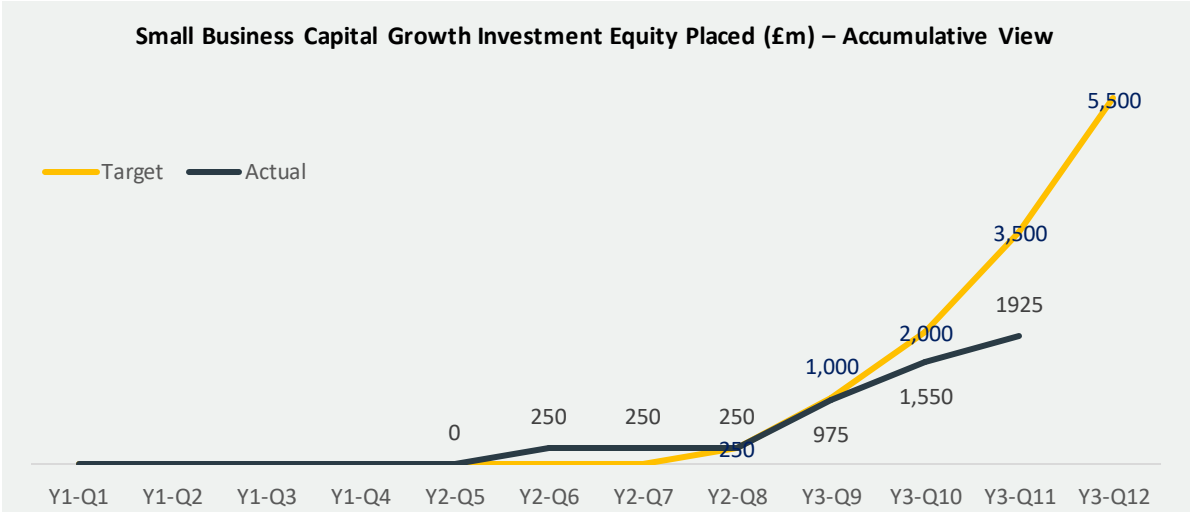
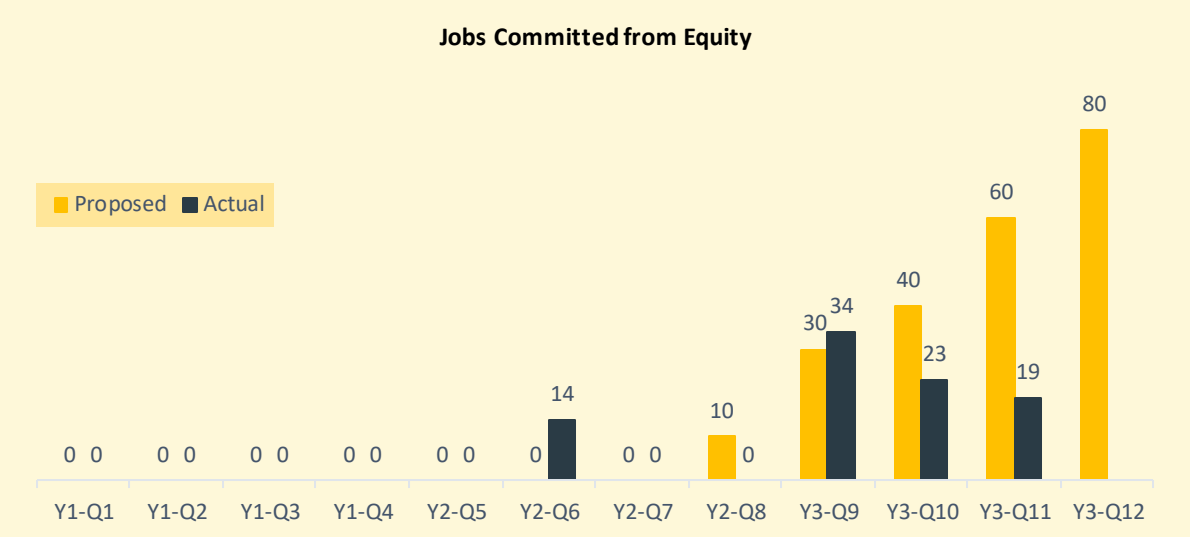
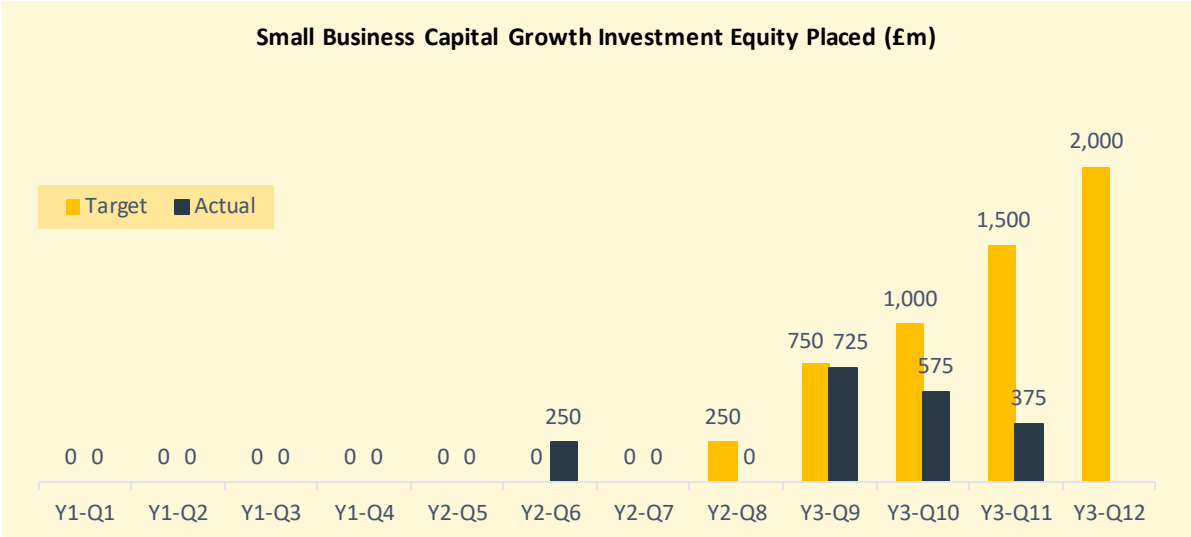
| Target / Indicator | Contract Deliverables - Targets | | | | Contract Deliverables - Performance | | | | Q9 Actual | Q10 Actual | (Q11) This Quarter | | | | | Q12 Target |
|--|---------------------------------|---------------|---------------|--------------------------|-------------------------------------|---------------|---|--|-----------|------------|----------------------------------|-------------------|-------------------|-------------------|--------------------|------------|
| | 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-Sep 2023) | Whole of Contract Actual (15-Feb 2021 to 30-Sep 2023) | | | Q11 Target (01-Jul to 30-Sep) | Actual (31/07) | Actual (31/08) | Actual (30/09) | Q11 Total to 30/09 | |
| Jobs created (forecast / committed) | 0 | 10 | 210 | 220 | 0 | 14 | 76 | 90 | 34 | 23 | 60 | 9 | 10 | 0 | 19 | 80 |
| Small Business Capital Growth Investment equity (£ 000) | 0 | 250 | 5,250 | 5,500 | 0 | 250 | 1,675 | 1,925 | 725 | 575 | 1,500 | 225 | 150 | 0 | 375 | 2,000 |
| Number of equity investment projects between £150k and £250k | 1 | 1 | 20 | 22 | 1 | 0 | 8 | 9 | 3 | 3 | 5 | 1 | 1 | 0 | 2 | 5 |

NOTES:

- No successes recorded in September

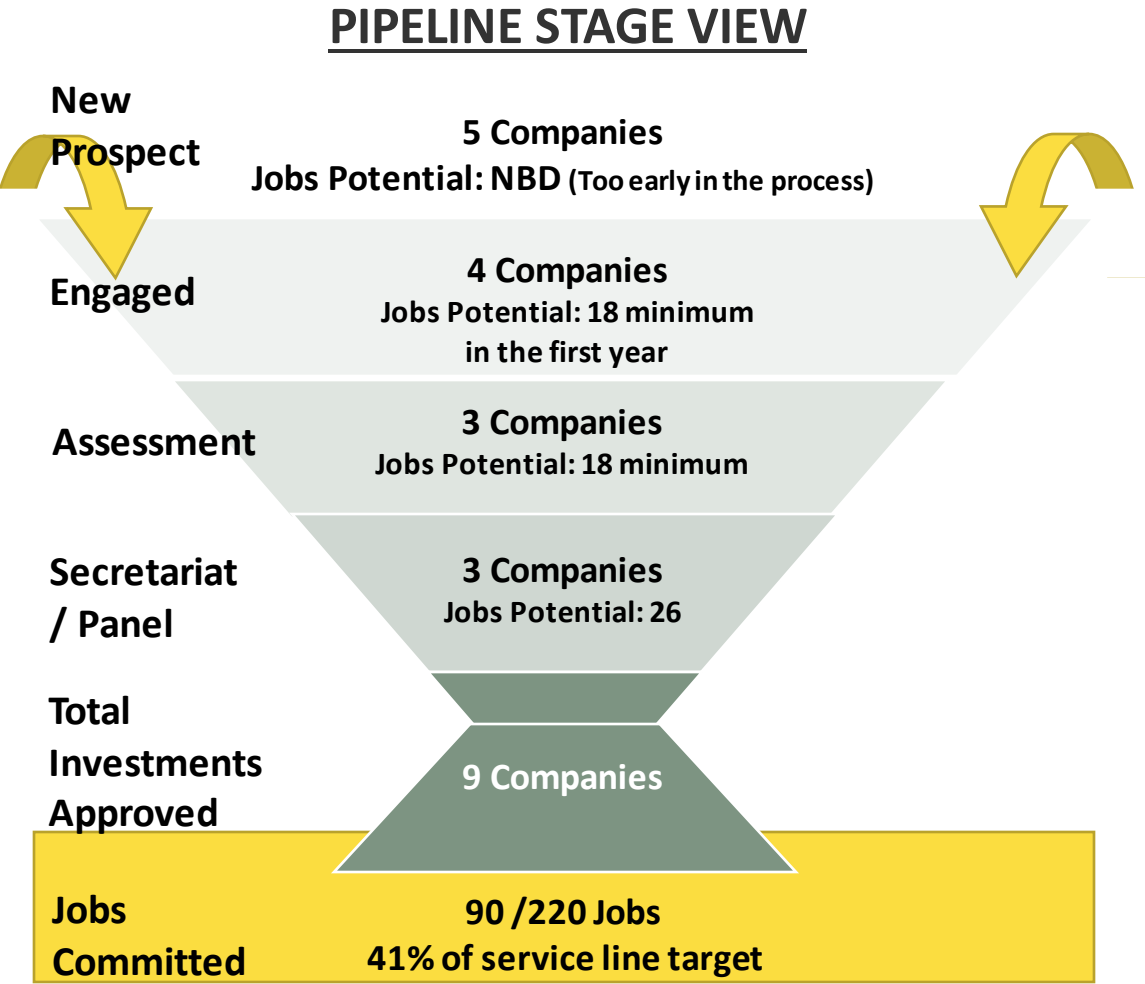
SERVICE LINE DASHBOARD VIEW: Equity Service

NOTE: Q11 data is to 30th September 2023.



