



THE BUSINESS BOARD

BUSINESS BOARD

Monday, 13 November 2023

Democratic Services

Edwina Adefehinti
Chief Officer Legal and Governance, Monitoring Officer

14:30 PM

2nd floor, Pathfinder House
St Mary's Street
Huntingdon
Cambs
PE29 3TN72

Virtual meeting

AGENDA

PUBLIC MEETING

Part 1 - Governance

- | | | |
|------------|--|----------------|
| 1.1 | Apologies for Absence and Declarations of Interest | |
| 1.2 | Minutes of the previous meeting | 4 - 10 |
| 1.3 | Appointment of New Private Sector Members on the Business Board | 11 - 14 |

Part 2 - Verbal Updates

2.1 Combined Authority Forward Planning

2.2 Business Board Chair's Update

2.3 CPCA Director's Update

Part 3 - Finance, Delivery and Monitoring

3.1 Budget and Performance Report 15 - 19

3.2 Growth Works Programme Update (Year 3 Quarter 11) 20 - 150

3.3 University of Peterborough Update 151 - 157

Part 4 - Future Meetings

4.1 Business Board Forward Plan - October 2023 158 - 164

Membership

The Business Board comprises

Private Sector Members

Member	Sector
Vic Annells	Business Support Services
Tina Barsby	Agri-Tech
Belinda Clarke	Agri-Tech
Al Kingsley (Chair)	Digital & Education
Andy Neely (Vice Chair)	Skills & Education
Nitin Patel	Advanced Manufacturing and Small & Medium-sized Enterprises
Rebecca Stephens	Digital & Communications

Co-opted Members

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

Public Sector Members

Member	Position	Body
Mayor Dr Nik Johnson	Mayor of Cambridgeshire and Peterborough	Cambridgeshire and Peterborough Combined Authority
Councillor Anna Smith	Deputy Mayor of Cambridgeshire and Peterborough	Cambridgeshire and Peterborough Combined Authority

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

For more information about this meeting, please contact Alison Marston at alison.marston@cambridgeshirepeterborough-ca.gov.uk



Business Board: Minutes

(Draft minutes published on 15 September 2023)

Date: 4 September 2023

Time: 2:30pm – 4:30pm

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

1.1 Apologies for Absence and Declarations of Interest

Apologies for absence were received from Tina Barsby and Councillor Anna Smith.

1.2 Minutes – 10 July 2023

The minutes of the meeting held on 10 July 2023 were approved as a correct record and signed by the Chair.

The action log was noted.

2.1 State of the Economy Cambridgeshire and Peterborough (Summer 2023)

The Business Board received the report which provided the latest evidence on the state of the local Cambridgeshire and Peterborough economy.

The Board was advised that the latest figures from the Office for National Statistics (ONS) had been released since the publication of this report; and those figures show how much variation there is between the national figures and the current picture in local economies. With those figures in mind, a slightly different conclusion would have been drawn in the report; with the local economy effectively recovered to a pre-covid level.

Some elements of the national picture are worth watching that are having an impact locally, including foreign direct investment. The uncertainty in numbers around jobs growth in the area is being picked up as part of the Skills Strategy but is something to consider in terms of continuing to focus on creating and supporting the creation of the right kind of jobs. There are a reasonably strong set of indicators around the closing of the productivity gap. The demand for commercial space is worth watching.

During discussion, the following points were raised by the Board:

- The gains in productivity but also in inequality are worth noting: with the widest productivity gap in Fenland. This warrants a deeper analysis especially when thinking about investment priorities. Officers confirmed this is largely driven by differences in terms of employment growth vs output. Some might be directly related to growth and employment in healthcare sector, some might be in agricultural sector: it will need sector by sector investigation.
- The Skills and Employment Committee did a deep dive into the Fenland Economy, information from that review would be helpful to be seen alongside this data and the strategic intent. The new way of working for the Business Board with representatives sitting on the Thematic Committees will help gain a collective view of the overlay of areas in line with things like transport and skills.
- Utility constraints regarding both water and energy were flagged. Officers were asked to look into how that fits into strategic planning and whether we are doing enough.
- The demand for commercial space is primarily being driven by UK companies wanting to build their first local location in Cambridge, and also

international companies looking for their first UK location. Critically this is affecting growth in Life sciences.

- The report states that the economy is unlikely to reach the target of doubling GVA over 25 years and shows six areas to be focusing on. Officers were asked to look at how the Business Board agendas can be based on those areas which focus on barriers and risks to growth rather than agendas focused primarily on how specific projects are going.
- The CPIER uses slightly different data to ONS but it would be good to have the two side by side for state of the nation work.

It was resolved unanimously to:

- a) Note the latest Cambridgeshire and Peterborough Economic Update for summer 2023.

2.2 Budget and Performance Report

The Business Board received the budget and performance report which provided an analysis against the 2023/24 budgets, up to the period ending July 2023. Officers highlighted that as the time is drawing closer to the close of the Growth Works contract there is a risk that not all the vetting will be completed.

During discussion, the following points were raised by the Board:

- A query was raised regarding the amount of red in the budget report and whether there are any consequences to that. Officers confirmed that there is no risk the funds will disappear; if the money is not used the Board will be able to choose where else to spend it. Certain funding has to be spent by certain dates but a lot of money is from our own recycled funding.
- The new arrangements under the Single Assurance Framework will provide rigour around all of our investment decisions, ensuring we meet treasury standards. Along with the Investment Committee and further joined up working with constituent councils and stakeholders we will have a more defined investment process.

It was resolved unanimously to:

- a) Note the financial position of the Business elements of the Economy and Growth Directorate for the financial year 23/24 to July 2023.

2.3 Business Board Chair's Update

Since taking over the role of Chair at the beginning of August, various meetings have taken place with shareholders, key officers and district council leads. A common theme of those meetings has been the changing governance and evolving role of the Business Board, with experienced and capable people supporting meetings across the Combined Authority.

Going forwards, there will be changes to the Business Board agendas to include the formalised opportunity for those Members on committees to feed back to the Board, giving wider insight into decisions and work going on.

The recruitment of a number of new members will also bring new skills and fresh ideas to help shape things going forwards.

3.1 Strategic Funds Management Review

The Business Board received the review, which provided an update on the strategic funding programmes related to the work of the Economic and Growth team, covering progress to 18 August 2023.

The following points were raised during discussion:

- There is confidence that the Start Codon Life Science Accelerator project will all be deployed.

- A more substantive report on Gainshare will be brought to the Board in January
- A decision is expected in a few weeks on the Local Industrial Decarbonisation Plan.
- For future case studies, KPIs will be included when reporting.

It was resolved unanimously to:

- a) Note the updates contained within the report.

3.2 Net Zero Training Centre – Project Change Request

The Business Board received the report which outlined the initial project, the reasons for the change request and the proposed changes.

The following points were discussed and clarified:

- The project is scaled down in percentage terms but still follows the same basis as the one originally approved
- The new proposal includes funding from the Combined Authority, the College of West Anglia and Anglian Water
- Significant work has gone in to looking at other options which has led to the delay in bringing the change request forward, no other viable options were available
- Given other conversations about Fenland it feels right to put investment into the area

It was resolved unanimously to:

- a) Recommend that the Combined Authority Board approves the proposed project change request.

3.3 UKSPF – Skills Projects Mobilisation and Succession Planning for Skills Brokerage Services

The Business Board received a report outlining the proposals for the mobilisation of three Combined Authority wide UK SPF funded people and skills projects. It gave an overview of how the projects will align with Careers and Enterprise Company funded careers hub activities to form a future Skills brokerage offering.

During discussion of the report, the following points were raised and responded to by officers:

- Regarding TUPE and recruitment requirements, there is confidence that the target of starting on 1 October gives enough time. There are less positions going forwards than current levels but it is a natural time for people to leave.
- It is hoped that funding will be found from either external or internal resources to carry on the skills brokerage work well into the future. This will be flagged as a key priority to the new Assistant Director Skills once in post.

It was resolved unanimously to note the recommendations that were put to the Skills and Employment Committee to:

- a) Recommend that the Combined Authority Board delegates authority to the Executive Director for Economy and Growth to proceed to implement plans to mobilise UK Shared Prosperity Funds (SPF) People and Skills funded projects as outlined within the proposal.
- b) Recommend that the Combined Authority Board approves the proposal outlined within this paper to bring together the Careers and Enterprise Company (CEC) funded Careers Hub delivery and the UKSPF funded People and Skills projects to provide a successive service to the Growth Works with Skills Programme, and to delegate authority to the Assistant Director – Skills to proceed to engage in financial, legal and procurement activities as necessary to enact mobilisation plans.

- c) Recommend that the Combined Authority Board approve the virements across the revenue budgets within the Medium-Term Finance Plan to create the appropriate delivery budgets set out in Appendix 1.

3.4 Economic Growth Strategy Implementation Plan Update

The Business Board received a report outlining a strategic overview of progress made in delivering the Economic Growth Strategy Implementation Plan. Officers advised that outputs are now being picked up through State of the Region as well as through this process but are not included in this report. This was always designed to be quite a flexible strategy and progress is shown in many of the projects and programmes.

They confirmed that a new Economic Growth Officers Advisory Group had been set up and would be meeting the following week: with part of that group's mission also to be looking at this strategy. At strategic level some of the outputs are much longer term (for example reducing inequality) and the group will need to look at data trends over longer period of time.

The new Economy Team approved at the last meeting will drive the Economic Growth Strategy: job descriptions have been written and recruitment is to commence in the coming weeks.

When the State of the Region review comes back in January, Board will need to reflect how that fits with this work.

The following points were discussed and clarified:

- All constituent council Leaders have signed up to this strategy, there are varying degrees of involvement across the area. Officers were asked to look at including additional information to include in future reports to make it clear where different authorities are leading or supporting on different projects.

It was resolved unanimously to:

- a) Note the contents of the report.

3.5 CPCA Director's Update

The Executive Director for Economy and Growth updated the Business Board on items of interest nationally and locally since the last meeting:

With the general election coming up we need to be in a real state of readiness. Preparing the ground now to ensure we have the mechanisms in place when we are asked about strategies, propositions, asks and offers.

MetroDynamics carried out an evaluation of Local Growth Funds; what projects are ongoing and will need phase 2 and 3.

For the Autumn statement we are promoting ourselves alongside the other M10 authorities, to ensure that if a core offer is made we will have an opportunity to put things forward relatively quickly. This involves a lot of work in the background to get a technical evidence base and will need Business Board member engagement moving forwards.

The interest from Government in Cambridge 2040 says a lot about Cambridge, as well as the life sciences, but we need to be on top of any issues around infrastructure constraints.

DCMS have an ongoing growth initiative and the Mayor has a meeting with the board of Creative UK.

4.1 Business Board Headlines for the Combined Authority Board

- a) The Business Board noted the headlines highlighted by the Chair, to be conveyed at the Combined Authority Board meeting on 20 September 2023.

4.2 Business Board Forward Plan

- a) Confirming that the next meeting was scheduled to be held on 13 November 2023, the Business Board noted the Forward Plan.

AOB One item of other business was raised by Vic Annells: following the Skills and Employment Committee and discussion there around the Impact Evaluation of the Adult Education Budget, he felt the Business Board should participate in that review. Officers confirmed they would take that on board.

Chair
13 November 2023

Agenda Item 1.2	Appendix
Minutes of Previous Meeting	A

Title:	Minutes Action Log
Report of:	Alison Marston, Head of Democratic Services
Public Report:	Yes

Minute	Report Title	Lead Officer	Action	Response	Status
Business Board Meeting held 19 July 2021					
21	Budget and Performance Report	Robert Emery	Identify a timeline for the potential exit plans of each equity investment project and present the findings to the Business Board for discussion.	The Finance Team and Business Board's Section 73 Officer will be circulating via email an update on all equity investment projects with the timelines for exit and what the current and future projected valuation is currently estimating. A previous report was circulated outlining all the outputs and outcomes projected to be achieved from the projects which have had equity type investment made by the Business Board.	Action Ongoing – Target: January 2024
Business Board Meeting held 10 January 2022					
60	Covid-19 Economic and Skills Insight Report	Domenico Cirillo / Rebecca Quigg	Disseminate the data on Covid-19 provided by Metro Dynamics to the wider community in the Cambridgeshire and Peterborough region.	The dissemination of economic data from the region is being further explored. Officers are working on the online inputting of the monitoring data as part of the testing phase with project leads. A proposed plan will be shared with Business Board members for review, with the aim of getting the economic portal fully developed and implemented by February	Action Ongoing – Target: February 2024
Business Board Meeting held 13 March 2023					
131	Strategic Funds Management Review (March 2023)	Steve Clarke	Organise a meeting between Business Board members and the communications team	Luke Page from the Communication team was scheduled for the Business Board activity update meeting on the 26 June but that meeting was cancelled due to Members availability, there was no activity update meeting in August so Luke and Communication Team colleagues provided a comprehensive written update for the Business Board activity update meeting on 25 September 2023. The Communications team will be regularly invited to the Business Board update meetings.	Completed

Minute	Report Title	Lead Officer	Action	Response	Status
Business Board Meeting held 10 July 2023					
3.2	Business Board Plan for Remaining Strategic Funds	Steve Clarke	After the success of the previous meeting, a further meeting was requested between the Business Board and Combined Authority Board.	The Economy and Growth team will work with the New Business Board Chair, Policy/Public Affairs team, Governance team and Mayor's office to schedule a joint Business Board and CA Board meeting for early in January 2024.	Action Ongoing – Target February 2024
3.6	Growth Works Programme Update	Steve Clarke	The substantial amount of information included in the reporting was commented on, with it noted that it could be easy to miss important information within the large documents. Officers confirmed that the reports could be looked at in more detail at the next informal meeting.	Discussion was not able to be scheduled at the next Business Board activity update meeting on 25 th Sept 2023 to review report structures and how important detailed information can be highlighted/presented in a better way, this will now be scheduled for Business Board activity update meeting in Dec.	Action Ongoing – Target Dec 2023
Business Board Meeting held 4 September 2023					
2.1	State of the Economy Cambridgeshire and Peterborough (Summer 2023)	Richard Kenny	The report states that the economy is unlikely to reach the target of doubling GVA over 25 years and shows six areas to be focusing on. Officers were asked to look at how the Business Board agendas can be based on those areas which focus on barriers and risks to growth rather than agendas focused primarily on how specific projects are going.	Officers are reviewing Forward Plan and seeking to organise agenda items that focus on barriers and risks to growth. Agenda for January 2024 Business Board meeting will be first.	Action on-going Target December 2023
3.4	Economic Growth Strategy Implementation Plan Update	Steve Clarke	Officers were asked to look at including additional information to include in future reports to make it clear where different authorities are leading or supporting on different projects.	This will be addressed in the next update report to the Business Board on the Economic Growth Strategy Implementation Plan scheduled for March 2024.	Action On-going Target Mar 2024

Business Board		Agenda Item 1.3
13 November 2023		
Title:	Appointment of New Private Sector Members on the Business Board	
Report of:	Domenico Cirillo, Business Programmes & Business Board Manager	
Lead Member:	Al Kingsley, Chair of the Business Board	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	n/a	

Recommendations:

A	Note the appointment of new private sector members of the Business Board.
B	Note the resignation of Business Board private sector member, Belinda Clarke (with effect from 30 November 2023).

Strategic Objective(s):

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

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

1. Purpose

1.1	The purpose of this paper is for the Business Board to note the appointment of five new private sector members following an open and transparent recruitment campaign. Mike Herd continues as co-opted member of the Business Board for another term to November 2024.
1.2	The Business Board is also being asked to note that Belinda Clarke has unfortunately decided to resign, and this will be her last Business Board meeting.

2. Proposal

2.1	The Business Board currently has six vacancies (seven now including the resignation of Belinda Clarke) and this recruitment campaign was launched to fill these posts.
-----	--

3. Background	
3.1	Recruitment for the new members went live in August 2023 following the appointment of the new Chair, Al Kingsley, in July 2023. Penna recruitment consultants have supported with the campaign and a recruitment pack and advert was produced to confirm details of the role and published on the Combined Authority's website.
3.2	The recruitment advert was openly advertised on a variety of external platforms and forums to maximise exposure, including members of the Business Advisory Panel (which is made up of constituent local authority and business community representatives). The advert was also disseminated through Business Board and Leaders networks.
3.3	Recruitment closed week commencing Monday 11 September 2023 and a total of 16 applications were received, of which 8 applicants were shortlisted to interview. Interviews took place during week commencing 16 October 2023. Interviews were conducted in accordance with the Business Board Constitution by a Business Board Appointments Panel – made up of Mayor of Cambridgeshire and Peterborough Combined Authority (or Deputy), and both the Chair and Vice-Chair of the Business Board.
3.4	<p>The 5 Board appointees are:</p> <ul style="list-style-type: none"> • Andrew Williams (Director, Andy Williams Consultancy) – Life Science sectors (previously a co-opted member of the Business Board). • Katy Davies (Managing Director, Shift Momentum and former Head of Continuous Improvement at Marshall Aerospace & Defence Group) – Manufacturing sectors. • Sam Bakri (Executive Chairman, Celex Oncology) – Life Science sectors. • Charlotte Horobin (Chief Executive, Cambridgeshire Chambers of Commerce and former Regional Director Midlands & East, Make UK) – Manufacturing sectors and Business Representative Organisations. • Barnaby Perks (Director, Cambridge Ignition) – Digital Technology sectors.
3.5	The new private sector members will formally take up post once they clear final due diligence checks and undertake the required induction. The new members will be invited to the next Activity Update meeting in December 2023 and their first full Business Board meeting will be January 2024. The new members will serve for a three-year term with one consecutive term permitted upon unanimous vote of the Board members present and voting.