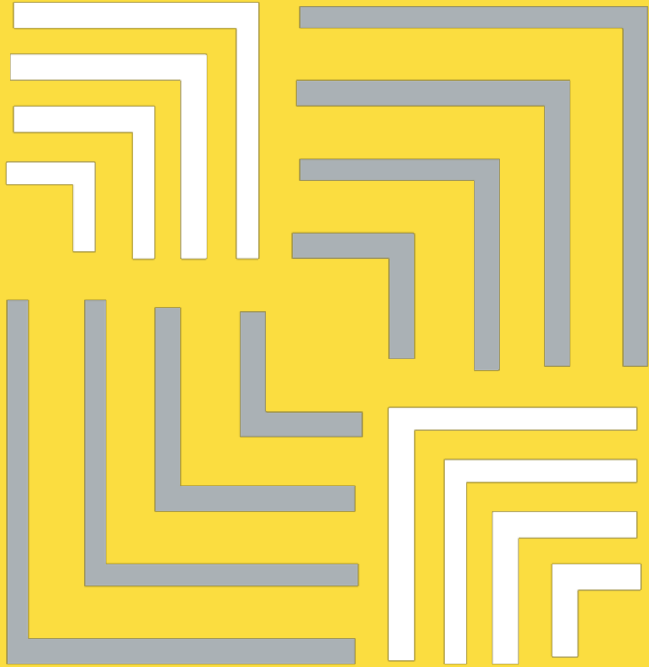
SERVICE LINE PIPELINE VIEW: Equity Service

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



| PIPELINE: COMMERCIAL IN CONFIDENCE | |
|------------------------------------|---|
| Stage | Notes |
| New Prospect | <ul style="list-style-type: none">We have 4 new company prospects as a result of Marketing and 1 referral.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 | Company 5 companies are engaged. We will share their names if they progress through the pipeline after an assessment (i.e., when they become a formal applicant). |
| Assessment | <ul style="list-style-type: none">Cambridge Cryptography – 6 jobs minimumBionatural solutions 6 jobs minimumBoutrous Bear – 6 jobs minimum |
| Secretariat / Panel | <ul style="list-style-type: none">SimSage – Follow up at request of Investment Panel re; confirmation from SimSage of commitment to CPCA region. |

| GROWTH WORKS WITH EQUITY MARKET ENGAGEMENT | |
|--|---|
| Activity | Notes |
| Marketing | Equity Fund Marketing programme has completed. Impressions: 94,817 Views: 28,146 Of those views: People who have clicked on the equity page: 69 People who have been led to a form: 31 Looking for equity investment: 3 |



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 as per our 90-day plan beginning 1st July 2023.

Digital refinement

Due to the excellent progress already made on issue of PGF Grant Offer Letters, it has not been necessary to follow-up with further campaigns to other sectors. Hence the retail campaign (in August) was the last campaign to be issued by Growth Coaching.

We have continued to assist both Equity and Skills in helping to get their messages out via our social channels, and we have continued to issue messages about the value of coaching for growth businesses (NB These are general communications about coaching rather than about growth coaching specifically.

Referral partners

Referral partners had previously been made aware of grant timescales and have worked with their clients to ensure grant applications were made on time. No further marketing has been carried out with or to referral partners,

Outreach

We have ceased outreach activity from start of September and have also ceased the workshop programme as instructed by PMO

High-value clients

We have ceased all newsletters or emails to High Growth Prospects at this time

Data views to highlight Growth Works digital engagement.

| LinkedIn Growth Works | Analytics |
|---------------------------------|---|
| Follower Increase in past month | 7 |
| Followers to date | 1,404 |
| Social Posts in past month | Reactions: 170 Comments: 0 Reposts: 10 Overall impressions: 4924 Sponsored impressions: 86586 |

| Growth Works Email | Open Rate |
|----------------------------|-----------|
| Email open rate past month | 47.11% |

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 July 2023.

| Campaign/Activity | We are targeting | Our rationale |
|--|------------------|---------------|
| Inward Investment completed Marketing and promotional activities in line with what it was laid out in the Q11 Marketing Plan. The focus of the team is now on conversion of the most mature opportunities already in the pipeline and in an orderly scaling back of BAU to contract end on 31 December 2023. | | |
| | | |
| | | |

SERVICE LINE MARKETING VIEW: Skills Service

Campaign/Activity

- The apprenticeship campaign is now live, with a series of 6 emails being sent to a targeted group of decision makers as well as an in-person postcard (direct mail) which contains a QR code, that allows Golley Slater to track scans /click troughs and reach out to those people directly. So far, the results have been excellent, with over 3,500c email opens by decision makers across the first 3 emails.
- We've coordinated social media coverage for a number of upcoming events including the Love 2 Learn event, 3 roundtables, as well as events taking place over October and November and agreed CPCA activities.
- We continue to focus efforts to promote Roundtable events as well as our Demystifying Apprenticeships event with SCDC - this directly supports Apprenticeship Outcomes and our wider Apprenticeship Campaign.
- The platform upgrade has now taken place, with the new version of the site going live.
- Social media and digital content will continue to focus on promoting the upcoming roundtable events and opening up conversation around apprenticeships.
- We've coordinated the information required for the exit plan, to support a smooth transition in December

We are targeting

Our rationale

LinkedIn:

- 783 followers
- 26 new followers during August
- 83 page visitors
- 45 unique page visitors
- 8.9% engagement rate
- 473 newsletter subscribers

Platform stats:

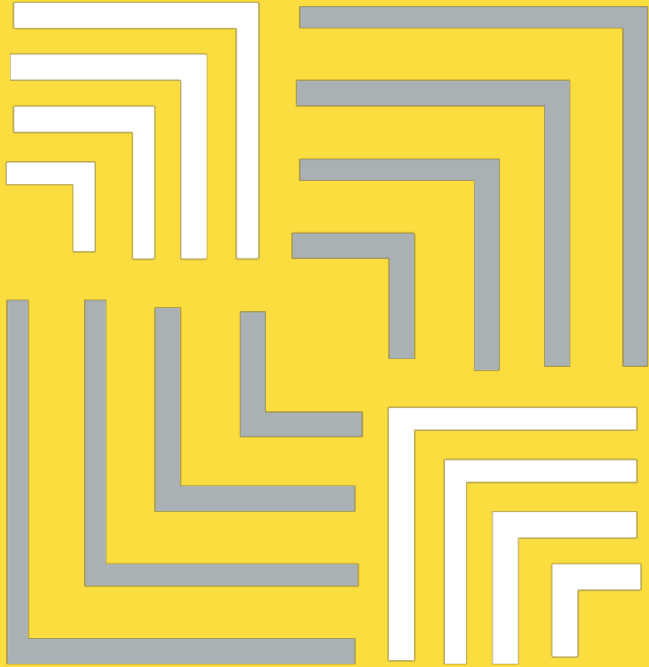
- 622 sessions
- 241 new users
- Average session duration 2.32mins
- Top pages – Homepage, Restart Scheme, Careers Hub,

What can we expect from the Apprenticeship Campaign over the next few weeks?

- We will start to see more bookings from the apprenticeships campaign during early Q12. During September we had generated 6 confirmed leads.
- We've shared our postcards for the apprenticeship campaign not only in the direct mail out, but also at our recent events, giving GWwS offer more exposure.
- We are starting to collate feedback from the team as to the response to the campaign and how decision makers are taking the information.
- New social media content is agreed and will go live during Q12 to further support KPI achievement.

Next steps

- **Continuation of apprenticeship campaign with close monitoring of the data and outcomes**
- **We will be hosting a range of events during Q12 giving us more exposure and helping us hit our KPI's**



8. Resourcing and Staffing

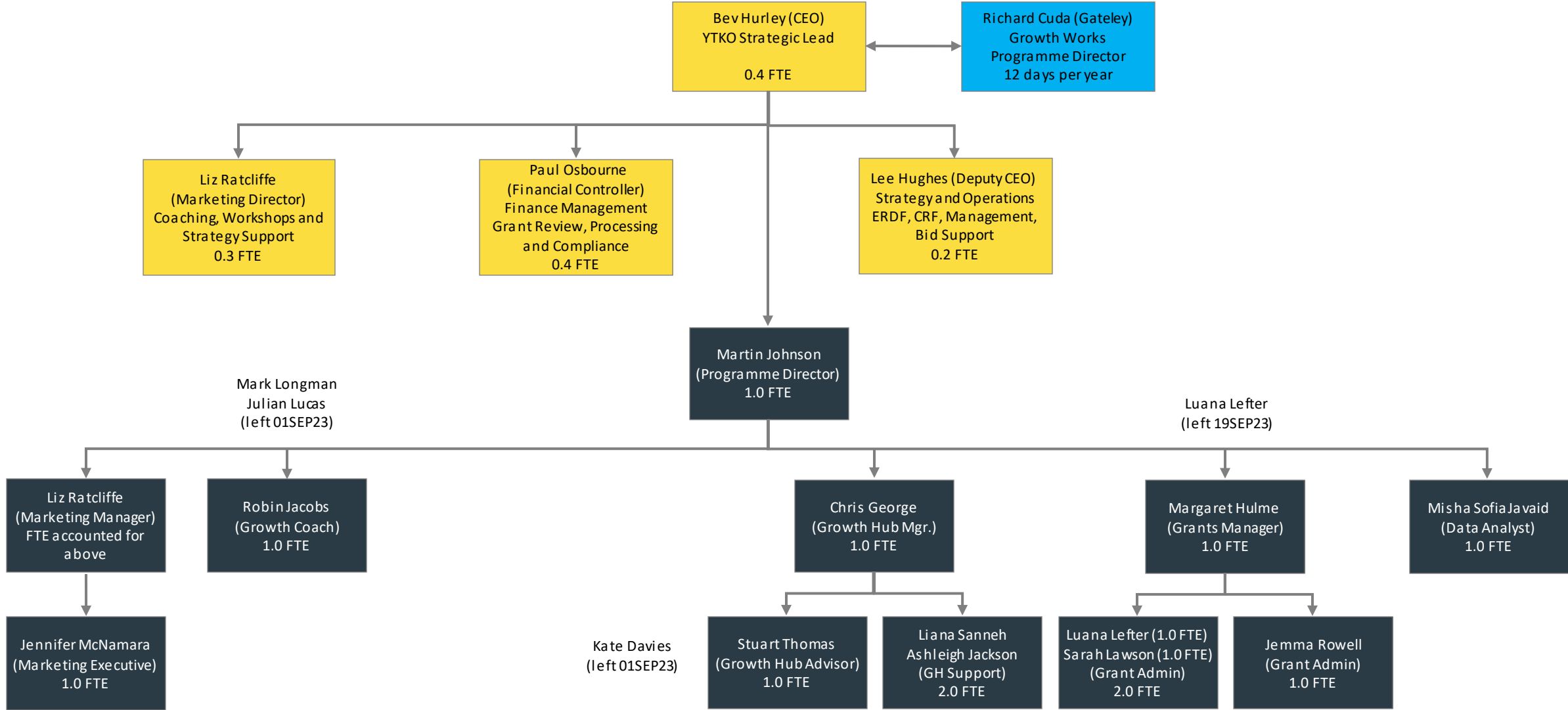
Content in this section is drawn from the weekly Directors meeting chaired by the Growth Works Programme Director for all Service Line Directors, and the Weekly Status Update. We track views on headcount relative to plan, open roles, vacancies filled, and new joiners to land within 60 days of the end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

Resourcing and Staffing – across the programme we have 44.3FTE in place against a current 44.3FTE* planned requirement. This represents a 0.0% gap to close (at 30th September 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> | 13.3 | 13.3 | 0.0 | 0% | GREEN | • N/A | • N/A | • N/A. | • Julian Lucas and Mark Longman 01SEP23 • Luana Lefter left 15SEP23 • Kate Davies left 01SEP23 |
| 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 | • N/A | • Ade Gardner left 22SEP23 • Chris McKechnie leaves LDOS 20OCT23 |
| Equity Service | 2.4 | 2.4 | 0.0 | 0% | GREEN | • N/A | • N/A | • N/A | • No leavers this period |
| PMO | 1.8 | 1.8 | 0.0 | 0% | GREEN | • N/A | • N/A | • N/A | • No leavers this period |

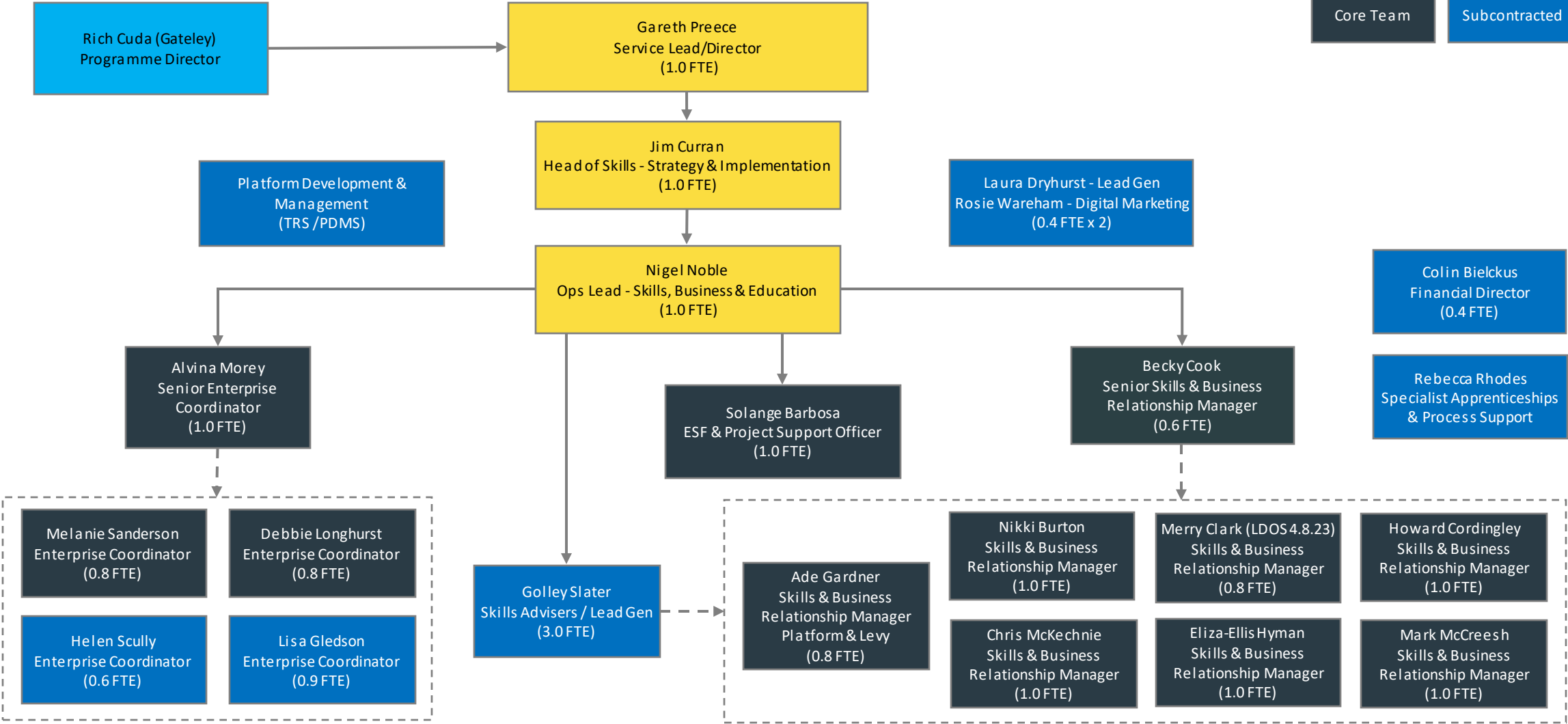
*Full organisation charts by subcontractor and/or service accurate up to the end of this reporting month can be found at in the pages that follow.

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

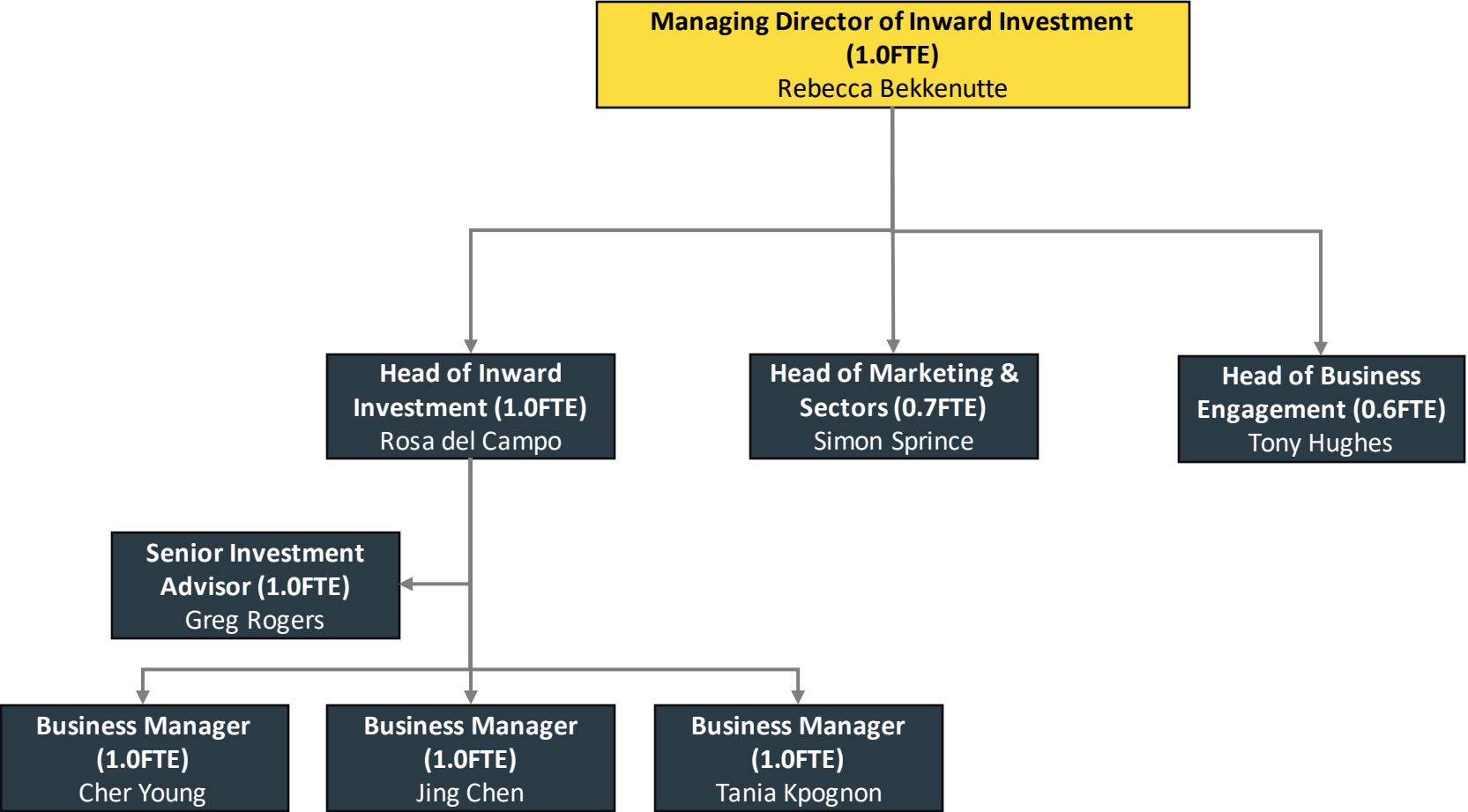


GPC Skills: Service Line Organogram (September 2023)