4. Appendices	
4.1	Appendix A - Business Board Private Sector Member Recruitment Pack (2023)

5. Implications	
Financial Implications	
5.1	The salary for Members of the Business Board is £5k p.a. and is covered within the existing 'Committee/Business Board Costs' budget. The total recruitment cost, including specialist search support, was £26k + VAT. These costs will be covered by the 'Committee/Business Board Costs' budget line.
Legal Implications	
6.1	The legal requirements for recruitment of the Business Board Chair and Board Members are set out in the Business Board Constitution and are set out in the report where relevant. Whilst all appointments are on merit, in accordance with Government requirements and Business Board Diversity Statement, identified during the Strengthening Local Enterprise Partnerships (LEP's) Review, all appointments aim to improve the gender balance and representation of those with protected characteristics on the Business Board.

Public Health Implications	
7.1	No implications.
Environmental & Climate Change Implications	
8.1	No implications.
Other Significant Implications	
9.1	None.
Background Papers	
10.1	None.

Agenda Item 1.3	Appendix
Appointment of New Private Sector Members on the Business Board	A

70521Role: NED Board Members - Cambridgeshire & Peterborough Combined Authority Business Board

Remuneration: £5k per annum

Location: Cambridgeshire & Peterborough Region

Cambridgeshire & Peterborough Combined Authority (CPCA) was established as a Mayoral Combined Authority in 2017 to make life better, healthier, and fairer for the region. It has seven local constituent authorities and a Business Board originally established to drive sustainable and inclusive economic growth for the area through local projects, utilizing significant public and private investment.

The opportunities presented by the Government 's recent Levelling Up White Paper and UK Shared Prosperity Fund highlights the need for future public-private partnership to be recast and focused on a broader strategic direction, influence and delivery in closer partnership and integration with local authorities.

We are looking for 6 new non-Executive members to become part of the Business Board. This is a significant opportunity to impact economic growth in the region by providing visionary leadership and challenge to the CPCA, Government and local partners. We are looking for people with the right skills, abilities and talents to help deliver our vision for the future.

As a strategic business leader, you will also be able to provide insight and advice on the development and shaping of areas of economic strategy as well as oversight of its implementation on behalf of the Combined Authority Board. You will also be able to use your business networks to ensure that you and the members of the Business Board act as an effective voice for the business community across the region. You will have a proven track record of success in developing growth and be adept at building productive and cooperative relationships across different sectors. An inspirational leader with effective communication skills and a collaborative approach you will have the ability to contribute to broad based strategic thinking that delivers positive social and economic impact regionally.

This is a rare and exciting opportunity to be a part a legacy of achievement in a dynamic and professionally stretching leadership role.

If you are interested in the position and would like further information or confidential discussion, please contact our recruitment partners at Penna, **Roger Russell** roger.russell@penna.com or call 07710 701570 or **Claire Macleod** claire.macleod@penna.com or call 07752 797280.

To apply for this role, please click the link below:

<https://execroles.penna.com/>

Closing Date: TBC

Business Board		Agenda Item 3.1
13 November 2023		
Title:	Budget and Performance Report	
Report of:	Bruna Menegatti, Finance Manager	
Lead Member:	Chair of the Business Board, Al Kinsley	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	No vote required.	

Recommendations:

A	Note the financial position of the Business Division for the financial year 23/24 to September 2023
---	---

Strategic Objective(s):

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

x	Achieving ambitious skills and employment opportunities
x	Achieving good growth
	Increased connectivity
	Enabling resilient communities
x	Achieving best value and high performance

1. Purpose

1.1	To provide an update of the financial position for 2023/24 and to provide analysis against the 2023/24 budgets, up to the period ending September 2023.
-----	---

2. Background

2.1	At the last meeting, the Board was provided with an analysis of the 2023/24 performance against budget to June 2023. This report provides an update covering up to September 2023.
-----	--

3. Revenue Income and Expenditure

3.1	A breakdown of the Economy and Growth Directorate Business Grant income for the period to 30 September 2023 is set out in Table 1 below.
-----	--

Table 1

Business Grant Income	23/24 Actual YTD £k	23/24 Budget YTD £k	23/24 Variance YTD £k	23/24 Budget FY £k	23/24 FO FY £k	23/24 FO Variance FY £k	23/24 Change in FO Variance £k	23/24 Deferral £k
Enterprise Zone Receipts	-	-	-	- 913	- 965	-52	-52	-
ERDF - Growth Co Grant	-	-	-	- 2,646	- 1,846	800	800	-
ESF - Growth Service Grant	- 118	-	118	- 1,432	- 1,432	-	-	-
Growth Hub (BEIS)	-	-	-	- 246	- 246	-	-	-
LEP Core Funding	-	-	-	- 375	- 375	-	-	-
Rural Share Prosperity Fund	- 804	-	804	- 804	- 804	-	-	-
SPF	- 2,396	-	2,396	- 2,396	- 2,396	-	-	-
Total Business Grant Income	-3,318	-	-3,318	-8,812	-8,064	748	748	-

3.2 Total income to date is £3.3m, most of it is SPF and Rural Share Prosperity Fund. Total budget for the year is £8.8m.

3.3 Forecast outturn shows a reduction in income of £0.7m, this is mainly due to underperforming of the ERDF programme, which did not meet its budgetary expectations. As the grant is received on arrears, following receipt of proof of expenditure, this is causing a permanent reduction on the income received for this programme.

3.4 A breakdown of the Economy and Growth Directorate Business Revenue Expenditure for the period to 30 September 2023 is set out in Table 2 below.

Table 2

Business Revenue Expenditure	23/24 Actual YTD £k	23/24 Budget YTD £k	23/24 Variance YTD £k	23/24 Budget FY £k	23/24 FO FY £k	23/24 FO Variance FY £k	23/24 Change in FO Variance £k	23/24 Deferral £k
Business Growth Fund	-	24	24	156	156	-	-	-
CRF Start & Grow Project	175	-	-175	-	175	175	-	-
Economic Rapid Response Fund	12	-	-12	-	12	12	12	-
Growth Co Services	2,218	4,076	1,858	4,776	4,776	-	-	-
Growth Hub	-	-	-	41	41	-	-	-
Insight and Evaluation Programme	128	38	90	75	75	-	-	-
Local Growth Fund Costs	1	121	120	242	242	-	-	-
Marketing and Promotion of Services	-	19	19	38	38	-	-	-
UK Shared Prosperity Fund	15	0	-15	158	158	-	-	-
Total Business Revenue Expenditure	2,549	4,277	1,909	5,485	5,672	187	12	-

3.5	Expenditure to date is £1.9m lower than budget to date. The main variance is on Growth Co Services (£1.9m). At present, there is a high level of confidence that the majority, if not all, the budget will be end of the contract in December 23.
3.6	Forecast outturn is £0.2m over full year budget due to spent on CRF and Economic Rapid Response Fund slipped from last financial year into this.

4. Capital Budget

- 4.1 A breakdown of the Economy and Growth Directorate Business Revenue Expenditure for the period to 30 September 2023 is set out in Table 2 below.

Table 3

Business Revenue Expenditure	23/24 Actual YTD £k	23/24 Budget YTD £k	23/24 Variance YTD £k	23/24 Budget FY £k	23/24 FO FY £k	23/24 FO Variance FY £k	23/24 Change in FO Variance £k	23/24 Deferral £k
Business Rebound & Growth Service - Capital Grant and Equity Fund	-	-	-	1,750	1,750	-	-	-
College of West Anglia - Net Zero	-	160	160	1,124	1,124	-	-	-
Expansion of Growth Co Inward Investment	400	400	-	400	400	-	-	-
Growth Works Additional Equity Fund (cap)	822	4,800	3,978	7,616	4,500	-3,117	-3,117	-
Illumina Accelerator	-	400	400	800	800	-	-	-
Ramsey Food Hub	-	200	200	302	302	-	-	-
Rural England Fund	-	-	-	804	804	-	-	-
Start Codon (Equity)	-	295	295	885	885	-	-	-
UK SPF Core (cap)	-	-	-	716	716	-	-	-
Total Business Revenue Expenditure	2,395	4,277	1,882	14,397	11,281	-3117	-3117	-

- 4.2 The expenditure to date of £2.4m is £1.9m below the budget to date.
The major variance is on Growth Works Additional Equity Fund (£4m). Despite the increase of activities in the last quarter and a very strong pipeline, the expectation is that the full budget will not be used by the end of December 23, when the contract will end.
- 4.3 Forecast is set at £11.3m, £3.1m below budget. This is due to the reduction on Growth Works Additional Equity Fund, mentioned above.

5. 2023-24 Budget and Capital Programme

5.1	Economy and Growth	23/24 £'k	24/25 £'k	25/26 £'k	Total approved to spend £'k	23/24 £'k	24/25 £'k	25/26 £'k	Total project budget £'k
	College of West Anglia - Net Zero	876			876				876
	IEG Student Space	260	99		359				359
	Rural England Fund					2,411			2,411

6. Recycle fund

6.1	Recycled Capital	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
	Opening balance	-13,306	-5,152	-3,024	-3,208	-3,392	-3,576	-3,760
	<i>Forecast Expenditure</i>	<i>10,399</i>	<i>2,650</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>	<i>0</i>
	<i>Forecast Income</i>	<i>-2,245</i>	<i>-522</i>	<i>-184</i>	<i>-184</i>	<i>-184</i>	<i>-184</i>	<i>-2,024</i>
	Closing Balance	-5,152	-3,024	-3,208	-3,392	-3,576	-3,760	-5,784
	Recycled Revenue	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
	Opening balance	-318	-212	-1	-1	-1	-64	-122
	<i>Forecast Expenditure</i>	<i>260</i>	<i>300</i>	<i>73</i>	<i>68</i>	<i>0</i>	<i>0</i>	<i>0</i>
	<i>Forecast Income</i>	<i>-154</i>	<i>-89</i>	<i>-73</i>	<i>-68</i>	<i>-63</i>	<i>-58</i>	<i>-321</i>
	Closing Balance	-212	-1	-1	-1	-64	-122	-443
	Combined	23-24	24-25	25-26	26-27	27-28	28-29	Later Years
	Opening balance	-13,624	-5,364	-3,025	-3,209	-3,393	-3,640	-3,882
	<i>Forecast Expenditure</i>	<i>10,659</i>	<i>2,950</i>	<i>73</i>	<i>68</i>	<i>0</i>	<i>0</i>	<i>0</i>
	<i>Forecast Income</i>	<i>-2,399</i>	<i>-611</i>	<i>-257</i>	<i>-252</i>	<i>-247</i>	<i>-242</i>	<i>-2,345</i>
	Closing Balance	-5,364	-3,025	-3,209	-3,393	-3,640	-3,882	-6,227

7. Enterprise Zone

7.1	Forecast EZ income and expenditure	2023/24 £k	2024/25 £k	2025/26 £k	2026/27 £k	2027/28 £k
	Total Income	-£928	-£965	-£965	-£965	-£965
	Total Expenditure	£863	£928	£1,155	£700	£176
	Annual (surplus) deficit	-£65	-£37	£190	-£265	-£789
	Cumulative Balance	-£197	-£234	-£44	-£309	-£1,098

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

8. Appendices

8.1	None
-----	------

9. Implications

Financial Implications

9.1	There are no financial implications other than those included in the main body of the report.
-----	---

Legal Implications

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

Public Health Implications

9.3	N/A
-----	-----

Environmental & Climate Change Implications

9.4	N/A
-----	-----

Other Significant Implications

9.5	N/A
-----	-----

Background Papers

9.6	None
-----	------

Business Board		Agenda Item 3.2
13 November 2023		
Title:	Growth Works - Management Update to Year 3, Quarter 11 (to September 2023)	
Report of:	Steve Clarke, Acting Associate Director Business, Trade and Investment	
Lead Member:	Al Kingsley, Chair of the Business Board	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	N/A	

Recommendations:	
A	Note the Growth Works Programme & Performance Update to Year 3, Quarter 11 (to 30 September 2023)
B	Note the draft Growth Works Programme Exit Plan (to the contract end on 31 December 2023)

Strategic Objective(s):	
The proposals within this report fit under the following strategic objective(s):	
X	Achieving ambitious skills and employment opportunities
X	Achieving good growth
	Increased connectivity
	Enabling resilient communities
The Growth Works programme delivers against several measures in the strategic objectives including creation of new jobs, Apprenticeships, learning outcomes for individuals, increased GVA through business growth, increased business competitiveness, new companies investing in Cambridgeshire and Peterborough.	

1. Purpose	
1.1	To update the Business Board on latest performance data from the Growth Works Programme for the reporting period to 30th September 2023 (Quarter 11 since programme began). The full Quarterly Management Update from the contractor is included as Appendix 1 to this report.
1.2	To update the Business Board on progress being made on the Exit Strategy to wind down the Growth Works Programme at contract end in December 2023, including the transfer of any staff, activities, pipeline data and assets over to the Combined Authority.

2. Background

2.1	The Growth Works Programme contributes to the Combined Authority strategic objectives (achieving ambitious skills and employment opportunities and achieving good growth) around business growth support for Cambridgeshire & Peterborough and within programme focuses on 4 key service lines: Skills Brokerage Service, Inward Investment Service, Growth Coaching Service and Equity & Investment Service.
2.2	The contract for the Growth Works Programme was signed on 12th February 2021, and the service went 'live' following a public launch on 27th May 2021 and comes to an end on 31st December 2023. The service is funded via a cocktail of funding streams that were all secured via original business case and from bidding for additional Government funds that have been matched into the programme.
2.3	The rationale behind the creation and launch of Growth Works Programme in 2021 was to support 1,000 growing businesses and organisations across the Cambridgeshire and Peterborough Combined Authority region and to create long term sustainable jobs.
2.4	Monthly and quarterly contractual meetings are held with Gateley Economic Growth Services (GEG) and the consortia sub-contractor partners, these contractual meetings are scheduled up to the contract end. Furthermore, the Programme's Performance Management Committee meets monthly to review and advise Growth co Directors and CPCA Officers, and this committee is currently chaired by Cllr Nethsingha and includes both Mike Herd and Nitin Patel from the Business Board, and Nigel Parkinson as Director of Growth Co.

3. Main Report

3.1

Key highlights to note in the Growth Works Programme update (end of September 2023 / Quarter 11):

There are only three main contracted key outcomes these are New Jobs, Learning Outcomes and Apprenticeships. There are several other key indicators within the contract that are reported upon for information or funding body requirements, but they are not the main contractual performance output and more detail on performance against those other key indicators is in the Quarterly Management Update Report Appendix 1 to this report.

At the end of Q11-September the outturn count on new jobs created attributed to the whole programme was 6,247.5 and this is 761.5 (13.9%) above the whole of the programme contracted target with 3 months left to go. The table below sets out a breakdown of the three contracted programme performance outcomes, split across the service lines in Growth Works that have been delivered up to 30th September 2023:

Service Reporting Line	Programme Actual Yr3, Q11 (to 30 Sept 2023)	Total Programme Targets	Year 3/Remaining Targets (to 31 Dec 2023/Contract End)
Growth Coaching – New Jobs	3,820	3,223	Target exceeded
Inward Investment – New Jobs	1,462	823	Target exceeded
Grants – New Jobs	797.5	1,220	422.5
Equity – New Jobs	90	220	130
<u>Skills - Learning Outcomes</u>	1,500	1,705	205
<u>Skills – Apprenticeships</u>	723	1,400	677

3.2	<p>Headline updates:</p> <ul style="list-style-type: none"> • As of 30th September 2023, a total of 841 companies enrolled in the Growth Coaching Service from an outreach of over 34,500 companies. In September 2023, the Coaching Service operation was recalibrated to reflect the transition towards exit. Consequently, marketing and business development activities to add to the pipeline ceased from that date and the data presented for Quarter 11 partially reflects this recalibration. • A total of 23 companies (from an active list of 72 engagements) have been landed in the region by the Investment Service, with a combined 1,462 committed permanent jobs. • A total of 82 companies awarded CapEx grants to date, with 221 evidenced permanent jobs created from the 752 jobs committed for the service (against a target of 1,220). • A total of 9 companies awarded Equity investment to date, with 90 permanent jobs committed for the service (against a target of 220). • The Skills Service have delivered 240 Apprenticeships in September. The ability of the Skills Service to deliver apprenticeships requires ongoing monitoring and support. Driving the European Social Fund (ESF) R9 (Training Plan) outputs remains a key focus along with prioritising activities that help deliver on Apprenticeship opportunities. The latter stages of September have seen the anticipated increase in employer engagement. This has been further buoyed by increased marketing and lead generation activity. • Growth Hub team have delivered 27 mentoring 121s, start-up courses, attended 14 networking events across the region, and attended 22 stakeholder meetings across the month. <p>A copy of the Management Quarterly Update Report from the contractor for Quarter 11 (to 30 September 2023) is included as Appendix 1 to this report.</p> <p>The Growth Works Net Promotor Score (NPS) for the Quarter 11 Client Satisfaction survey is 44% classed as 'good' under the NPS system and is above last quarter's score of 36%. There were 27 responses from 773 companies. The NPS survey results for Quarter 11 is included as Appendix 2 to this report.</p>
3.3	<p>Contract End & Exit Plan:</p> <p>The focus of the team and contractors is now firmly on managing a compliant and orderly exit whilst retaining the necessary level of service delivery prior to final handover of any continuing services at contract end date of 31 December 2023. Clear and regular communications are planned, which will be critical, especially to Growth Works staff who may have rights to transfer into the CPCA under Transfer of Undertakings (Protection of Employment) Regulations (TUPE) where any of the same activities continue.</p> <p>GEG is contractually obliged to produce and deliver an Exit Plan but, by necessity, include liaison with and line of sight to, but not responsibility for, the obligations and undertakings of the Subcontractors. The CPCA have worked with GEG to finalise a smooth transfer and the production of an Exit Plan that covers all GEG obligations as the prime contractor and includes the following workstreams:</p> <ul style="list-style-type: none"> • Preparation – ties to Governance below but also encompasses CPCA acceptance of the GEG Exit Plan and all that this incorporates. • People – staff in/out of scope for TUPE in each of the Services (either employed by GEG, YTKO Ltd, GPC Skills Ltd), the timeframe and milestones for transfer. Redundancies are out of scope for the Project Management Office (PMO) element of Growth Works, any redundancies are specific to each subcontractor. • Information – records and files to be stored in SharePoint, their transfer date, and guidance on use. This will include all reports produced by all parts of the Growth Works service as well as archived case files that support records kept on HubSpot specific to companies, customers, and grants/investment deals. • Data – HubSpot will be fully updated with all relevant records and communications associated with specific companies, customers, and deals 'in the system' and for each Service Line provider an assurance statement to that effect. Provision of required audit material.

	<ul style="list-style-type: none"> Assets – to include assets transferrable to CPCA and their timeframe such as Growth Works and Locate Cambridge websites, transfer or termination of licences held by or operated by GEG or one of the consortia subcontractors, as well as physical assets supplied by Gateley to subcontractors and their timeframe for return. Communications – to include stakeholder mapping, communications guidance for Service Lines from GEG (including in the market and brand-based activities), communications from GEG to Growth Co and/or CPCA, and joint communications from Growth Co and GEG to CPCA Exit Governance – to include hand over dates to Growth Co / CPCA. <p>A copy of the draft Exit Plan (MS Excel based and in the style of a Gantt Chart) is included as Appendix 3 to this report.</p>
--	--

4. Appendices

4.1	Appendix A. The Growth Works Programme Management Update Report for Year 3, Quarter 11 (to 30 th September 2023)
4.2	Appendix B. Client Satisfaction Survey and Net Promoter Score (NPS) for Quarter 11
4.3	Appendix C. The Growth Works Programme Exit Plan (September 2023)

5. Implications

Financial Implications

5.1	The Growth Works programme is on profile to spend all funds allocated to deliver contracted services until 31 December 2023, apart from remaining £4 million capital grant component from the recycled Local Growth fund to invest in equity/shares of Growth companies via the Equity investment service line. If this capital is not deployed before end of the programme as investments, then it will remain unspent in the Combined Authority recycled growth funds reserve ready to be awarded/allocated or invested in other projects or programmes.
-----	--

Legal Implications

6.1	Agreement of the Exit plan as part of the agreed contract would form the framework to ensure all contractual obligations are complied with and delivered. The Combined Authority will be following all obligations regards TUPE where this is identified as applicable to any staff with a right to transfer at contract end, legal advice has been sought to support the Human Resources team within CPCA.
-----	---

Public Health Implications

7.1	No implications.
-----	------------------

Environmental & Climate Change Implications

8.1	No implications.
-----	------------------

Other Significant Implications

9.1	None.
-----	-------

Background Papers

10.1	Business Board Quarter 9 Management Update (to April 2023) - Item 3.6 Growth Works Management Update July 2023 Document.ashx (cmis.uk.com)
------	--

CPCA Business Growth Service Contract Management Group Report

Growth Works: Reporting Period to
30th September 2023





CONTENTS PAGE

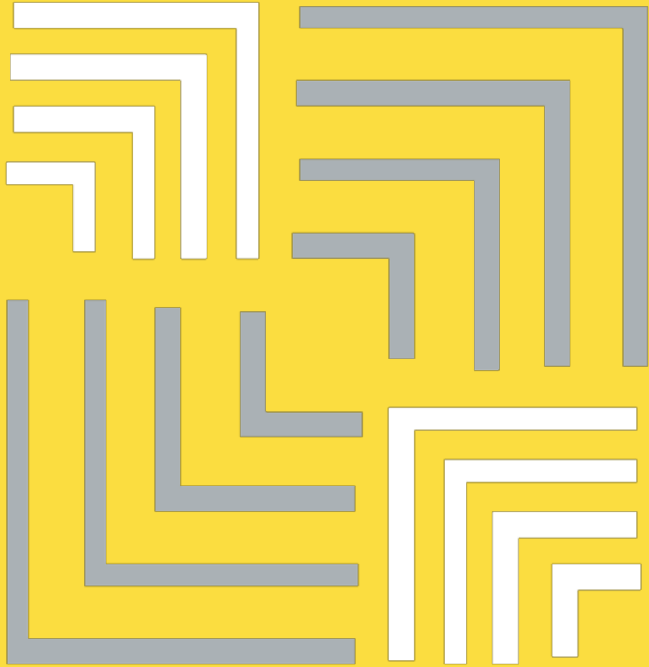
1.	Programme Director Summary	p.4
2.	Growth Coaching, and Growth Hub (Performance Indicators, Pipeline)	p.10
3.	Inward Investment (Performance Indicators, Pipeline)	p.28
4.	Skills (Performance Indicators, Pipeline)	p.36
5.	SME CapEx Grants (Performance Indicators, Pipeline)	p.45
6.	Equity (Performance Indicators, Pipeline)	p.50
7.	Marketing Plans and Activity	p.54
8.	Resourcing and Staffing	p.58
9.	Market Feedback and Intelligence	p.65
10.	Partnership Working and Engagement	p.69
11.	Risk Management	p.70
12.	Budget and Finance	p.74
13.	Compliance (ESIF, BEIS, LG, CPCA)	p.76
14.	Change Requests	p.82
15.	Appendices	p.84

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,

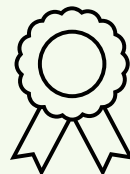
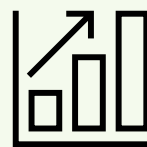
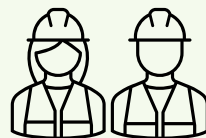
Programme Director

Summary – Programme Director’s Perspective

Year-3: Quarter-11, September 2023.

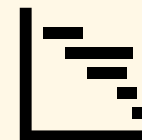
Three Things We Are Happy We’re Doing Well

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.

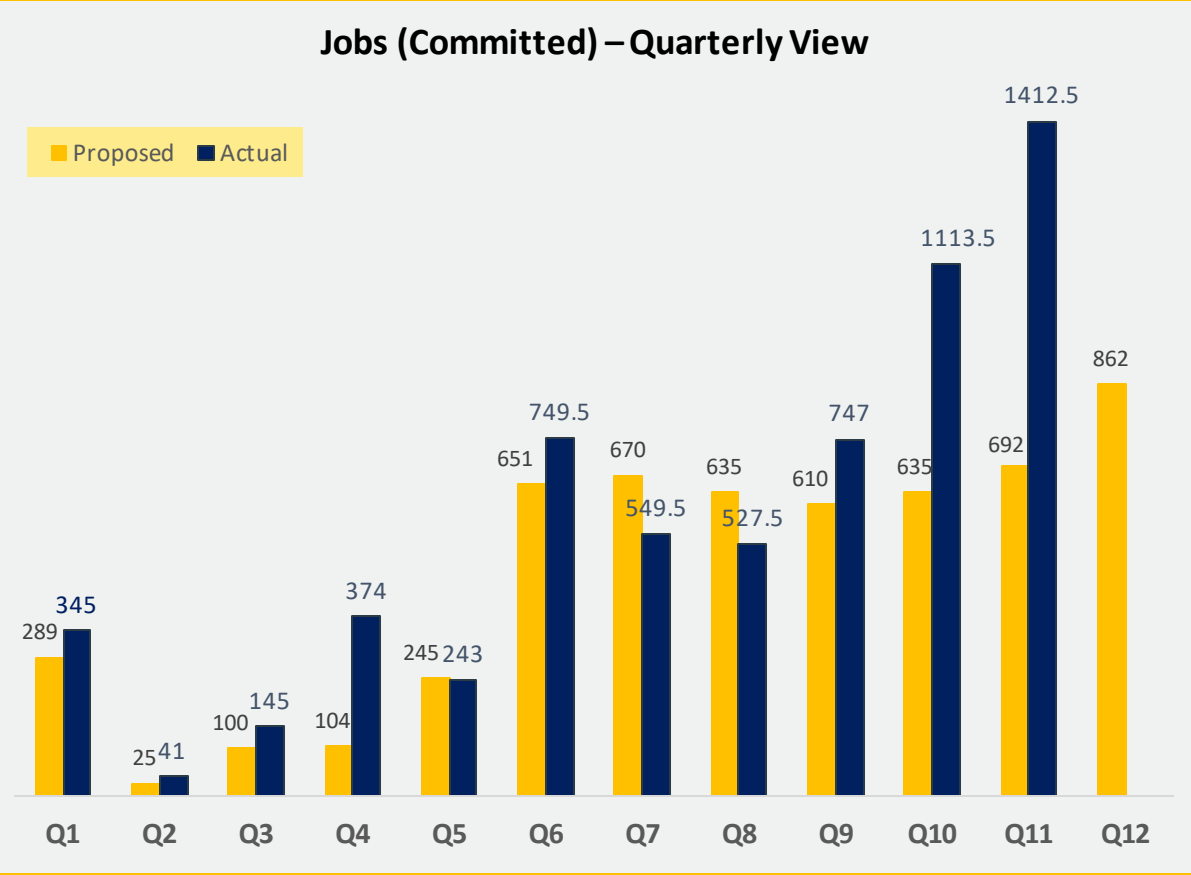
*

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

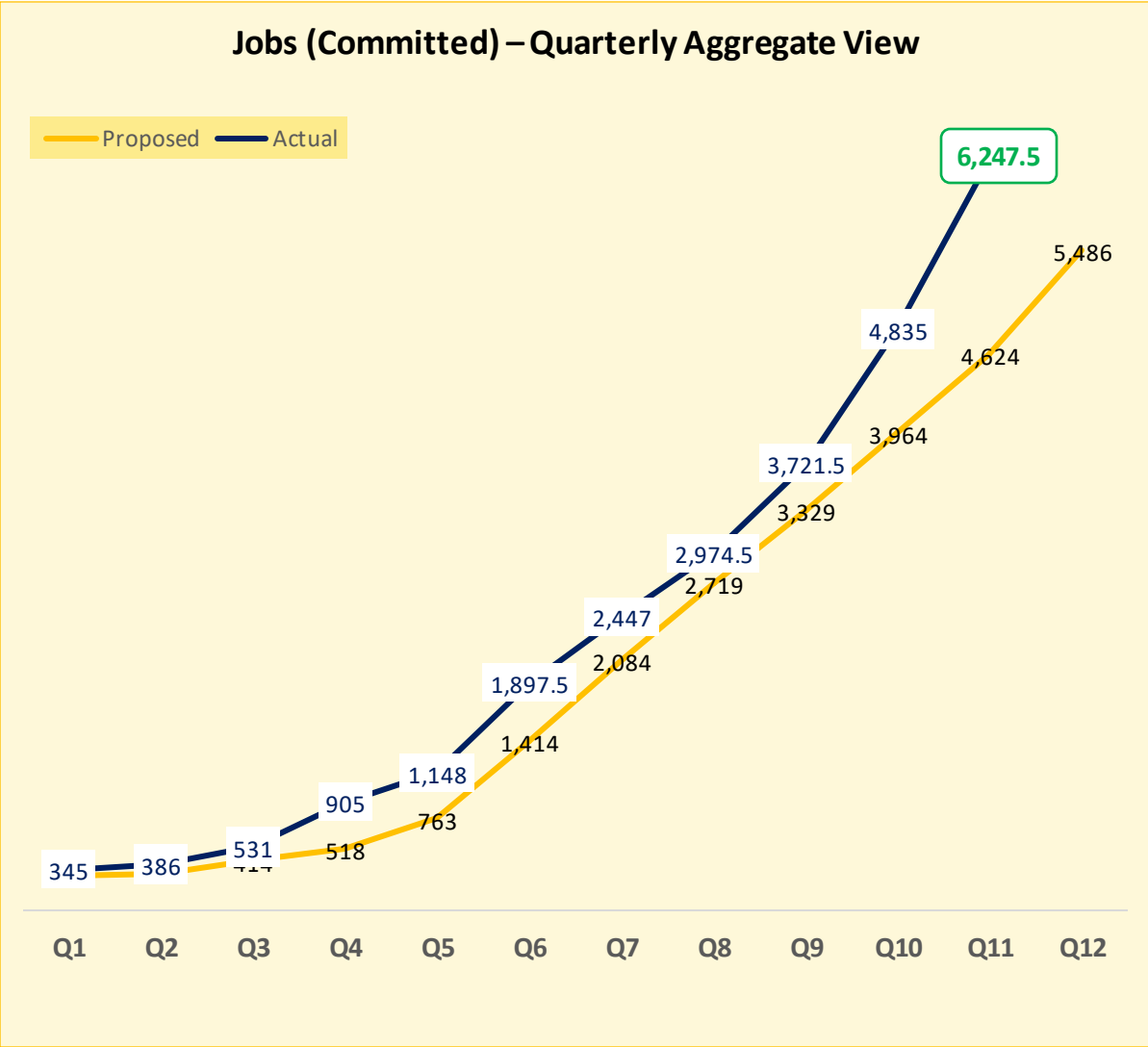
NOTE: Measuring Jobs Forecast/Committed, Jobs Created/Evidenced, and Apprenticeships.

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

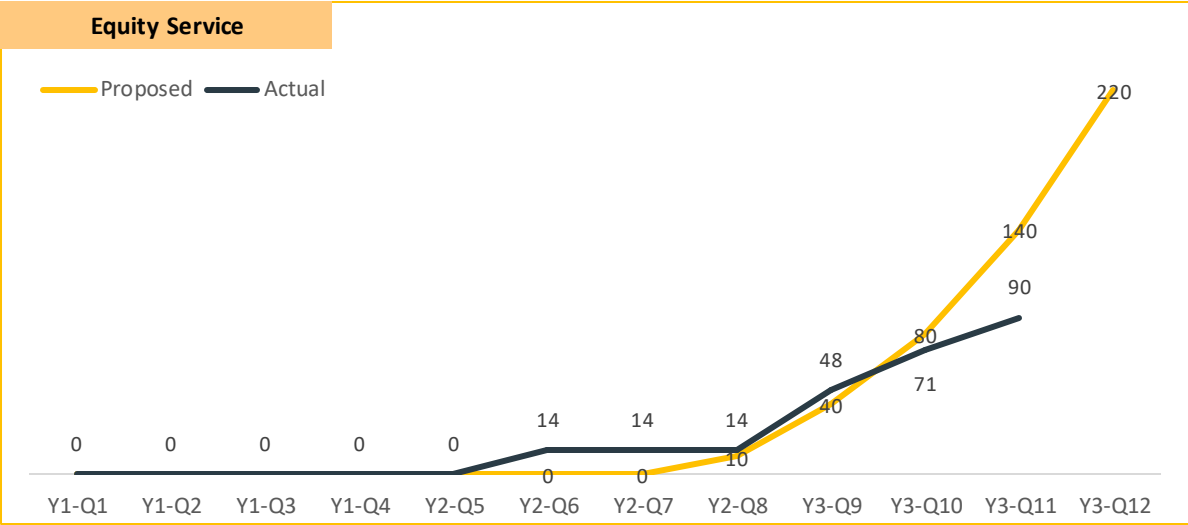
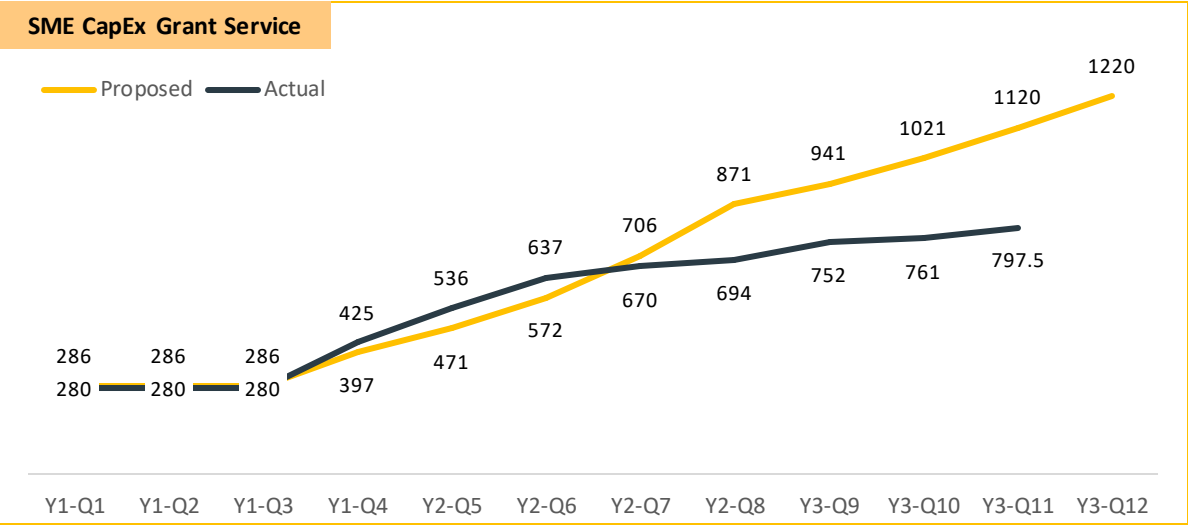
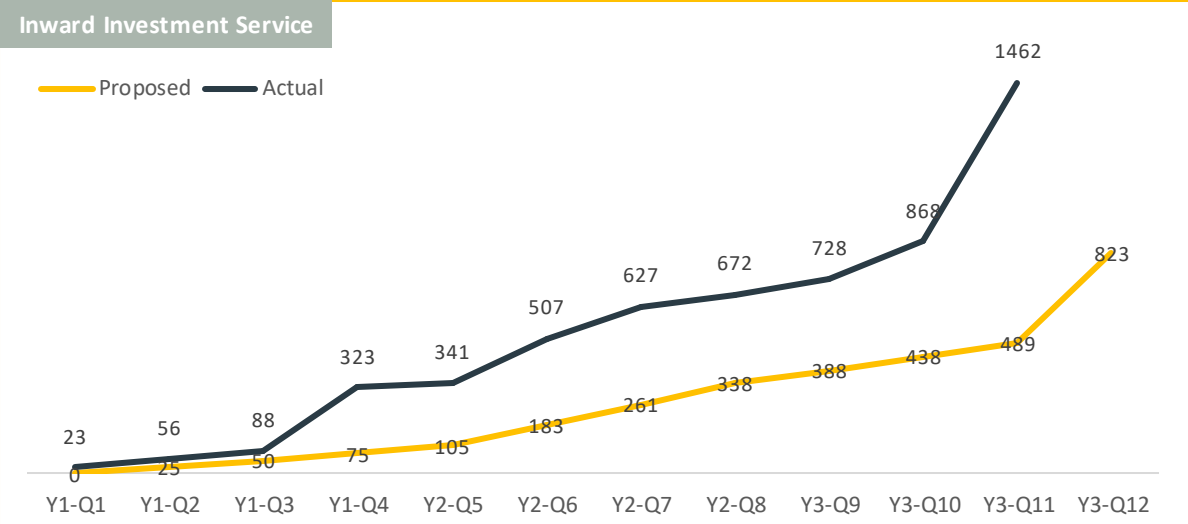
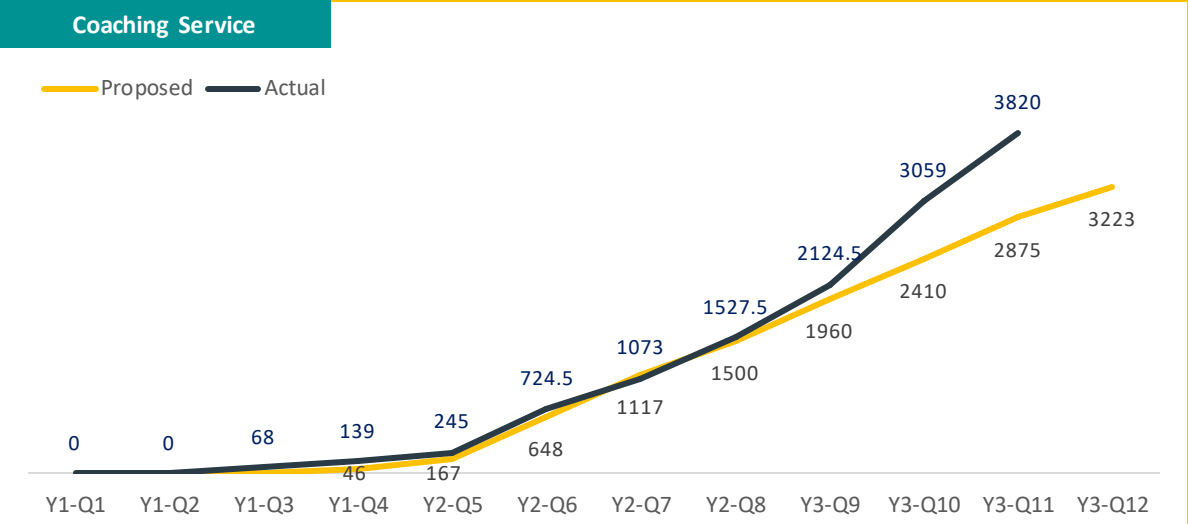