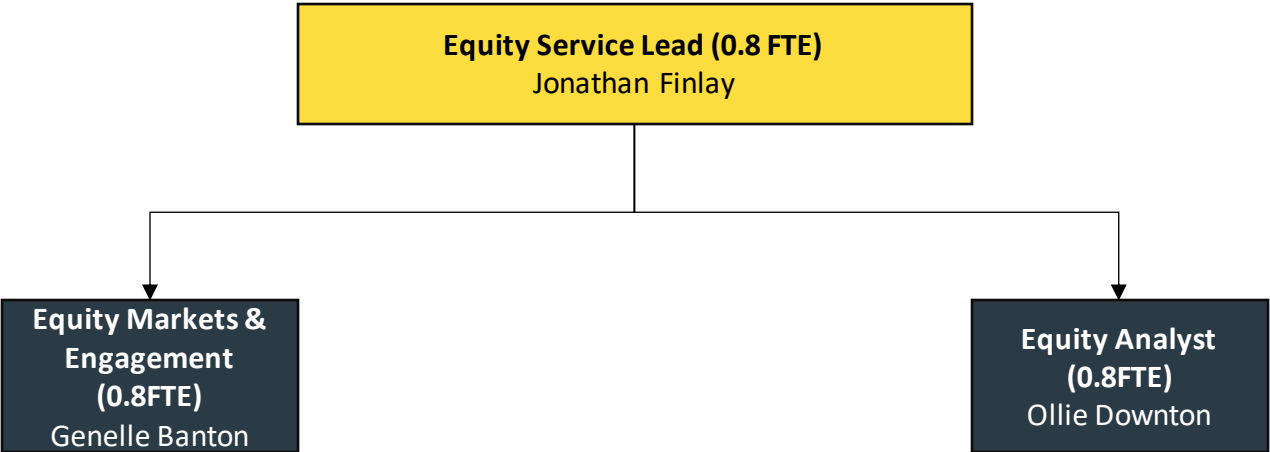
| | |
|-----------|---------------|
| PMO | Leadership |
| Core Team | Subcontracted |



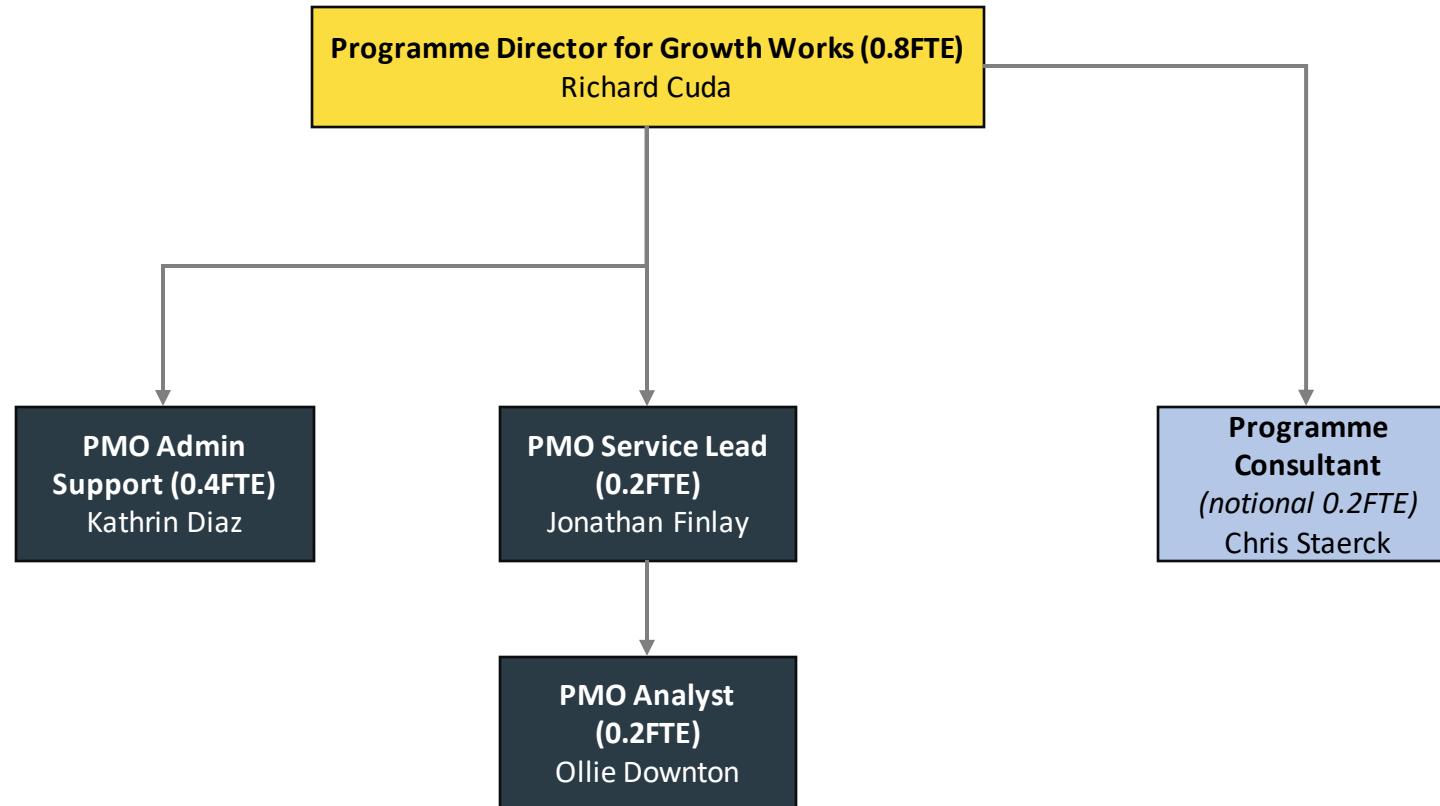
Gateley Global: Inward Investment Service Organogram (September 2023)

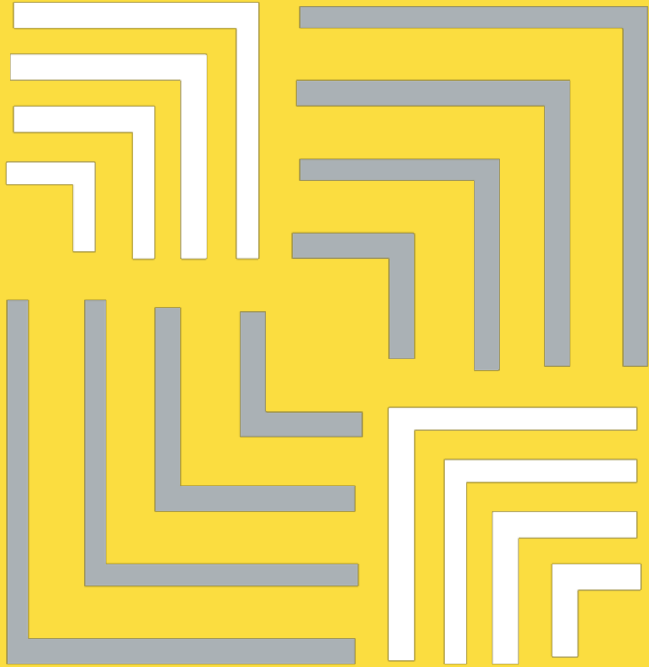


Gateley Global: Equity Service Organogram (September 2023)



Gateley Global: GEG PMO Organogram (September 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.

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.

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. |
| NPS Survey Q10 (17JUL23) | Tente Castors, Peterborough Carl Garner - Managing Director Lisa Allum - Sales & Marketing Executive | 01AUG23 | 01AUG23: Complaint Resolved via Confcalls with Carl and Lisa Explained to Carl and Lisa the meaning of Autonomous SME. Their company does not qualify as they are 97% owned by their German parent, Tente Rollen International GmbH. They are also a Linked Company with 1,600 employees. |
| | | 17JUL23 | 17JUL23: Complaint received via NPS Survey Client asserted that they were encouraged to submit an LGF Revenue Grant Application and we advised this because client appeared to qualify. They had indicated on their Enrolment Form that they were autonomous and that no other entity had >25% ownership of their company. This turned out to be misleading. The Grant Guidelines clearly state what constitutes an Autonomous SME. Due Diligence revealed the error. This is the first time in 2yrs of running the programme that this has happened. Documents and processes will be reviewed to determine opportunity to increase clarity. |

Market Feedback in the September Monthly Reporting Period, nil complaints received

Inward Investment Service Line Customer Feedback.

"Greetings Cher,

I trust everything is well on your end. First and foremost, I'd like to express my gratitude for orchestrating the delegate visit to Cambridge for the Indian Business Tech Delegates on June 19, 2023, of which our company was a part of. The meticulously curated presentations, site visits, meetings, and networking sessions were exceptionally organized and executed.

These sessions offered us a comprehensive understanding of the burgeoning ecosystem being cultivated, the remarkable support available, and the potential Cambridge holds for companies like ours to thrive, all with robust backing.

I'd like to build upon our discussions during the visit by addressing the key points we covered. These points serve as the foundation for our future collaboration. Once we attain greater clarity and delve into the details, we can confidently proceed with our operational plans. Highlighted Discussion Points: Comprehensive Handholding Support; Engagements with Esteemed Universities; Seamless Soft-Landing Opportunities; Grant and Funding Endeavours; Strategic Business Connections; and any other support available.

While I have garnered preliminary insights on the aforementioned areas, a comprehensive discussion would immensely benefit us in refining our approach. Enclosed within this email is our company description along with the corporate profile. This document provides a brief overview of our organization. I believe it will provide you with further insight into our capabilities and aspirations. Please let me know your availability for a detailed call this week. Looking forward to our continued dialogue and the prospect of a fruitful partnership. Best."

Shubham Pareek, Head of Strategy and Partnerships at DeepCytes

"Hi Tania,

Thank you for the invaluable information you shared in your email and attachments, it is very exciting to see that there is a variety of support for almost everything we will need for our relocation plans to Cambridge.

We thought it would be best to make a visit in order to move forward with our plans as efficiently and as quickly as possible. This will give us a chance to meet the Growth Works team and shape our business plan, as well as have initial discussions with stakeholders in the ecosystem. We believe that meeting people face to face and seeing the environment in person will increase our motivation and be a catalyst to move the process forward faster.

If you agree, we would love to schedule a two or three-day visit as soon as possible, probably depending on visa processing times. As far as I know, the earliest we can apply for a standard visitor visa is 3 months in advance and the visa processing time is 3 weeks, we would appreciate your support, if possible, to speed up the process. We look forward to realizing our plans and ambitions with your help.

Kind regards."

Hasan Avcu, MD & Co-Founder, Tesu Saglik Teknolojileri A.S.

"Hello Cher,

Thank you for getting in touch. I have reviewed the agenda and timetable. We appreciate your efforts in coordinating with all stakeholders and making the arrangements. I understand everything completely. Regards,"

Hiro Nakata, Board Director, Head of Business, Jij

Market Feedback in the September Monthly Reporting Period, nil complaints received

Skills Service Line Customer Feedback.

"Had 2 meetings with Mark, so far very pleased how he explained all available options and courses and provided all required help. Highly recommend"

KJ Curson Growers Limited

"Event was excellent, well done to all involved"

Alexis Mcleod. Senior Programme Manager. CPCA

"Thanks Alvina. Thats really helpful for us. A great tool we can have in the student folders See you soon"

Rita Malton. Deputy Head Teacher. Clare Lodge

"Chris has been useful in discussions regarding training"

Neil. Ellutia Ltd

*I really enjoyed the event.
I found it really informative, the speakers had a great amount of knowledge and covered a wide cross section of industry provision within Peterborough and the surrounding areas that will enable us to make a more informed decision.*

Vicki Johnson. HR. Rapidrop

"This is great news – thanks again for all your help."

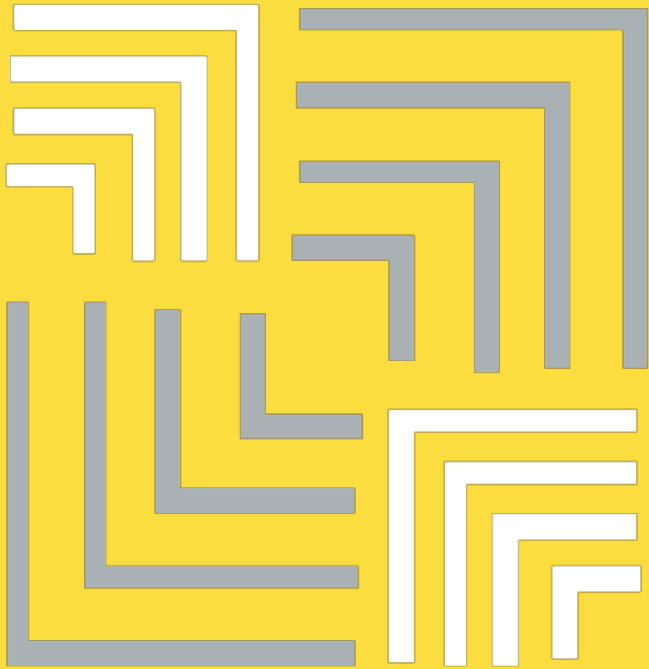
Lesley Pollard. Abbey College

"Hi Alvina, These are great – thank you so much! You do this so well and I am really delighted that you will be continuing to do this"

Liz Every. Chair of Governors. Ely College

"support and guidance has been really beneficial so far"

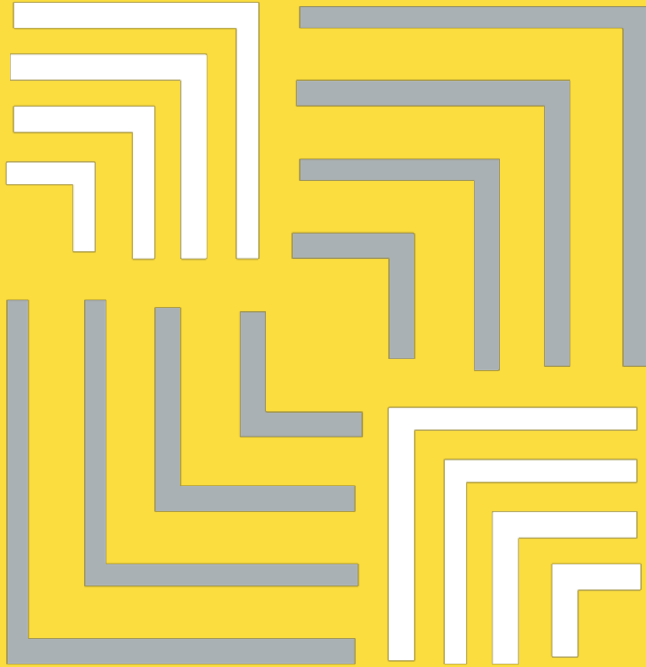
Donna. Quattro Tech



10. Partnership Working and Engagement

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

With formal notification of Contract End on 31 December 2023, content for this section will now be reported during Service Line Managers Meetings between Growth Co/CPCA SROs and Growth Works SL-Leads.



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. September is a four-week RAID reporting month – the weeks ending 08/09, 15/09, 22/09 and 29/09.

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 incepted 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 this week and for the twenty-third successive week in 2023 we sit below 100pts, at 47pts, the lowest of all time. PMO expect the programme risk score to remain at the current level (+/-10%) as we move to start Q12 in October. However, we will now transition to a single EXIT RAID, and we expect there to be potential for 'exit specific' risks to materialise and for the overall programme score to rise.

Service Lines will be encouraged to maintain an accurate RAID as a management tool for how they run their operation, but they will no longer be asked to report on it weekly to PMO.

If Skills continues to produce quantifiable results in R9s and sustains delivery in CO23 and LOs, then 'gains' here may be offset by an increase in the risk score relating to their ability to meet the contractual target for Apprenticeships – as we have seen before. However, early signs since the new Apprenticeships Campaign was rolled out in September indicate a noticeable upturn.

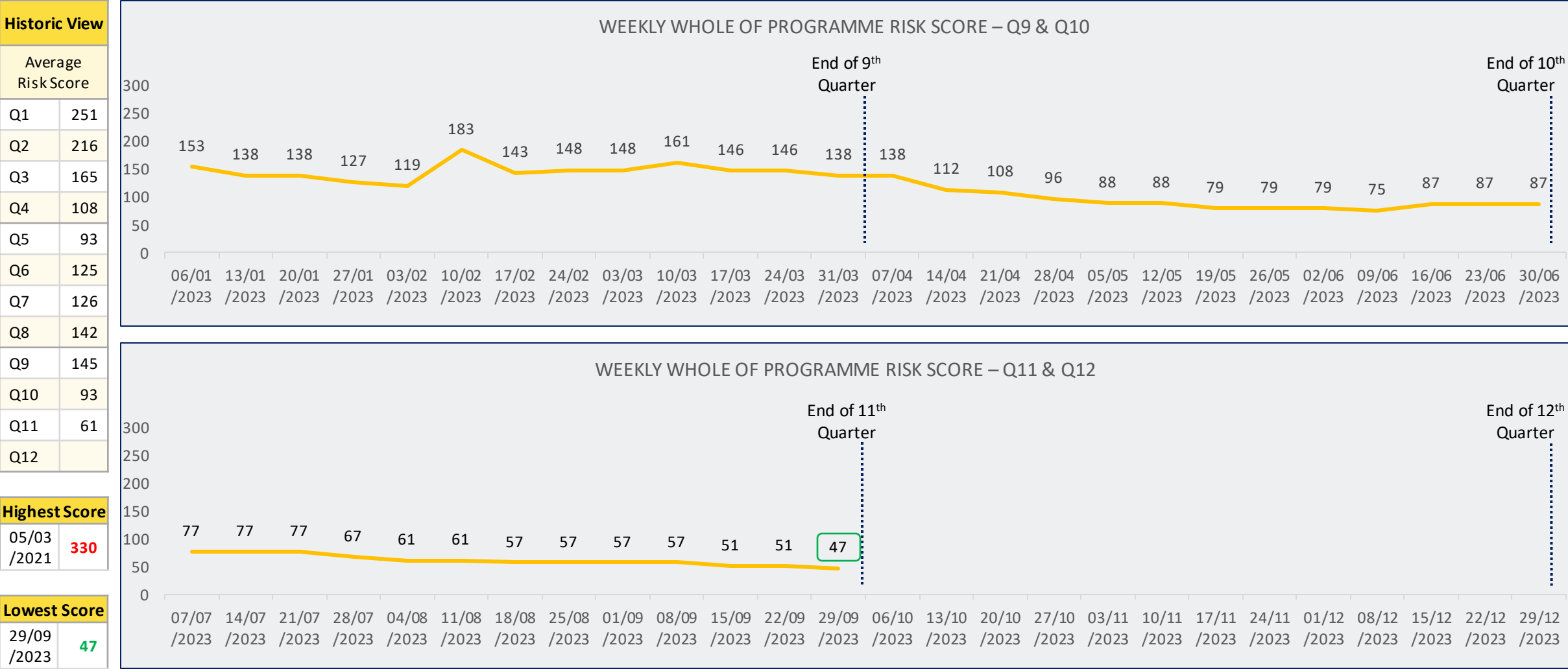
Coaching is less concerning as their sustained improved performance in critical metrics continues to deliver sterling results, and with the Q11-August outturn in focus this Service exceeded its jobs target (performance outcome) with four trading months to spare.

PMO ambition to close Q11 below 80pts and with a suite of risks that relate only to delivery of contracted outcomes, with fewer than five (5) rated red has been achieved.

The weekly SPOC process chaired by PMO continues to deliver. While Skills has the sole RED risk, it must be noted that it is a significant and may reputationally impact the whole programme. Looking at the two volume heavy services specifically:

PMO remain vigilant about Service Line performance and projections.

Historic profile of the whole of programme risk score to week ending 29th September 2023.

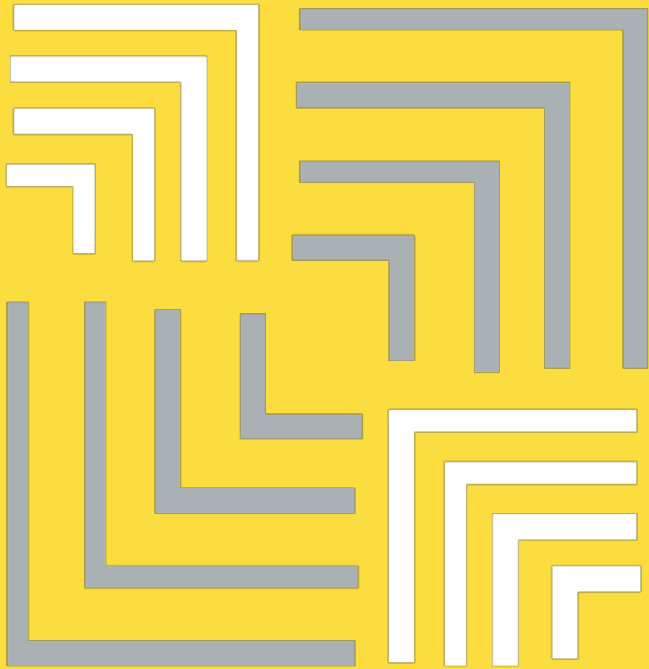


SUMMARY: there is one red rated risk for the week ending 29th September 2023 (34% of GW total score).

| Service Line | Date Raised | Raised By | Description | Probability Level | Net Impact Level | RAG Value | RAG Status | Risk Owner | Mitigation/Resolution |
|--------------|------------------------------------|-----------|--|-------------------|------------------|-----------|------------|------------|--|
| Skills | 16/06/2023 (updated 29/09/2023) | G.Preece | Not meeting our contractual target for apprenticeships | 4 | 4 | 16 | R | G.Preece | New approach with a campaign to support, augmented by staff training in certain nuances to the narrative GWwS deploys with clients. Campaign launched in September. Results will soon be reported in the Q11 CMG, but the data supports a projected run rate of c.200 per month. |

NOTE:

- The risks shown 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.