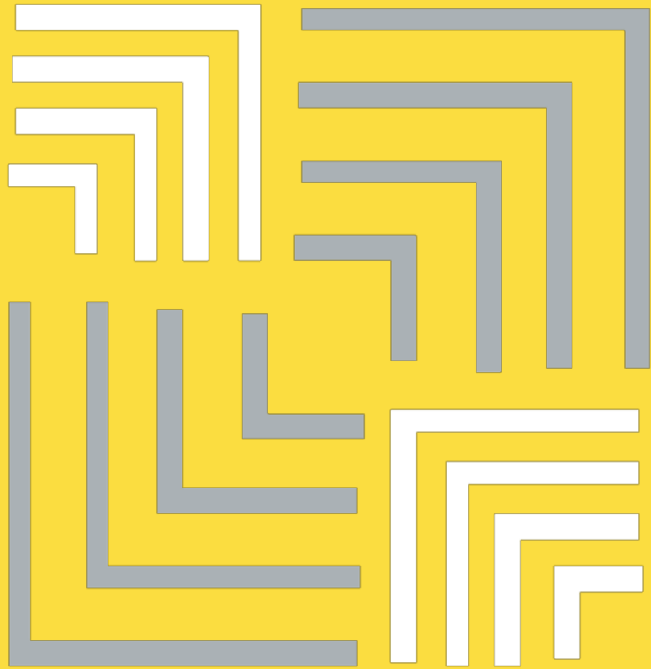
NOTE: SME CapEx Grants Tranche-1: to 31st March 2022.
As per the qualification note explaining the position with the 32 companies awarded a CapEx Grant on 31st March 2021, we have recalibrated the Q4 data on jobs to reflect the fact that the Grants Jobs (committed) total for Year one is reset at 439 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.

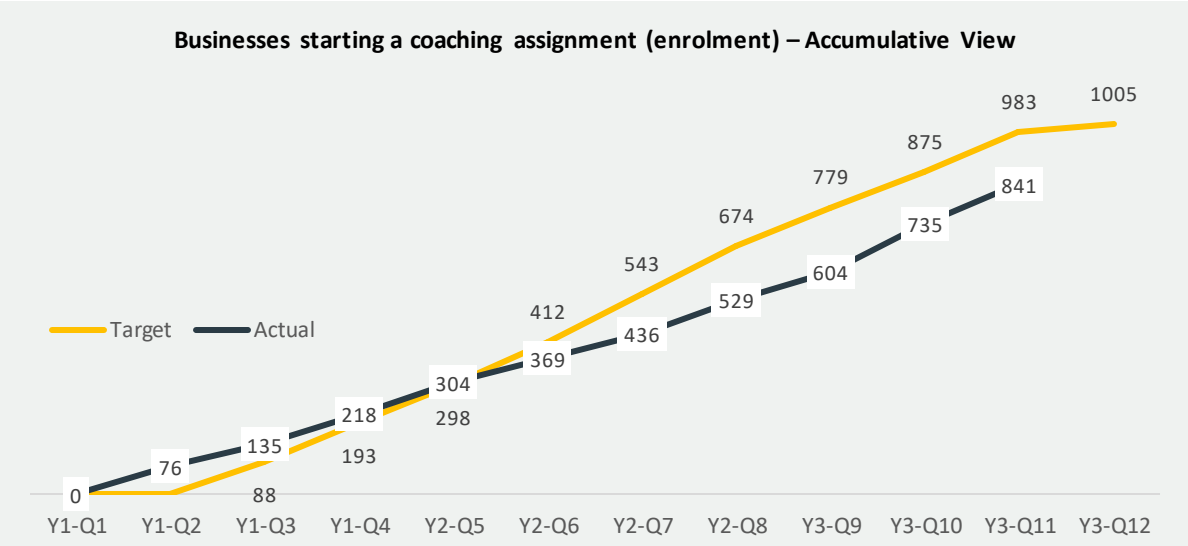
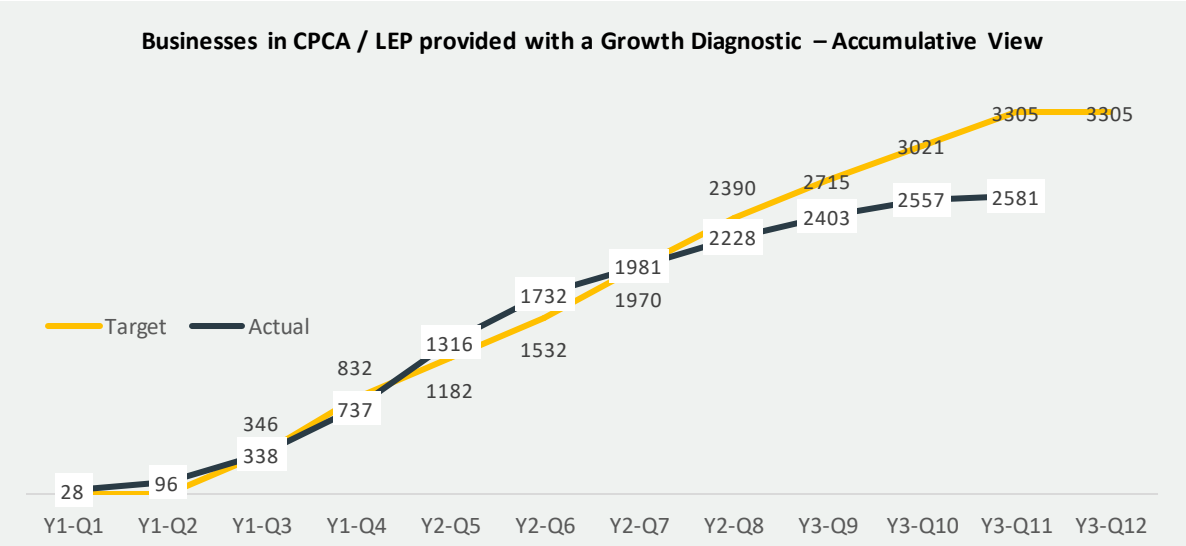
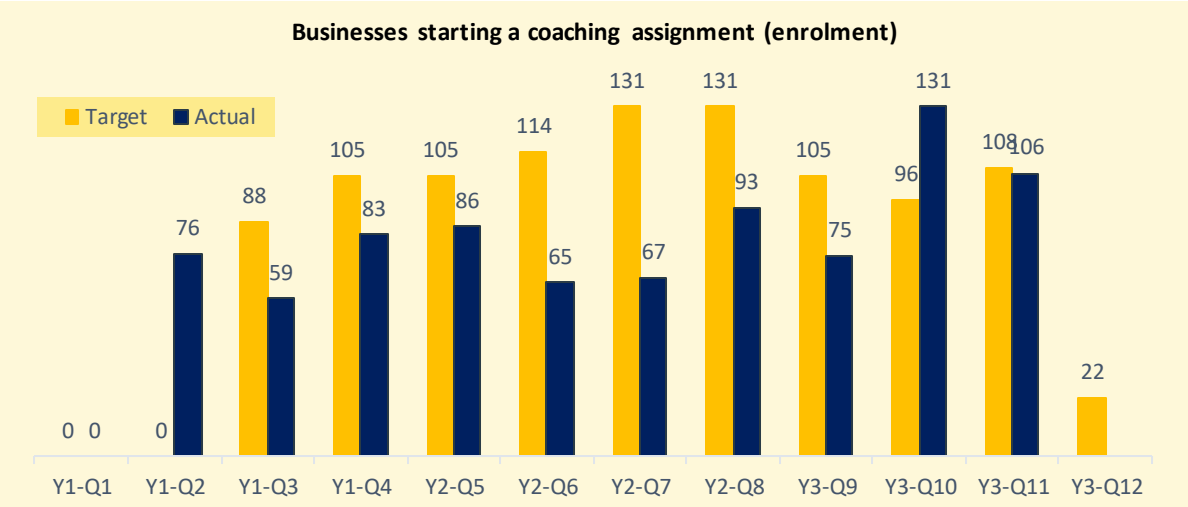
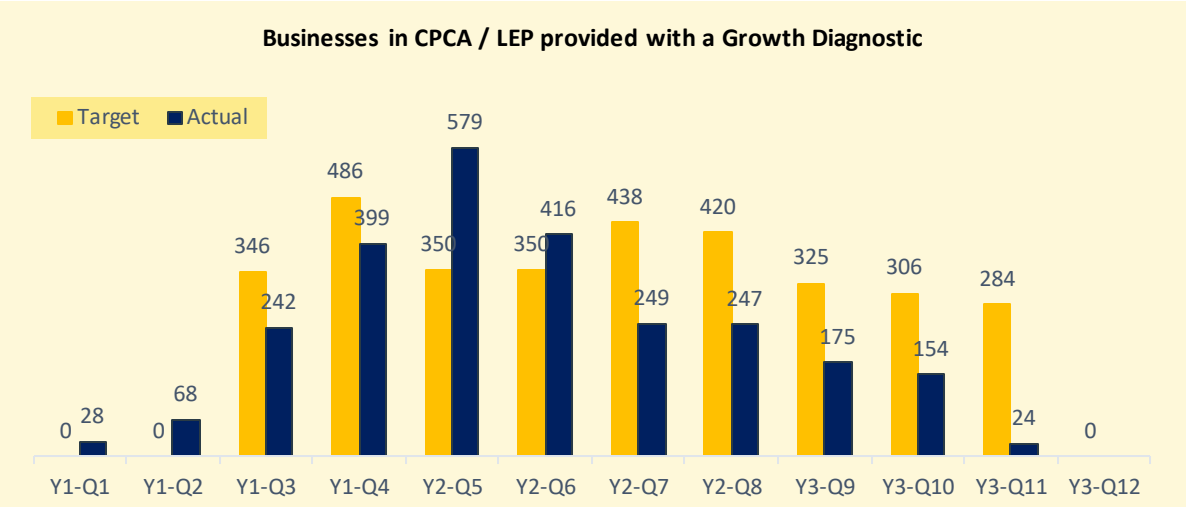
Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	Q10 Actual	(Q11) This Quarter					Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Sep 2023)	Whole of Contract 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.