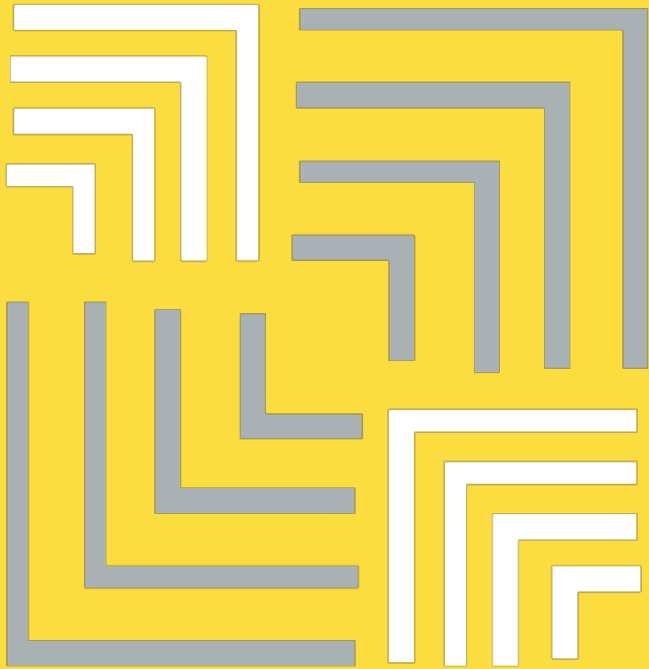
12. Budget and Finance

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.

NOTE: ERDF Grant Offer Letters to beneficiaries closed on 30th June 2023 so no further GOLs with supporting data are recorded in this section.

SERVICE LINE REPORTING: GRANTS STATUS – September 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 | 5 | 140 | 23 | |
| Pipeline forecast | | 14 | 6 | 15 | 15 | 12 | 13 | 30 | 0 | |
| 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 | £20,655.55 | £1,242,899.57 | £203,052.31 | |
| Pipeline forecast | | £123,919.98 | £31,635.00 | £91,841.00 | £97,477.06 | £92,012.80 | £104,211.00 | £236,843.50 | 0 | |
| Total Claimed, Programme to Date | £8,750.15 | £153,888.47 | £270,920.14 | £349,676.88 | £469,876.94 | £541,148.12 | £561,803.67 | £1,886,855.17 | £2,099,907.48 | |
| No. of Jobs Created (Evidenced - C8) TARGET | | 4 | 15 | 25 | 70 | 103 | | | | |
| No. of Jobs Created (Evidenced - C8) ACTUAL | | 23 | 11 | 8.5 | 7 | 12 | 8 | 286.5 | 23 | |
| No of Jobs Created (Forecast/Committed) | | | 45 | 43 | 25.5 | 43 | 60 | 371 | 50.5 | |
| NEW TO FIRM SERVICES/PRODS TARGET | | 0 | 5 | 5 | 6 | 17 | | | | |
| NEW TO FIRM ACTUAL | | | 0 | 2 | 3 | 0 | 1 | 76 | 11 | |
| LGF Grants Paid Number | | 4 | 2 | 4 | 2 | 4 | 2 | 1 | 8 | |
| LGF Grants amount Total £ | | £51,833.05 | £10,089.79 | £21,915.00 | £16,563.75 | £42,242.60 | £16,500.00 | £4,927.5 | £77,136.00 | |
| LGF Programme to Date | | £51,833.05 | £61,922.84 | £83,837.94 | £100,401.59 | £142,644.19 | £159,144.19 | £164,071.69 | £241,207.69 | |
| Capex grants awarded (claims paid) | | 12 | 10 | 1 | 10 | 5 | 7 | 4 | 9 | |
| Capex grants awarded Total £ | | £960,864.41 | £613,191.51 | £20,077.00 | £557,483.19 | £171,224.50 | £324,914.02 | £192,771.17 | £105,805.30 | |
| Capex grants Claimed £ | | | | | | | £245,787.75 | £438,558.92 | £126,498.07 | |

SERVICE LINE REPORTING: SME Capital Expenditure Grants Tracker

NOTE: Q11 data is to 30th
September 2023.

- Two grant offers made in the September Q11 panel / secretariat
- Total Grant to be Paid £185,805.30 in Q11 (£506,015.14 Year-3)
- Jobs Committed: 36.5 in Q11 (103.5 Year-3)
- Grant per Job Average £5,090.56 in Q11 (£4,831.06 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 |
| Soham Lodge Care Centre | East Cambridgeshire | £205,794.00 | £80,000.00 | 15.5 | Aug-23 | £5,161.29 |
| AC Composite | Huntingdonshire | £53,400.12 | £26,700.06 | 10 | Sep-23 | £2,670.00 |
| Fitzbillies | Cambridge City | £197,763.02 | £79,105.25 | 11 | Sep-23 | £7,191.39 |
| | | | £506,015.14 | 103.5 | | |

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 (1/3)

NOTE: Q11 data is to 30th
September 2023.

- Twenty-one (21) grant offers made in the September Q11 2023 reporting period
- Total Grant to be Paid = £224,023.23 in the September Q11 2023 reporting period (£751,808.27 Year-3)
- Jobs Committed: 54.5 in the August Q11 2023 reporting period (175.6 Year-3)

NOTES

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

| Reporting Period | Grant Offer Letters Sent | Jobs to be created as a result of Grant | Grant Value to be Claimed |
|------------------|--------------------------|---|---------------------------|
| Year 1 | 10 | 22 | £104,349.60 |
| Year 2 | 11 | 24.9 | £75,571.25 |
| Year 3 | 72 | 175.6 | £751,808.27 |
| Contract to Date | 93 | 222.5 | £931,729.12 |

| 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 |
|--|----------------------|-----------------|---------------------------|---|------------------------------|-----------------------------|
| Vibrant Colour Limited | Huntingdonshire | £11,812.50 | £5,906.25 | 1 | Jul-23 | £5,906.25 |
| Contrel Ltd | South Cambridgeshire | £19,500.00 | £9,750.00 | 2 | Jul-23 | £4,875.00 |
| EJ Software Ltd | Huntingdonshire | £19,730.00 | £9,865.00 | 2 | Jul-23 | £4,932.50 |
| Fitzbillies Limited | Cambridge City | £39,975.00 | £19,987.50 | 2.6 | Jul-23 | £7,687.50 |
| The Cambridge Food Company Limited | South Cambridgeshire | £42,125.00 | £20,000.00 | 4 | Jul-23 | £5,000.00 |
| Hunt & Coombs LLP | Peterborough | £35,325.00 | £17,662.50 | 4 | Jul-23 | £4,415.63 |
| Reef Elements Ltd | Peterborough | £12,205.00 | £6,102.50 | 1 | Jul-23 | £6,102.50 |
| InferSens Limited | Cambridge City | £39,750.00 | £19,875.00 | 2.5 | Jul-23 | £7,950.00 |
| Cambridgeshire Chambers of Commerce and Industry | South Cambridgeshire | £10,750.00 | £5,375.00 | 1 | Jul-23 | £5,375.00 |
| Digital Resilience UK | Cambridge City | £40,000.00 | £20,000.00 | 3 | Jul-23 | £6,666.67 |
| Saragusta Spirits Co. Ltd | Huntingdonshire | £8,099.95 | £4,049.98 | 1 | Jul-23 | £4,049.98 |
| Cambridge Science Centre | Cambridge City | £29,998.00 | £14,000.00 | 2 | Jul-23 | £7,000.00 |
| Zitko Consulting Ltd | Huntingdonshire | £39,450.00 | £19,725.00 | 13 | Jul-23 | £1,517.31 |
| Flagship Trucks Ltd t/a Flagship Partners | Peterborough | £38,810.00 | £19,405.00 | 3 | Aug-23 | £6,468.33 |
| Neurobox Limited | Cambridge | £112,619.00 | £20,000.00 | 7 | Aug-23 | £2,857.14 |
| Reed Autos t/a Ponko | South Cambridgeshire | £9,600.00 | £4,800.00 | 3 | Aug-23 | £1,600.00 |
| Reads removals Worldwide t/a 1st Access Storgae | Peterborough | £20,000.00 | £10,000.00 | 2 | Aug-23 | £5,000.00 |
| Lawgistics Ltd | Fenland | £41,930.95 | £20,000.00 | 3 | Aug-23 | £6,666.67 |
| Science Resources Foundation | Cambridge | £40,000.00 | £7,000.00 | 1.5 | Aug-23 | £4,666.67 |
| The Structural Battery Company | South Cambridgeshire | £38,225.00 | £19,112.50 | 3 | Aug-23 | £6,370.83 |
| Impra Charge Ltd | Peterborough | £17,704.00 | £8,852.00 | 2 | Aug-23 | £4,426.00 |
| Boutros Bear Limited | South Cambridgeshire | £20,000.00 | £10,000.00 | 3 | Aug-23 | £3,333.33 |
| Cambridge Cleantech | Cambridge | £18,050.00 | £9,025.00 | 1 | Aug-23 | £9,025.00 |

SERVICE LINE REPORTING:

Revenue Grants –

LGF Grant Tracker (2/3)

NOTE: Q11 data is to 30th
September 2023.

| 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 |
|--|----------------------|-----------------|---------------------------|---|------------------------------|-----------------------------|
| IPM Global Limited | Peterborough | £16,665.00 | £8,332.50 | 2 | Aug-23 | £4,166.25 |
| Decoris Furniture Ltd | Huntingdonshire | £18,000.00 | £9,000.00 | 2 | Aug-23 | £4,500.00 |
| Stir Cambridge Limited | South Cambridgeshire | £27,540.00 | £13,770.00 | 6 | Aug-23 | £2,295.00 |
| Data mailDM Limited | Peterborough | £10,000.00 | £5,000.00 | 1 | Aug-23 | £5,000.00 |
| CiT Digital Limited | Cambridge | £19,574.43 | £9,787.22 | 2.5 | Aug-23 | £3,914.89 |
| Coracle Online Ltd | Cambridge | £15,000.00 | £7,500.00 | 2 | Aug-23 | £3,750.00 |
| Savoursmiths Limited | South Cambridgeshire | £52,500.00 | £20,000.00 | 3 | Aug-23 | £6,666.67 |
| MedAi Limited | Cambridge | £20,000.00 | £10,000.00 | 2 | Aug-23 | £5,000.00 |
| Velocity Design & Marketing Ltd (VDM) | Huntingdonshire | £7,000.00 | £3,500.00 | 1 | Aug-23 | £3,500.00 |
| Peters' Cleaners Ltd | South Kesteven | £19,850.00 | £9,925.00 | 1.5 | Aug-23 | £6,616.67 |
| G Clean Ltd | East Cambridgeshire | £7,920.00 | £3,690.00 | 1.5 | Aug-23 | £2,460.00 |
| Remediation Technologies Ltd | South Cambridgeshire | £5,165.00 | £2,582.50 | 1 | Aug-23 | £2,582.50 |
| Health Clubs at Home t/a GymKit UK | Fenland | £19,440.00 | £9,720.00 | 2 | Aug-23 | £4,860.00 |
| Capital Lawyers | Peterborough | £15,000.00 | £7,500.00 | 1 | Aug-23 | £7,500.00 |
| IDPortal Limited | Cambridge | £19,010.00 | £7,000.00 | 1 | Aug-23 | £7,000.00 |
| Cambridge Electric Transport Limited (2) | Cambridge | £40,000.00 | £20,000.00 | 4 | Aug-23 | £5,000.00 |
| Go Glass (Cambridge) Ltd (2) | Cambridge | £3,801.00 | £1,900.50 | 1 | Aug-23 | £1,900.50 |
| Yellow Kiosk Ltd | Cambridge | £17,500.00 | £8,750.00 | 1 | Aug-23 | £8,750.00 |
| Projekt Rising Ltd (2) | Peterborough | £10,900.00 | £5,450.00 | 1 | Aug-23 | £5,450.00 |
| Wysing Arts Centre | South Cambridgeshire | £14,005.17 | £7,002.59 | 1 | Aug-23 | £7,002.59 |
| Directed Systems Limited | Cambridge | £8,110.00 | £4,055.00 | 4 | Aug-23 | £1,013.75 |
| Abbexa (2) | South Cambridgeshire | £3,803.00 | £1,901.50 | 1 | Aug-23 | £1,901.50 |
| The Edge Cafe | Cambridge | £49,440.00 | £10,000.00 | 1 | Aug-23 | £10,000.00 |

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 –

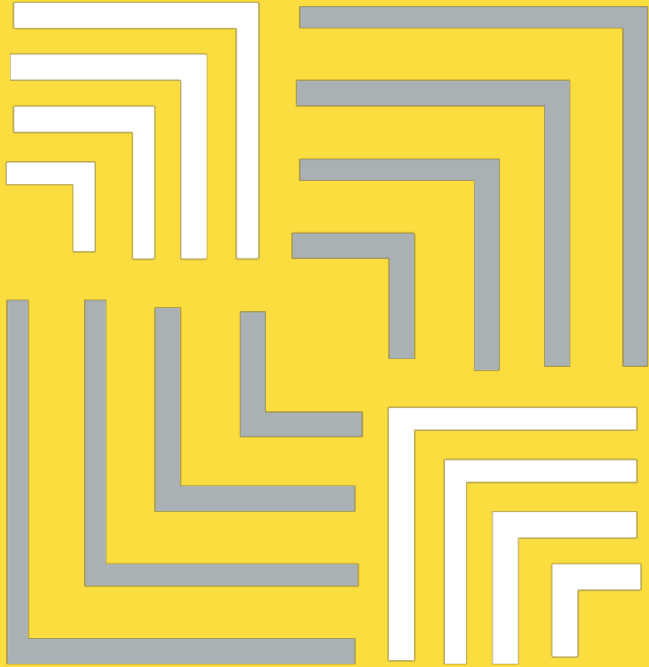
LGF Grant Tracker (3/3)

NOTE: Q11 data is to 30th
September 2023.

| 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 |
|--|----------------------|-----------------|---------------------------|---|------------------------------|-----------------------------|
| Harry Specters Limited | East Cambridgeshire | £38,620.00 | £17,500.00 | 2.5 | Sep-23 | £7,000.00 |
| England Marketing Ltd | Huntingdonshire | £15,508.21 | £7,754.11 | 3.5 | Sep-23 | £2,215.46 |
| Pace Digital Sales Ltd | South Cambridgeshire | £39,986.00 | £19,984.00 | 7 | Sep-23 | £2,854.86 |
| Cinema8 Limited | Cambridge | £24,000.00 | £12,000.00 | 4 | Sep-23 | £3,000.00 |
| Round Peg Cambridge Ltd | Cambridge | £40,000.00 | £20,000.00 | 3 | Sep-23 | £6,666.67 |
| Unchartered Industries Ltd | Cambridge | £40,000.00 | £20,000.00 | 3 | Sep-23 | £6,666.67 |
| Little Miracles Charitable Incorporated Organisation | Peterborough | £8,000.00 | £4,000.00 | 1.5 | Sep-23 | £2,666.67 |
| Echo Web Solutions | Peterborough | £20,000.00 | £10,000.00 | 2 | Sep-23 | £5,000.00 |
| Jensen Security & Fire Systems Ltd | Peterborough | £18,050.00 | £9,025.00 | 1.5 | Sep-23 | £6,016.67 |
| Asynt Ltd | East Cambridgeshire | £19,875.00 | £9,000.00 | 1 | Sep-23 | £9,000.00 |
| Tensor Systems Ltd | Huntingdonshire | £19,900.00 | £9,950.00 | 6 | Sep-23 | £1,658.33 |
| AIOS AI Ltd | Cambridge | £18,750.24 | £9,375.12 | 3 | Sep-23 | £3,125.04 |
| The Brands Dealer Ltd | Huntingdonshire | £20,000.00 | £10,000.00 | 1.5 | Sep-23 | £6,666.67 |
| Qkine Ltd | Cambridge | £22,500.00 | £10,000.00 | 2.5 | Sep-23 | £4,000.00 |
| Camber Moto Ltd | Cambridge | £25,590.00 | £10,000.00 | 2 | Sep-23 | £5,000.00 |
| Avata Ltd | Huntingdonshire | £5,000.00 | £2,500.00 | 1 | Sep-23 | £2,500.00 |
| Flit (Cambridge) Limited | Cambridge | £18,980.00 | £9,490.00 | 2 | Sep-23 | £4,745.00 |
| Lawgistics Ltd | Peterborough | £21,500.00 | £10,000.00 | 2 | Sep-23 | £5,000.00 |
| Granite 5 Ltd | Bedford | £18,190.00 | £9,095.00 | 2 | Sep-23 | £4,547.50 |
| Ampris t/a Brooks Wealth | Peterborough | £10,000.00 | £5,000.00 | 0.5 | Sep-23 | £10,000.00 |
| Bottleproof Cocktails Ltd | Cambridge | £18,700.00 | £9,350.00 | 3 | Sep-23 | £3,116.67 |

NOTES

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



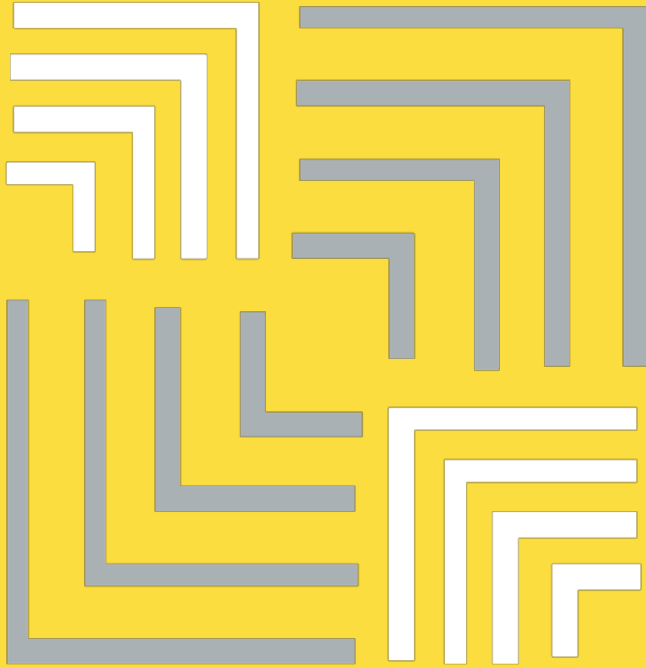
14. Change Requests

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 |
| PMO | | Green Tech Mapping | 27/07/23 | This does not affect programme outcomes. It is an addition requested by CPCA. The only impact is PMO time to implement it. | 27/07/23 | Completed | 29AUG23 |
| | | | | | | | |
| | | | | | | | |
| | | | | | | | |



15. Appendices

| | | |
|----|---|------|
| A. | Service Line Soft Targets. | p.85 |
| B. | Growth Coaching Service additional data views previously requested by the Growth Co to support reporting. | p.88 |
| C. | Skills Service results broken down into data and indicative information sets to support reporting. | p.91 |
| D. | Additional reporting views to support the CMG process | p.94 |



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: Q11 data is to 30th September 2023.

| Target / Indicator | Contract Deliverables - Targets | | | | Contract Deliverables - Performance | | | | Q9 Actual | Q10 Actual | (Q11) This Quarter | | | | | 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-Sep 2023) | Whole of Contract Actual (15-Feb 2021 to 30-Sep 2023) | | | Q11 Target (01-Jul to 30-Sep) | Actual (31/07) | Actual (31/08) | Actual (30/09) | Q11 Total to 30/09 | |
| GVA generated (£ 000) | TBD | TBD | 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 | 11 | 78 | 2 | 7 | TBD | 0 | 2 | 0 | 2 | TBD |
| <u>Levy Employers signed up to pledge (£ 000)</u> | 3,000 | 5,500 | 6,500 | 15,000 | £614 | £3,815.35 | £930 | £5,359.35 | 0 | £880 | 2,000 | £50.0 | 0 | 0 | £50.0 | 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 | 0 | 1,052 | 0 | 0 | 0 | 0 | 952 |
| <u>SME's accessing Levy transfer (£ 000)</u> | 1,750 | 4,690 | 6,040 | 12,480 | £1.50 | £16.60 | £8.0 | £26.1 | £1.45 | £3.50 | 1,750 | £0.35 | £0.70 | £2.00 | £3.05 | 1,030 |

Businesses accessing the levy in August:

- Quatro Tech £1,200 (September 2023)
- Quatro Tech £800 (September 2023)

On Hold:

24/7 Support £2,700 / £3000 / £900

Pipeline:

- Anglian Compressors
- Display Technology
- Meraki Hair
- Little Miracles
- George Hay Partnership
- Oasis Wisbech
- Flexilabels
- ROI Distribution



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: Q11 data is to 30th September 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 |