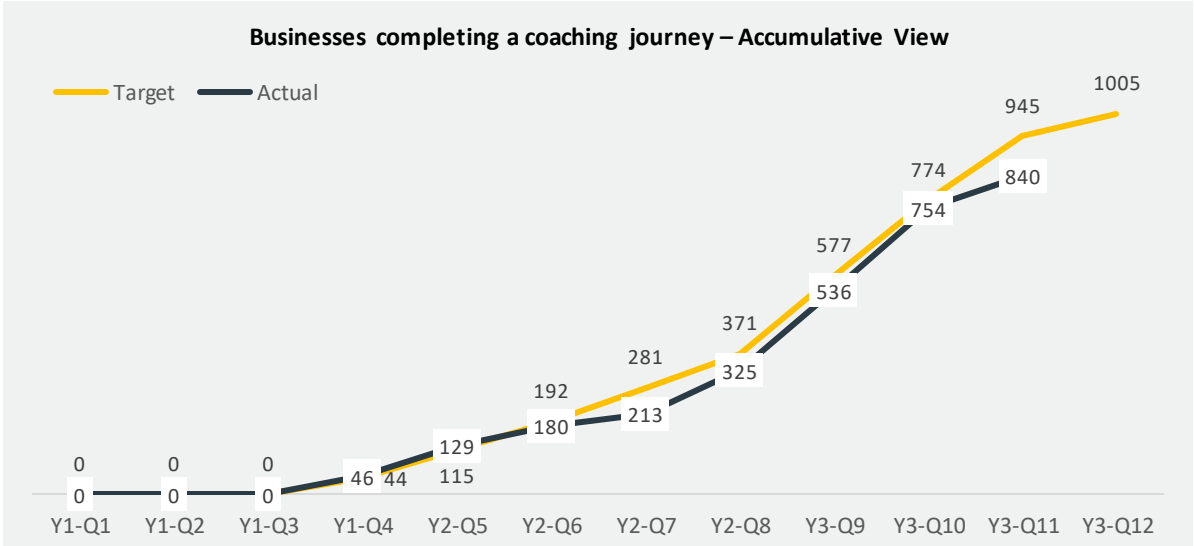
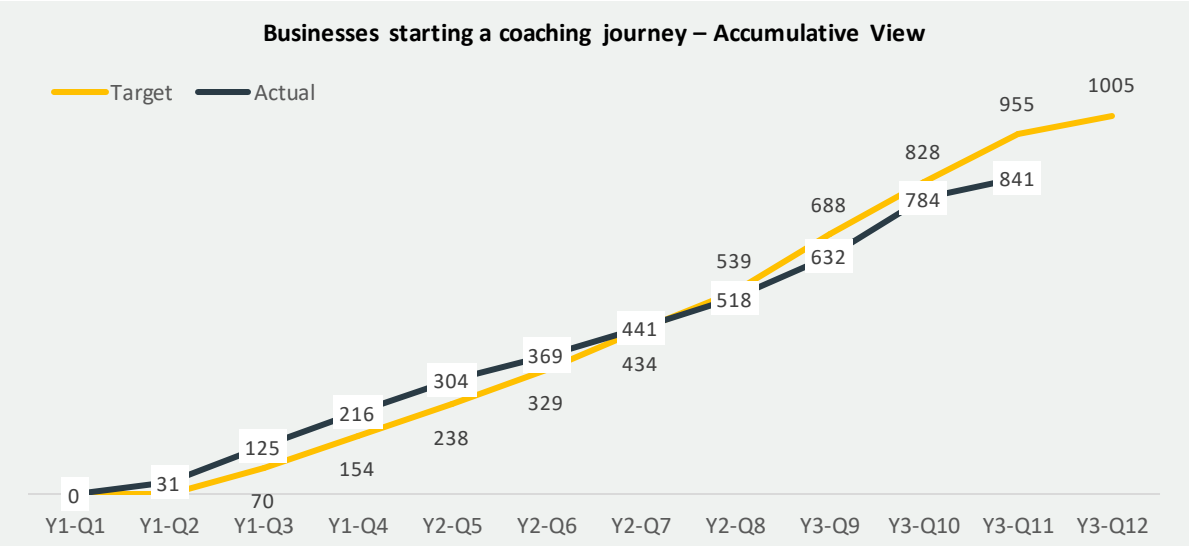
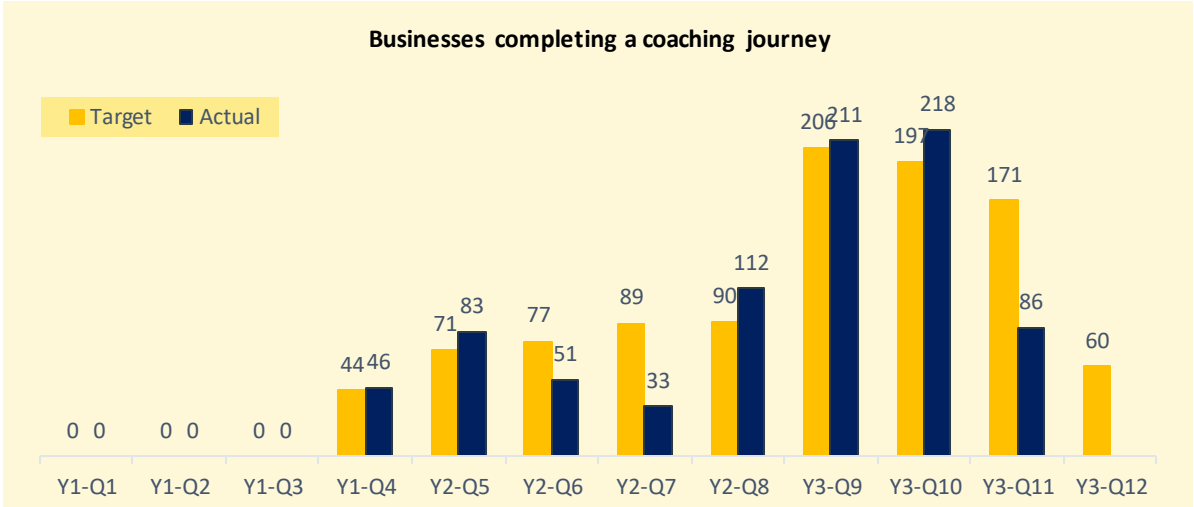
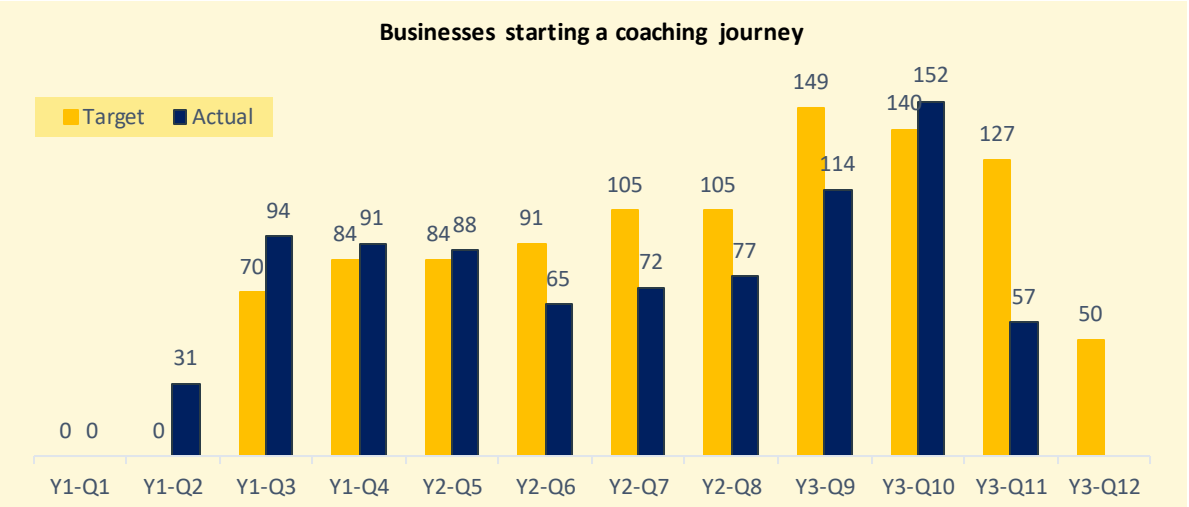
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q11 data is to 30th September 2023.



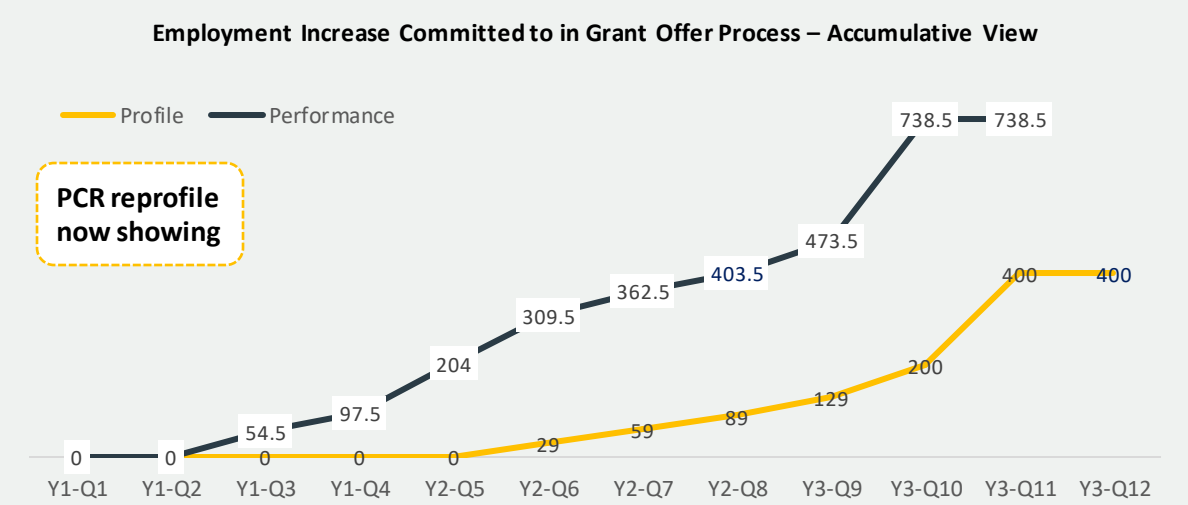
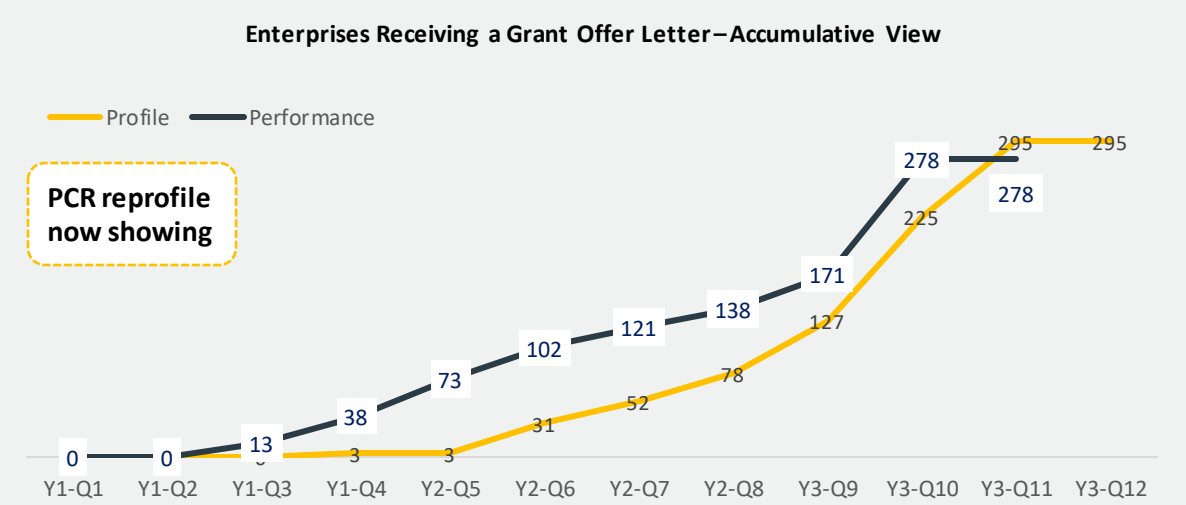
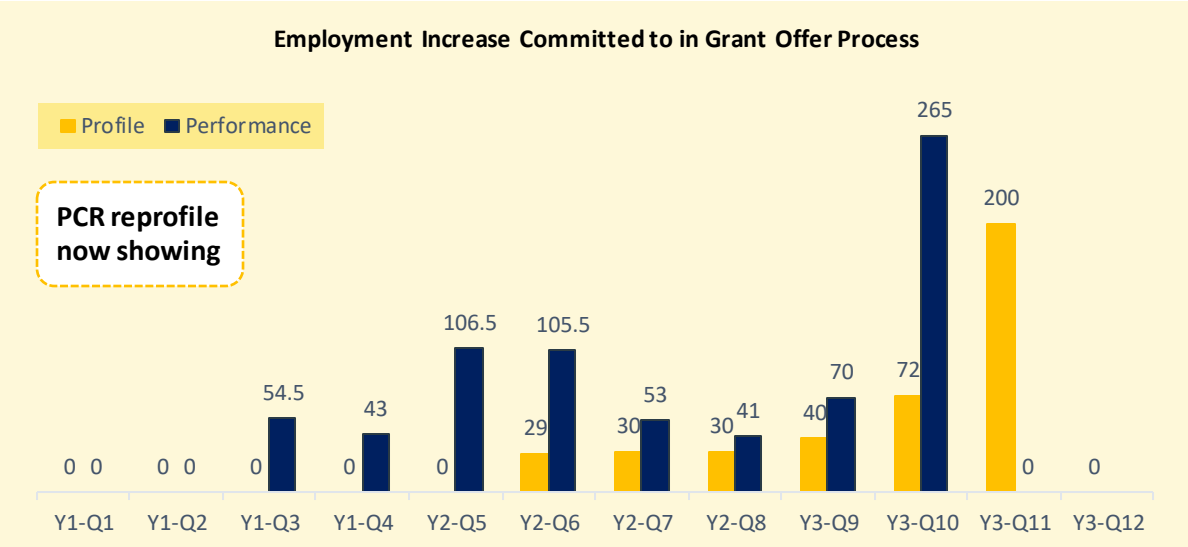
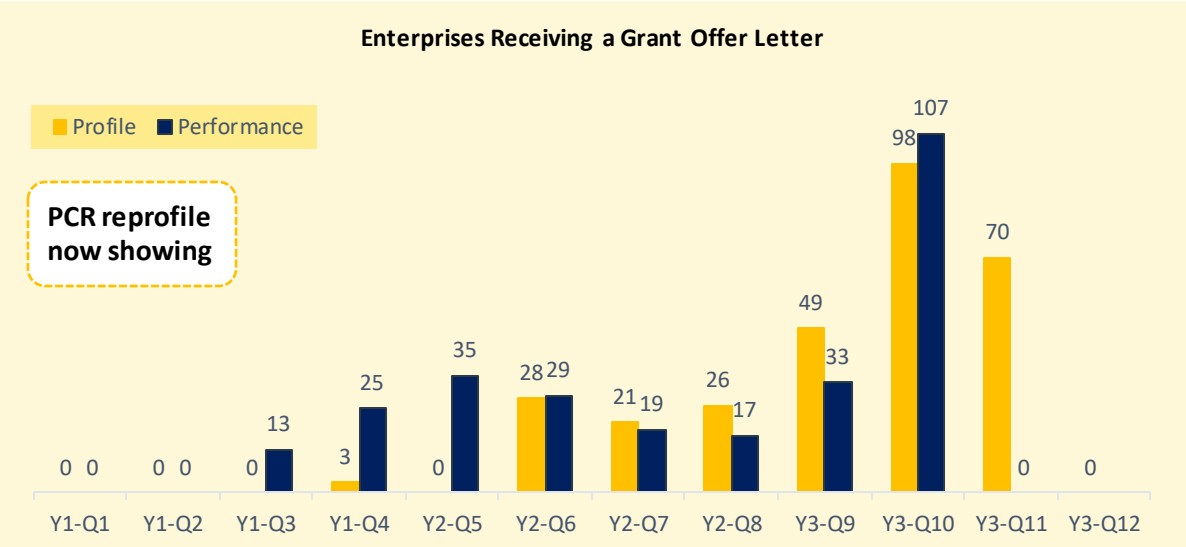
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q11 data is to 30th September 2023.



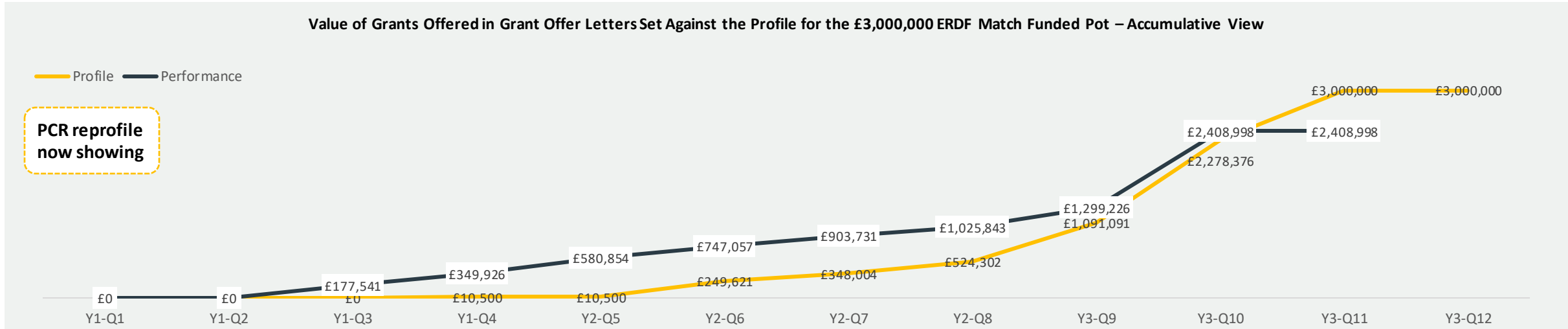
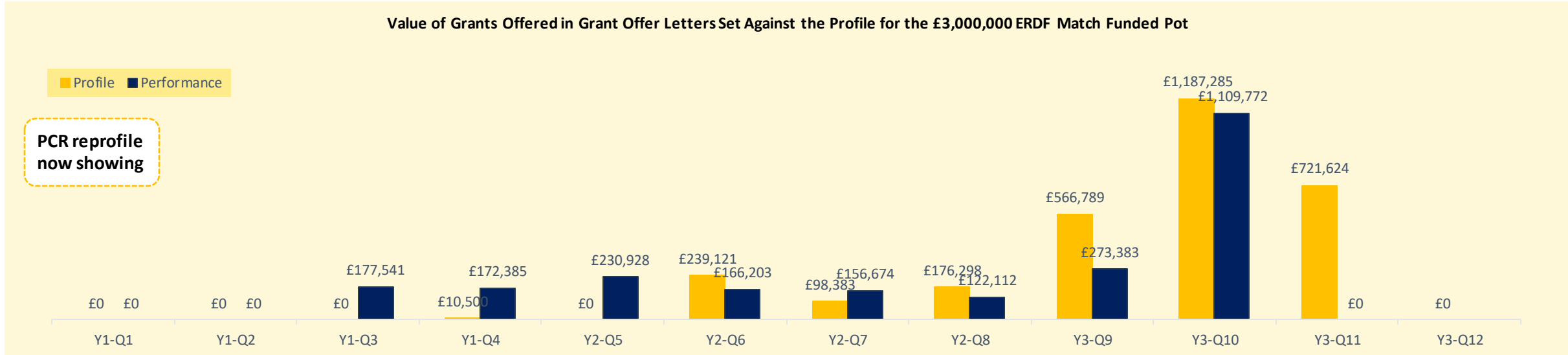
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service – ERDF Revenue / Nudge Grants (1/2)

NOTE: Q11 data is to 30th September 2023.