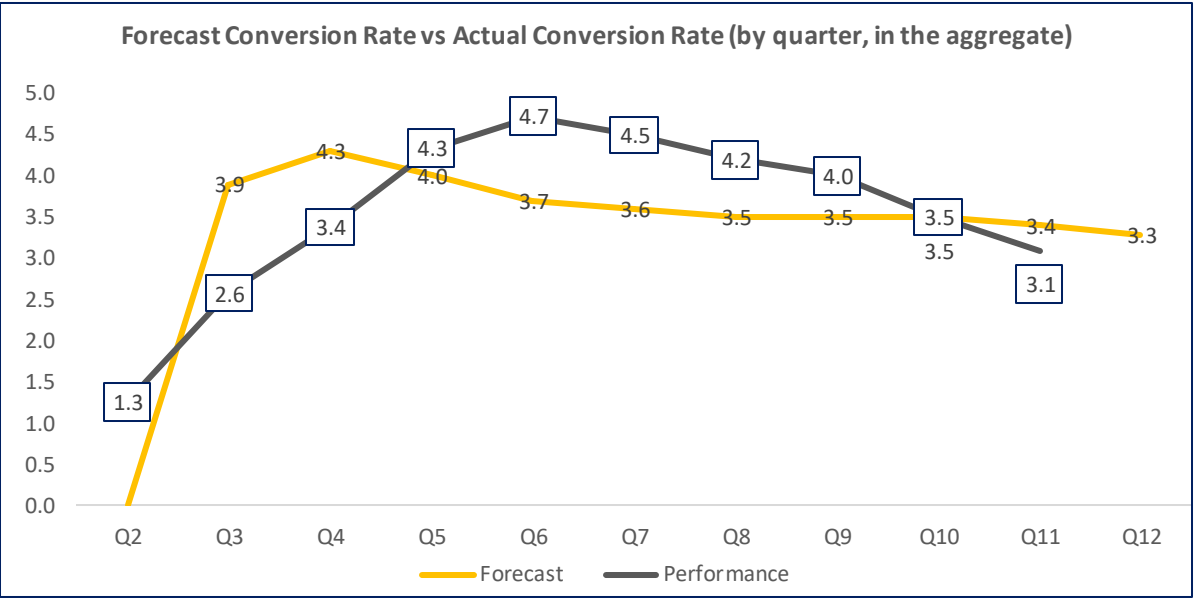
Table-1: highlights the Growth Coaching targets for Diagnostics and Enrolments by quarter, in the aggregate. The ‘conversion rate’ row has been calculated to show what the forecast conversion rate should be at the end of each quarter.

| 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 (Q11 data to 30th September 2023).

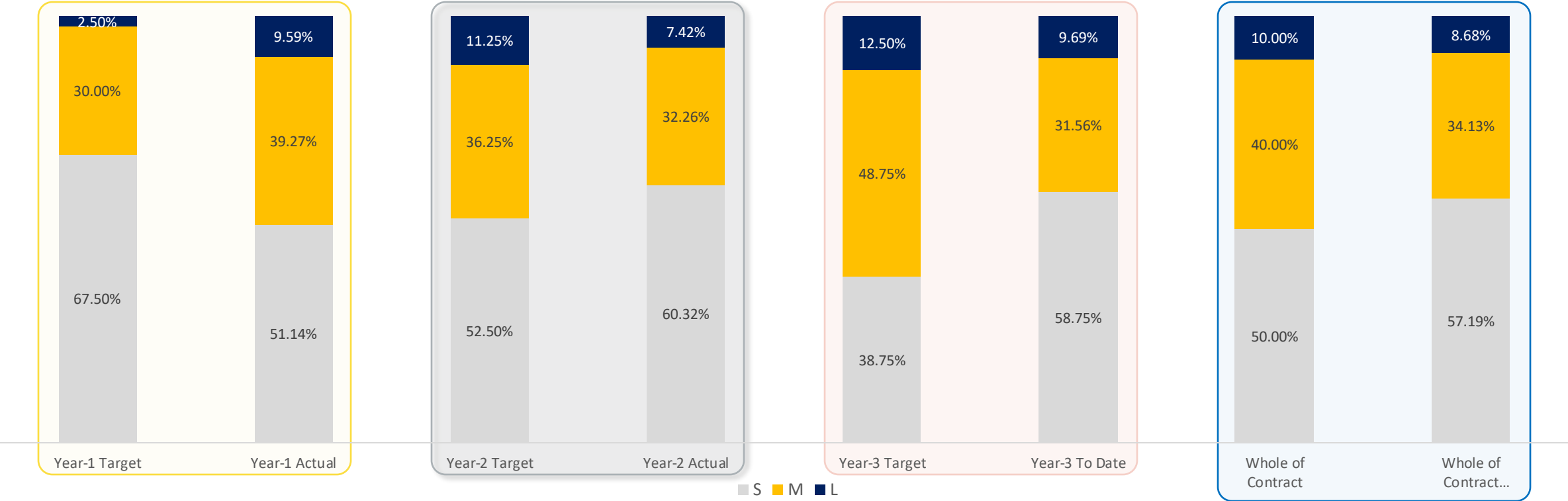
| Performance to Date | Q2 | Q3 | Q4 | Q5 | Q6 | Q7 | Q8 | Q9 | Q10 | Q11 | Q12 |
|---------------------|-----|-----|-----|-------|-------|-------|-------|-------|-------|-------|-----|
| Diagnostics | 96 | 348 | 737 | 1,318 | 1,738 | 1,981 | 2,228 | 2,403 | 2,557 | 2,581 | |
| Enrolments | 76 | 135 | 218 | 304 | 367 | 436 | 529 | 604 | 735 | 841 | |
| Conversion Rate | 1.3 | 2.6 | 3.4 | 4.3 | 4.7 | 4.5 | 4.2 | 4.0 | 3.5 | 3.1 | |

This line graph plots the Growth Coaching conversion rate – forecast vs performance. It highlights that the actual conversion rates achieved in Q2-Q11 so far.



SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Size profile of businesses provided with a growth diagnostic, matched coach and scope of support. Q11 data is to 30th September 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 e employees | 50% | 503 | 481 | 22 |
| M = companies with 10-49 e employees | 40% | 402 | 287 | 115 |
| L = companies with 50-250 e employees | 10% | 100 | 73 | 27 |
| Total | 100% | 1,005 | 841 | 165 |

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 in August / Q11 to date | | R9's completed in September / Q11 to date | | TDMIs completed by September /Q11 to date | | |
|--|--|---|---------------------------------------|---|---------------------------------------|--|
| Creative Remedy | Brooks Wealth Ltd | Copper Sprocket Ltd | A2Com UK Ltd | Concrete Renovations Ltd | ST1 Group | Floorspan Contracts |
| The Local View | Floorspan Contracts Ltd | Safe Electric (Nationwide) Ltd | Turning The Red Lights Green | DV Maintenance Ltd | Timmy Grill & Desserts Ltd | Aseptuva Ltd |
| Grace Solutions Ltd | Elliptical Design Limited | Creative Remedy | S4 Engineering Ltd | MISTRAS Group | Flagship Partners | Fuel Your Story |
| Veterinary Business Development Ltd | Masters Logistical Services Ltd | The Local View | LLC Navarro Limited | Brave Agency | Marriott Hotels | Ora Labora Ltd |
| Brave Creative Design Ltd | PockIT Diagnostics Ltd | Hire or Buy Group Ltd | Live action Gaming Ltd | NODA | Fabric Smart Ltd | Volador Flytech |
| Rosy Roof Conservatories Ltd | Flexi Labels | Display Technology Ltd | Brooks Wealth Ltd | Anglia Bearing Co Ltd | Rosy Roof Conservatories | Ivy The Collection |
| Fabric Smart Ltd | Quattro Tech | Wisbech Community Development Trust | Rosy Roof Conservatories Ltd | Bursting with Potential | Quattro-Tech | Elliptical Design |
| DV Maintenance Ltd | Rapidrop Global | Britpark Leisure Holding Ltd (Play2Day Ltd) | Brave Creative Design Ltd | Fishy Business | Masters Logistical | Pockit DX |
| Korten Ltd | Fuel Your Story | Ganadores Ltd | Delta T Devices | Rapidrop Global | Glo Golf | Webtec Products Ltd |
| Ora Labora Ltd | KJ Curson Growers | A Smile A Day Photography | K J Curson Growers Ltd | Teraview Ltd | Bonacia Ltd | FlexiLabels |
| Teraview Ltd | EMS Impulse Ltd | I4 Automation Ltd | Quattro Tech | Ascot Graphics | Sovereign | CDTS South & East Ltd |
| Anglian Compressors & Equipment Ltd | Stir Cambridge Ltd | Pennys Hair & Beauty Lounge | Anglian Compressors and Equipment Ltd | Brooks Wealth | Stratagem IPM | Rightmarket |
| National Operatic & Dramatic Association | Anglia Bearing Company Limited | Ora Labora Ltd | Floorspan Contracts | Cambridge Technology Consultants Ltd | Anglian Compressors & Equipment Ltd | Imray,Laurie, Norie and Wilson Ltd |
| A2 Com UK Ltd | Nutcombe | Motive Graphics | Elutia Ltd | K.J Curson Growiers Ltd | Yealand Fund Services Ltd | Nera Accounting Limited |
| ST1 Group | ROI Holdings Ltd | Absolute Sense Independent Financial Advisors | | Eve Waldron Design Ltd | Ivory Graphics Ltd | |
| Imray, Laurie, Norie, Wilson Ltd | Bursting with Potential – Breakthrough Therapy Solutions | | | Peterborough Environment City Trust | Delta Hotels by Marriott Peterborough | Gladstone District Community Association |
| | | | | Nutcombe Cambridge Ltd | Stir | Adr Care |
| | | | | E-Pulse studio | Mood Foods | Cleaver Enterprises Limited |

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 | South Cambridgeshire District Council |
| Levy Utilisation | Cambs County Council |
| Donors | |
| Accessing Levy Transfer | Quattro Tech £800 Quatro Tech £1,200 |

| Apprenticeships Created (Q11) | |
|---|--------------------------------------|
| JULY = 11 AUGUST = 7 SEPTEMBER = 240 | |
| <i>Examples of September apprenticeships:</i> | |
| Del Monte | 2 x Level 3 Team Leader Supervisor |
| Mercedes Benz / Intercounty Truck | 3 x Level 3 Light Vehicle Technician |
| Bursting with Potential | 1 x Level 6 Occupational Therapist |
| Frontline Limited | 3 x Level 4 Data Analyst |
| | |

LEARNING OUTCOMES

| Learning Outcomes (Q11) |
|--|
| JULY = 125 AUGUST = 6 SEPTEMBER = 20 |
| <i>Examples of September Learning Outcomes:</i> <ul style="list-style-type: none">• Cross Keys Homes – Childcare 1 x Level 1• Cross Keys Homes – Employability and Customer Service 1 x Level 1• Del Monte – Leadership and Management 3 x Level 3 |



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 | CPCA Cancel |
| 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 |