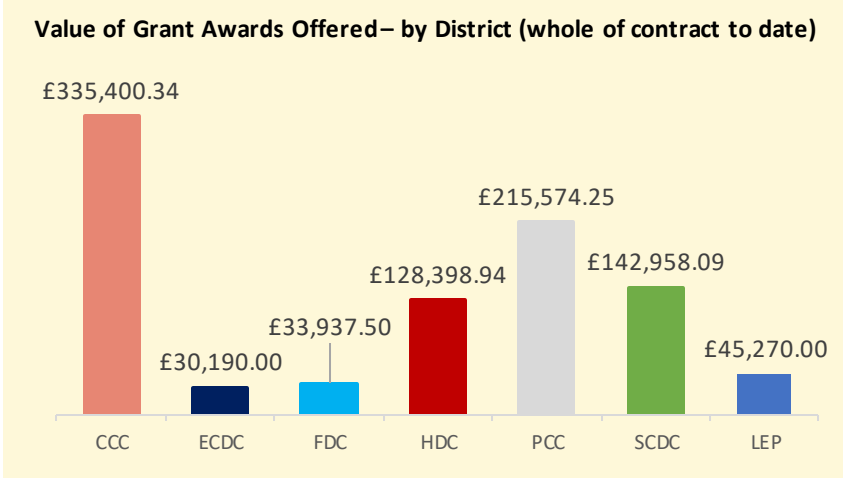
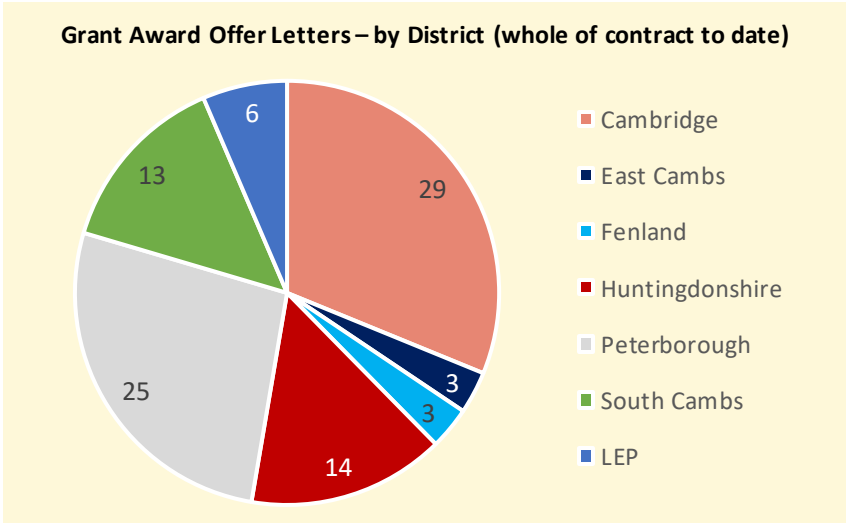
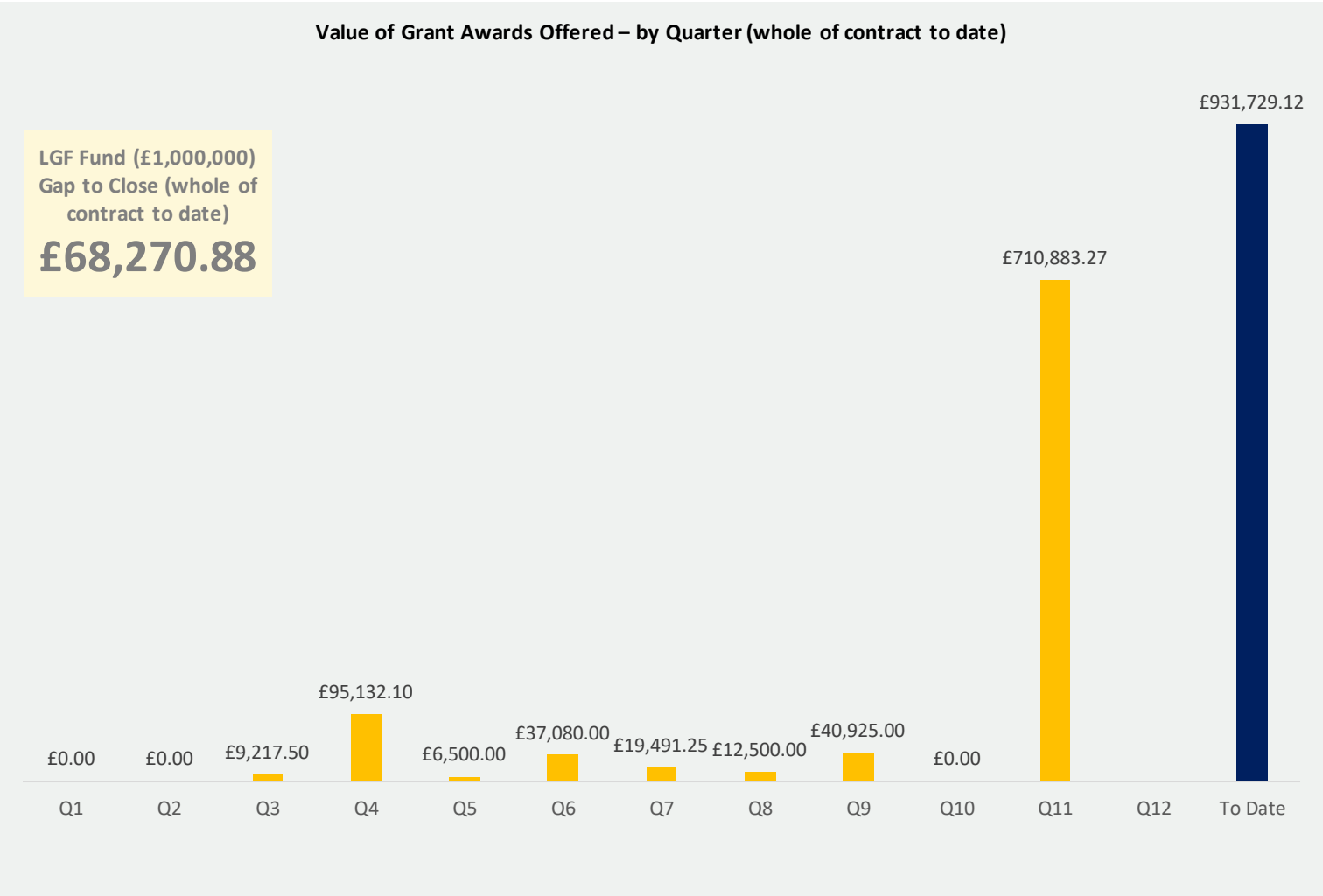
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service – ERDF Revenue / Nudge Grants (2/2)

NOTE: Q11 data is to 30th September 2023.



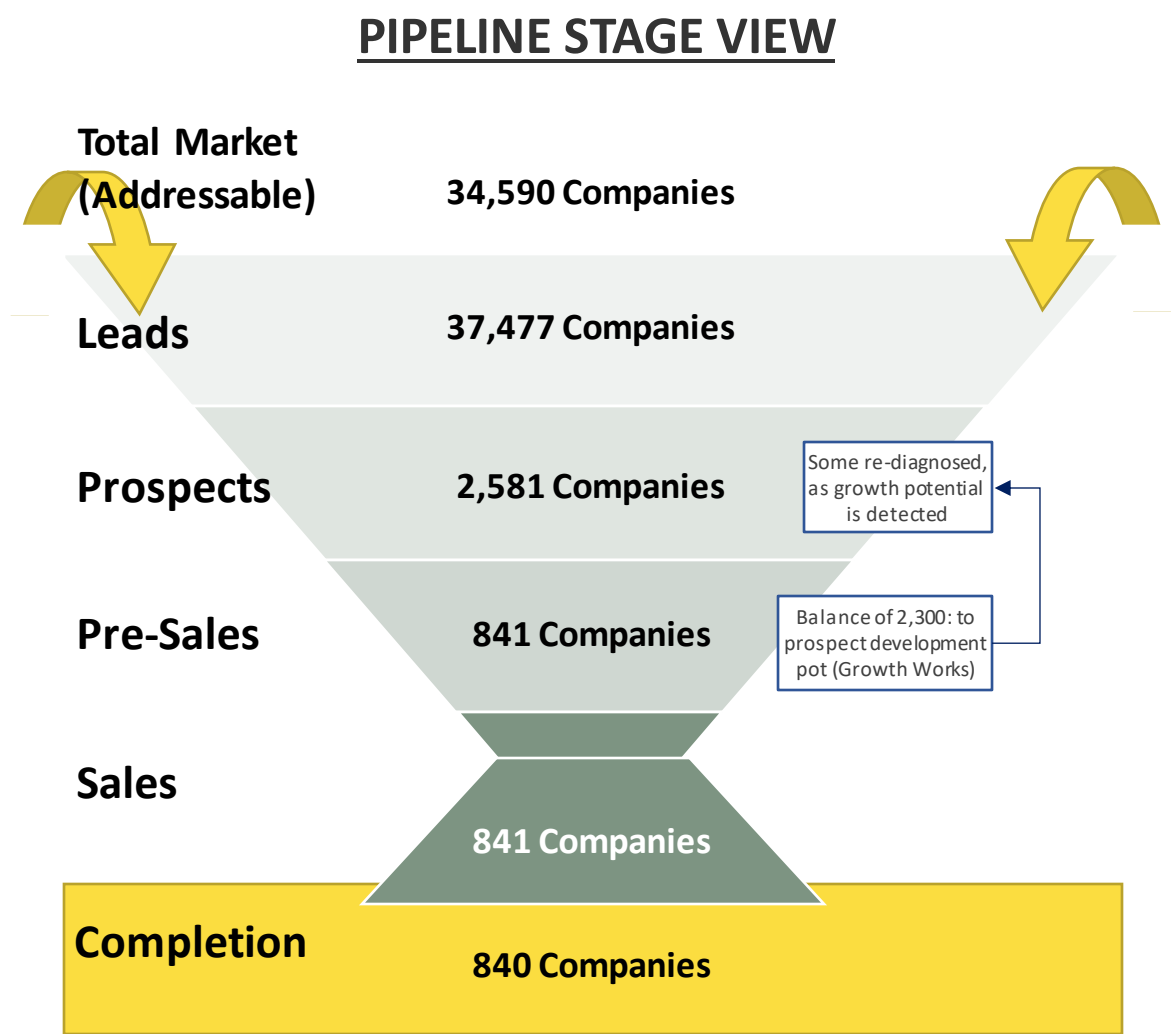
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service – LGF Revenue / Nudge Grants

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.



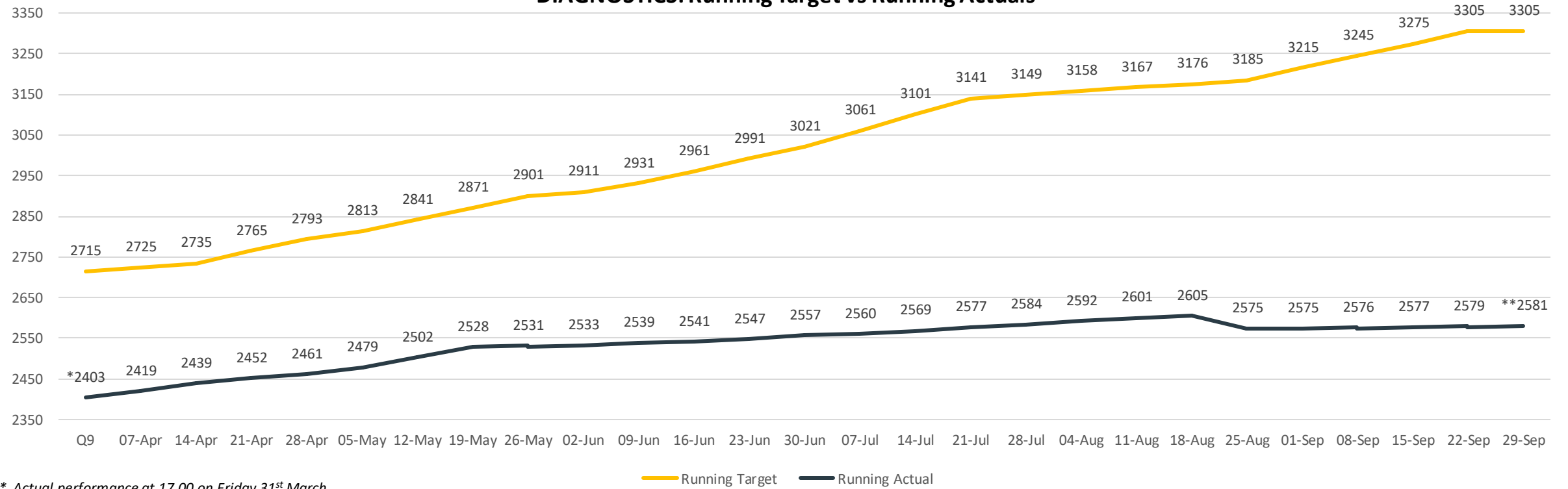
Pipeline Stage	Definition of Stage	Performance Indicator (whole of contract)	Monthly Performance	Contract to Date Performance
Total Market (Addressable)	34,590 SME companies in CPCA region (with 5+ employees) (ONS2020)	N/A <ul style="list-style-type: none">Awareness RaisingMarketing		
Leads	Evidenced 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

DIAGNOSTICS: Running Target vs Running Actuals

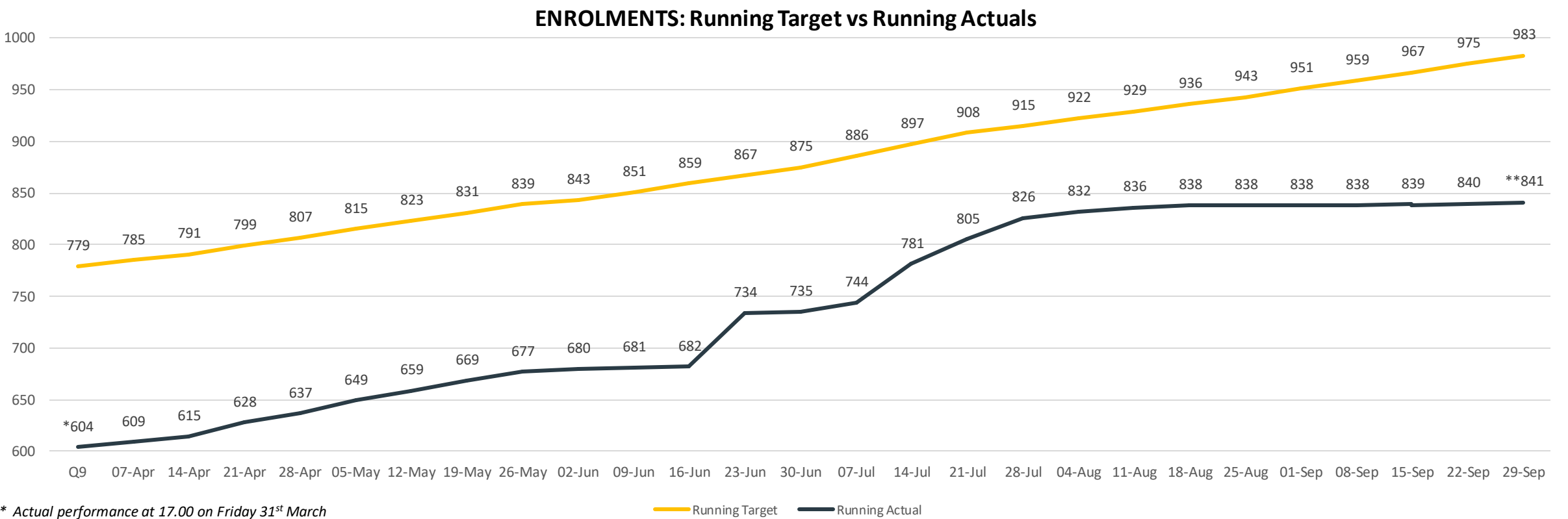


* Actual performance at 17.00 on Friday 31st March
**Actual performance at 17.00 on Friday 30th September

SERVICE LINE 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



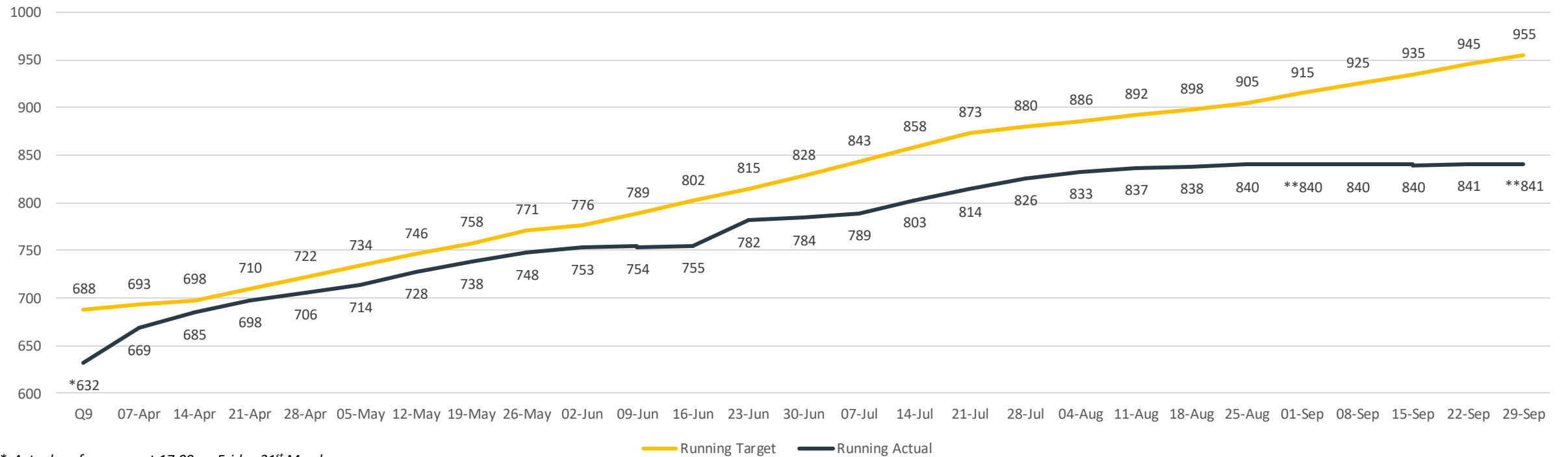
* Actual performance at 17.00 on Friday 31st March
**Actual performance at 17.00 on Friday 30th September

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

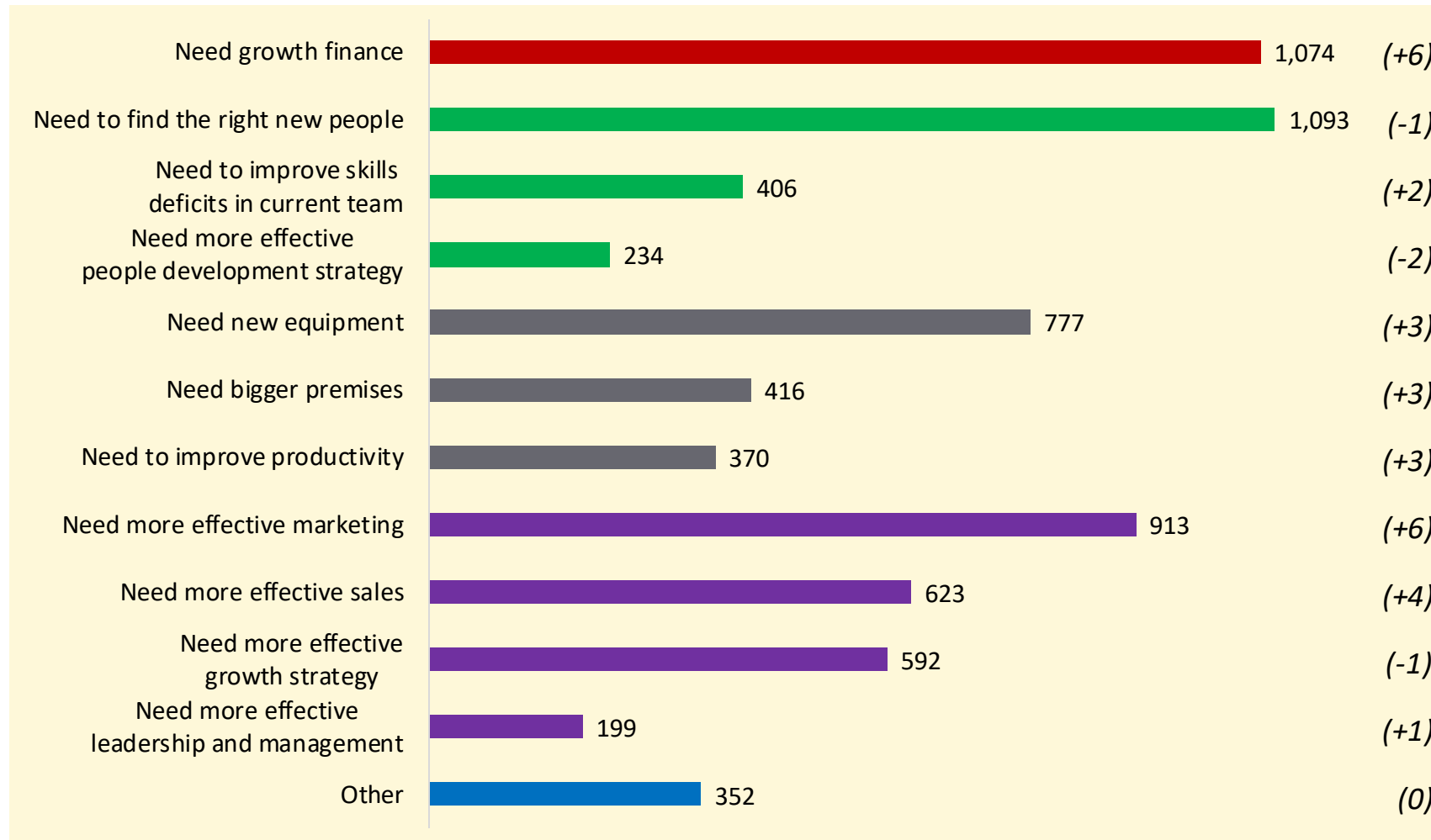
STARTED COACHING: Running Target vs Running Actuals



* 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).













































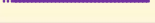

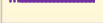
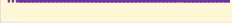
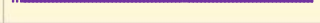
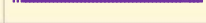
























Businesses completing a Diagnostic form are asked to give their reasons or business challenges / concerns for engaging with Growth Works with Coaching.

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

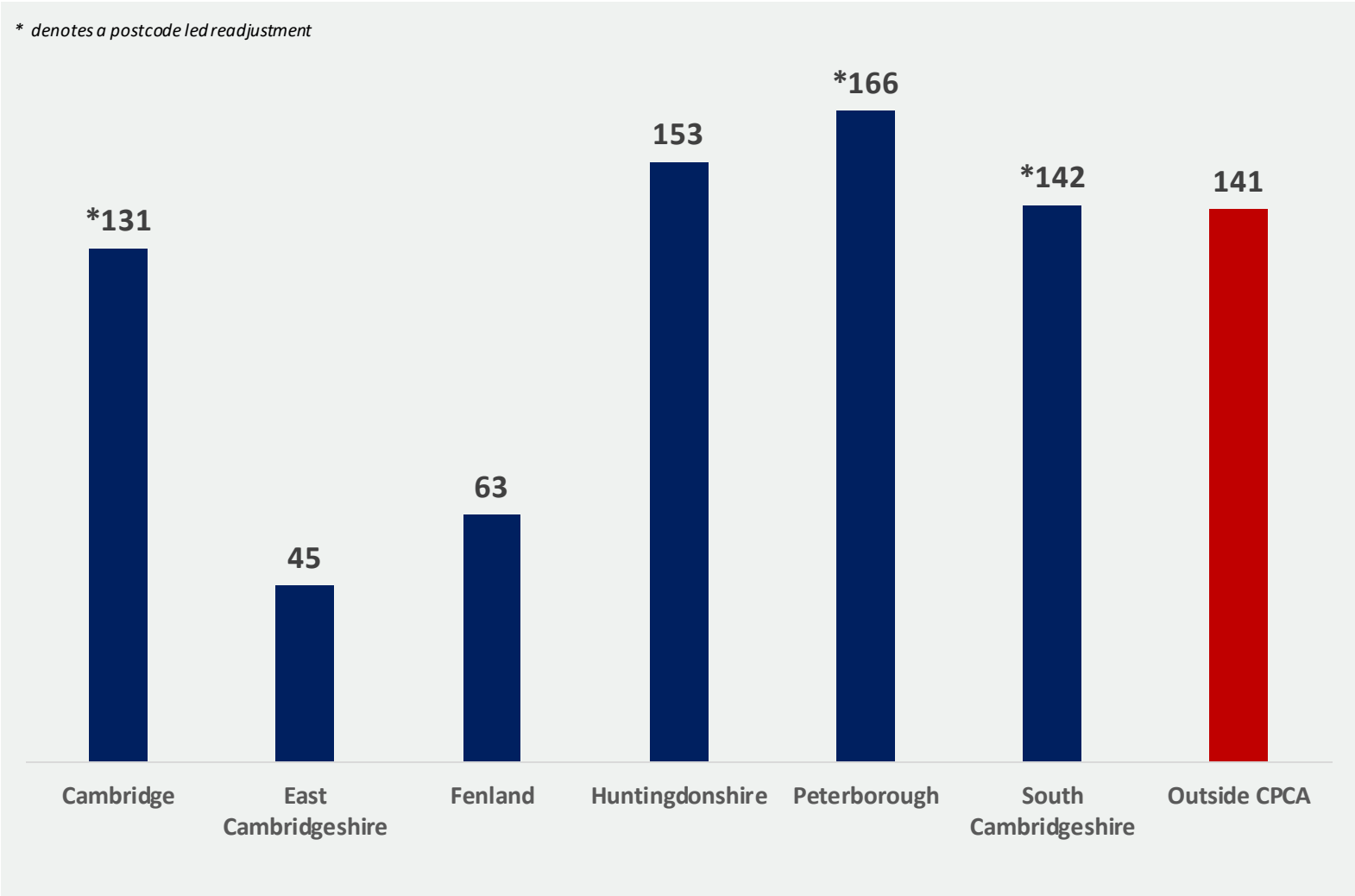
Business challenges cited by companies on their diagnostic forms, for businesses in the six CPCA partner areas. Data shown is to 30th September 2023 as total to date. The coloured bar coding is the same used on the previous page. A total of 5,484 challenges out of a total of 7,049 recorded, are attributed 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.



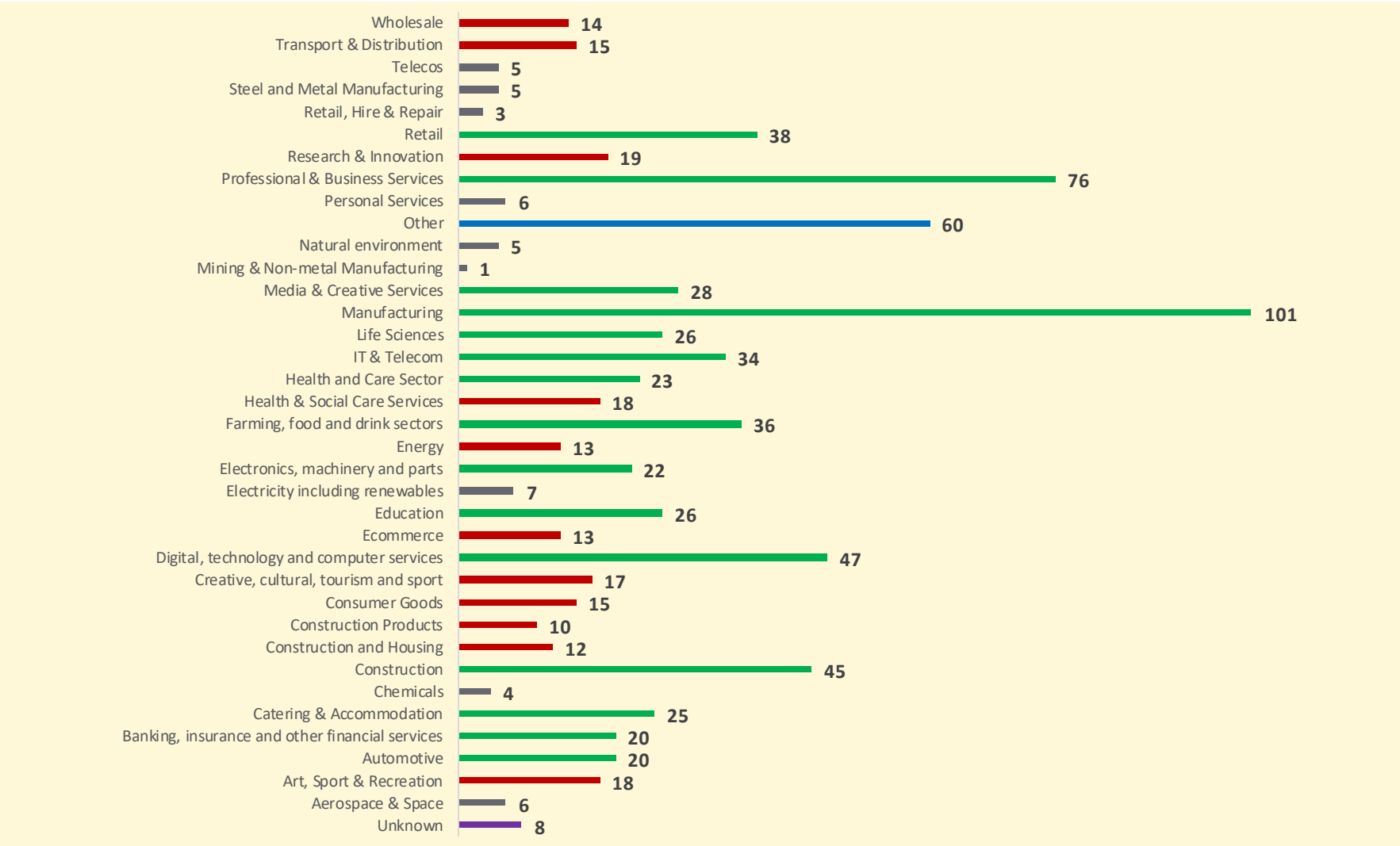
District	Count	Share
Cambridge	131	15.6%
East Cambridgeshire	45	5.4%
Fenland	63	7.5%
Huntingdonshire	153	18.2%
Peterborough	166	19.7%
South Cambridgeshire	142	16.9%
Outside CPCA/	141	16.8%
Total	841	100.0%

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'.



GROWTH WORKS

SUB-SECTION:

GROWTH HUB (all business service)

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



SERVICE LINE REPORTING: Growth Coaching Service – Growth Hub, 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.

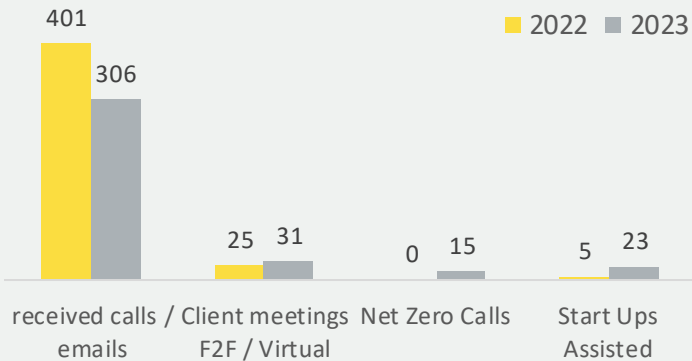
Measurements?

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.

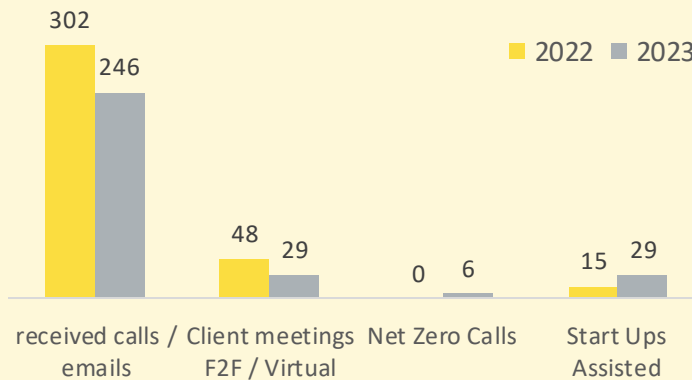


- Looking at the figures in the chart from 2022 which was busy with businesses calling for signposting to grants, very much businesses in distress, now 2023 is very different with nearly 87% of calls from pre starts or startups looking for guidance / signposting / mentoring / business planning / financial 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



September Update

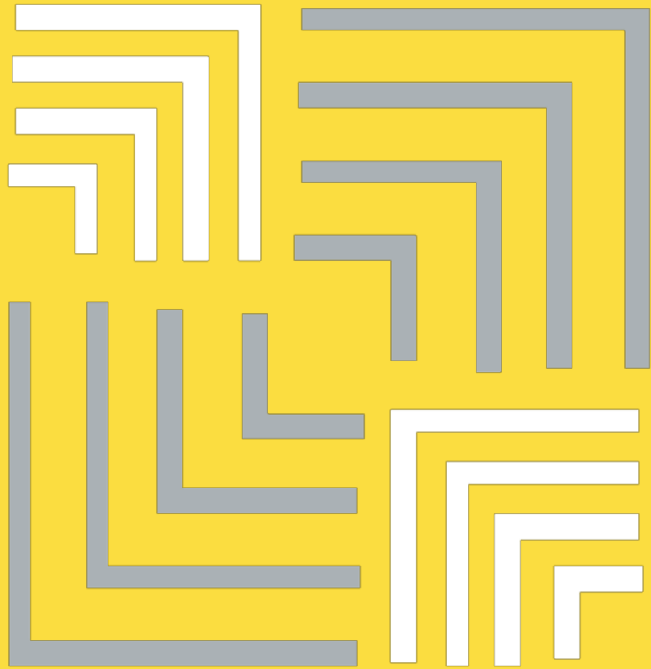
- GH delivered 27 mentoring 121`s, GH delivered 6 start up courses this month
- Attended 14 networking events across the region
- Attended 22 stakeholder meetings across the month.
- Calls slowed down this month, slowly going back to pre covid days numbers, more emails coming in asking about grant funding 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.

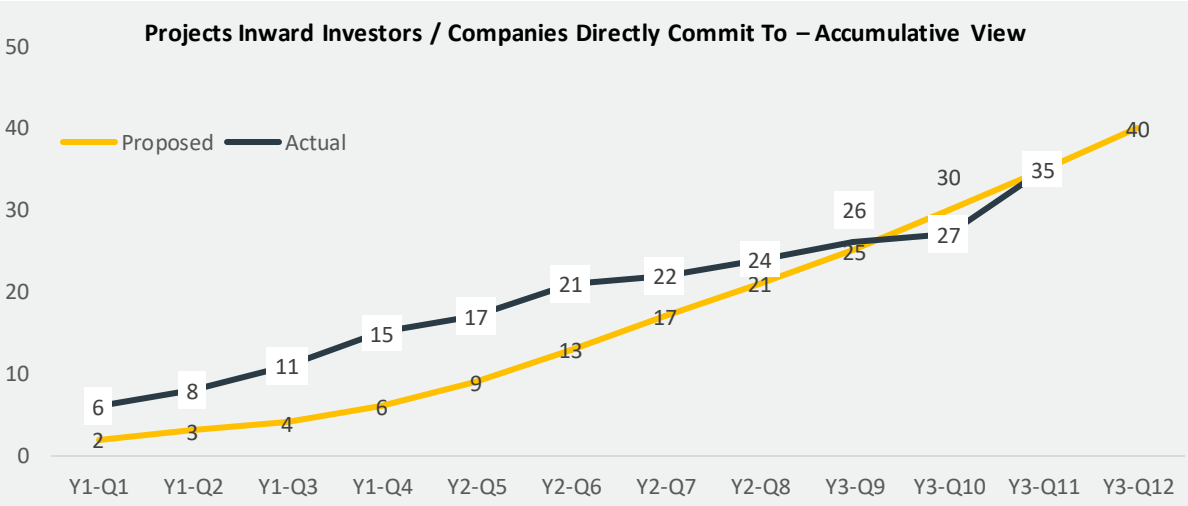
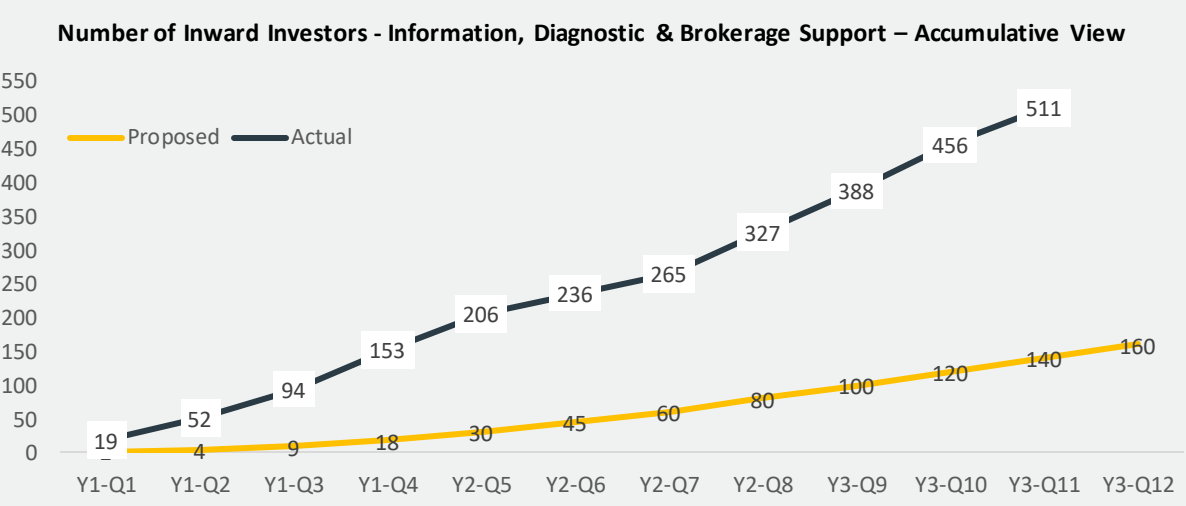
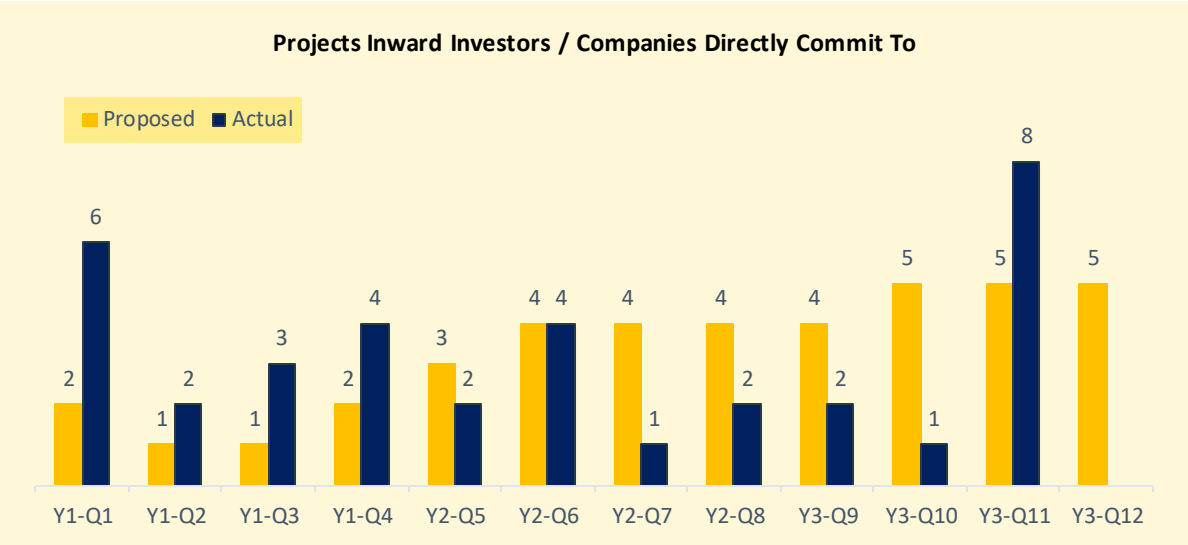
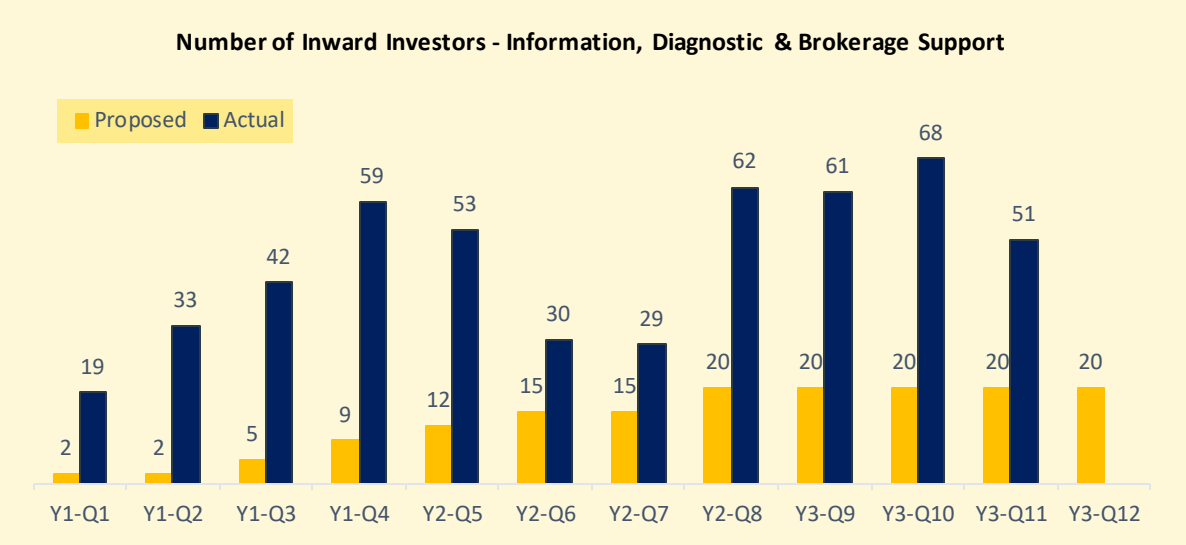
Through this process DBT flagged with us six (6) successes with 519 jobs that the Growth Works IIS team supported, and which have been formally claimed by DBT over the course of the life of the Business Growth Services contract.

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

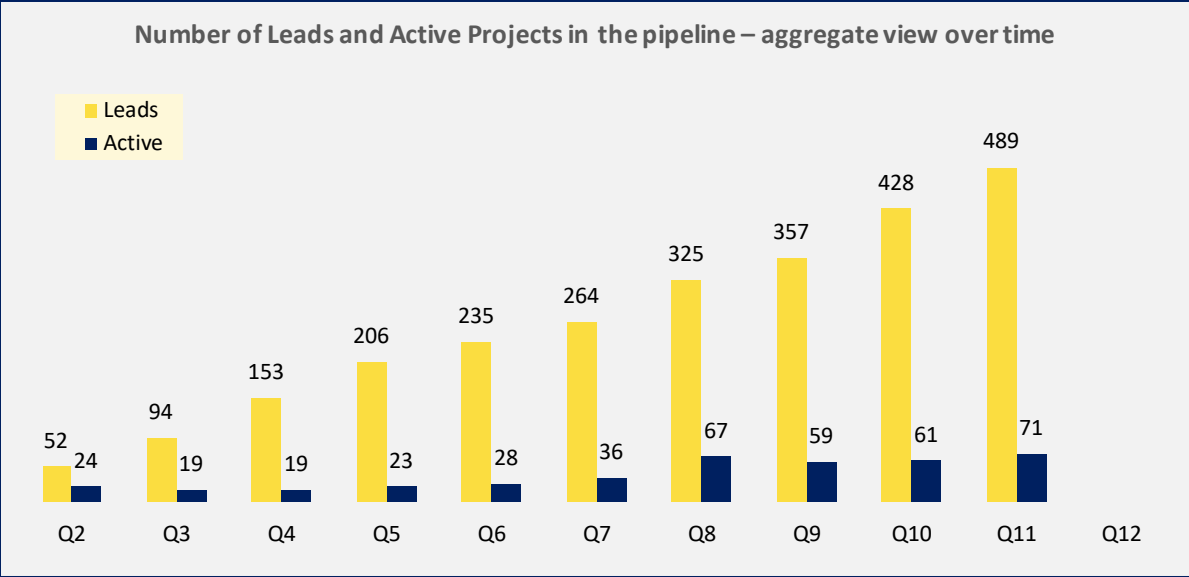
SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Q11 data is to 30th September 2023.



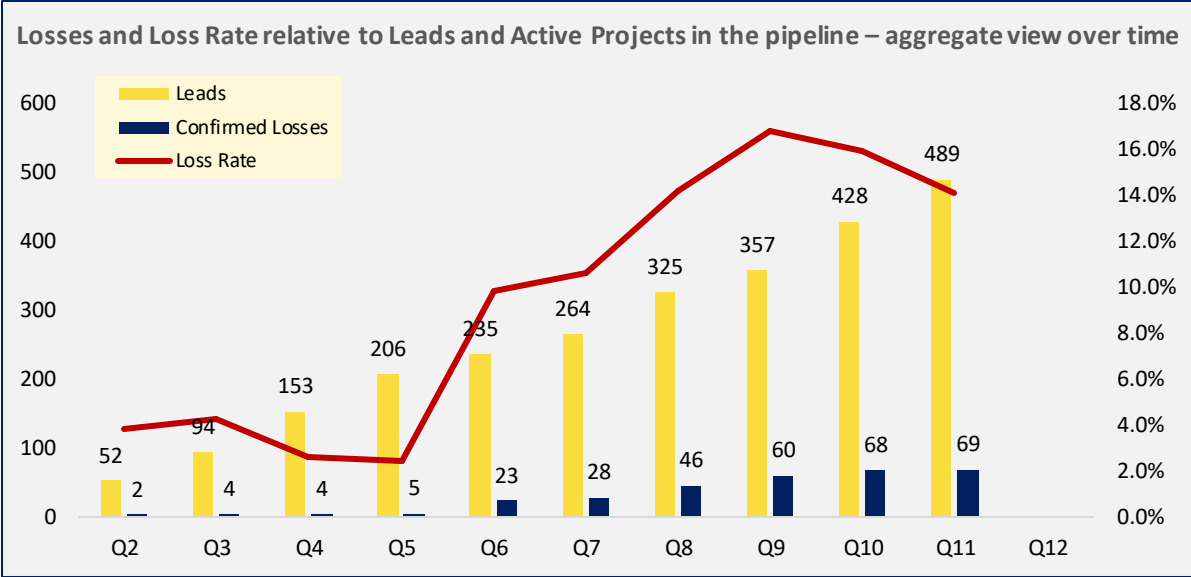
SERVICE LINE DASHBOARD VIEW: Inward Investment Service – opportunity cost

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
(New Companies Supported: a subset of the total above)	(2)	(2)	(4)
Jobs Potential (New Companies)	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.



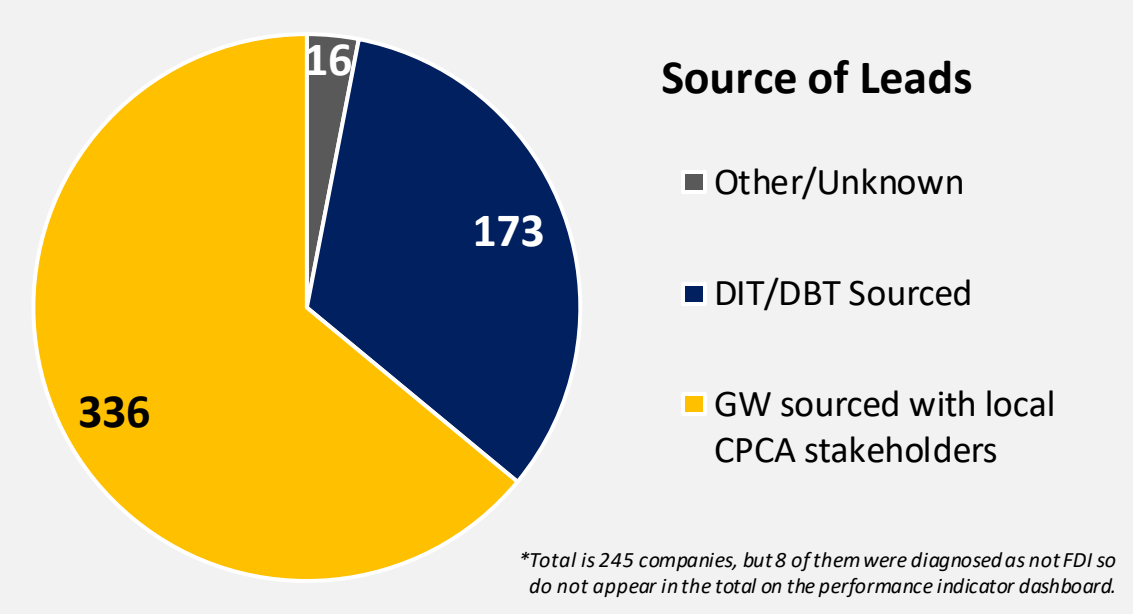
INDIA

- 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.

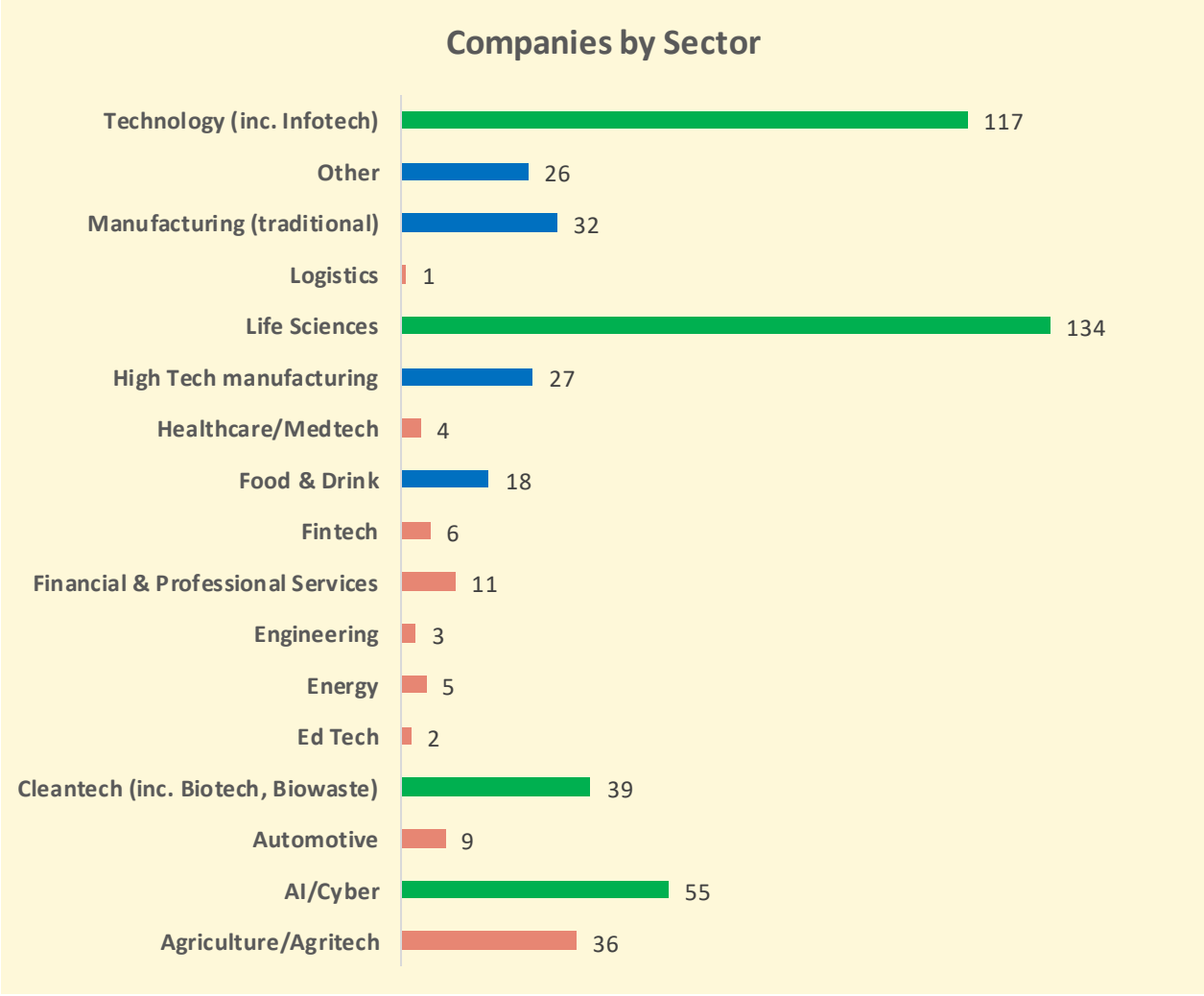
SERVICE LINE VIEW: Inward Investment Service – origin of leads and sector coverage of leads

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

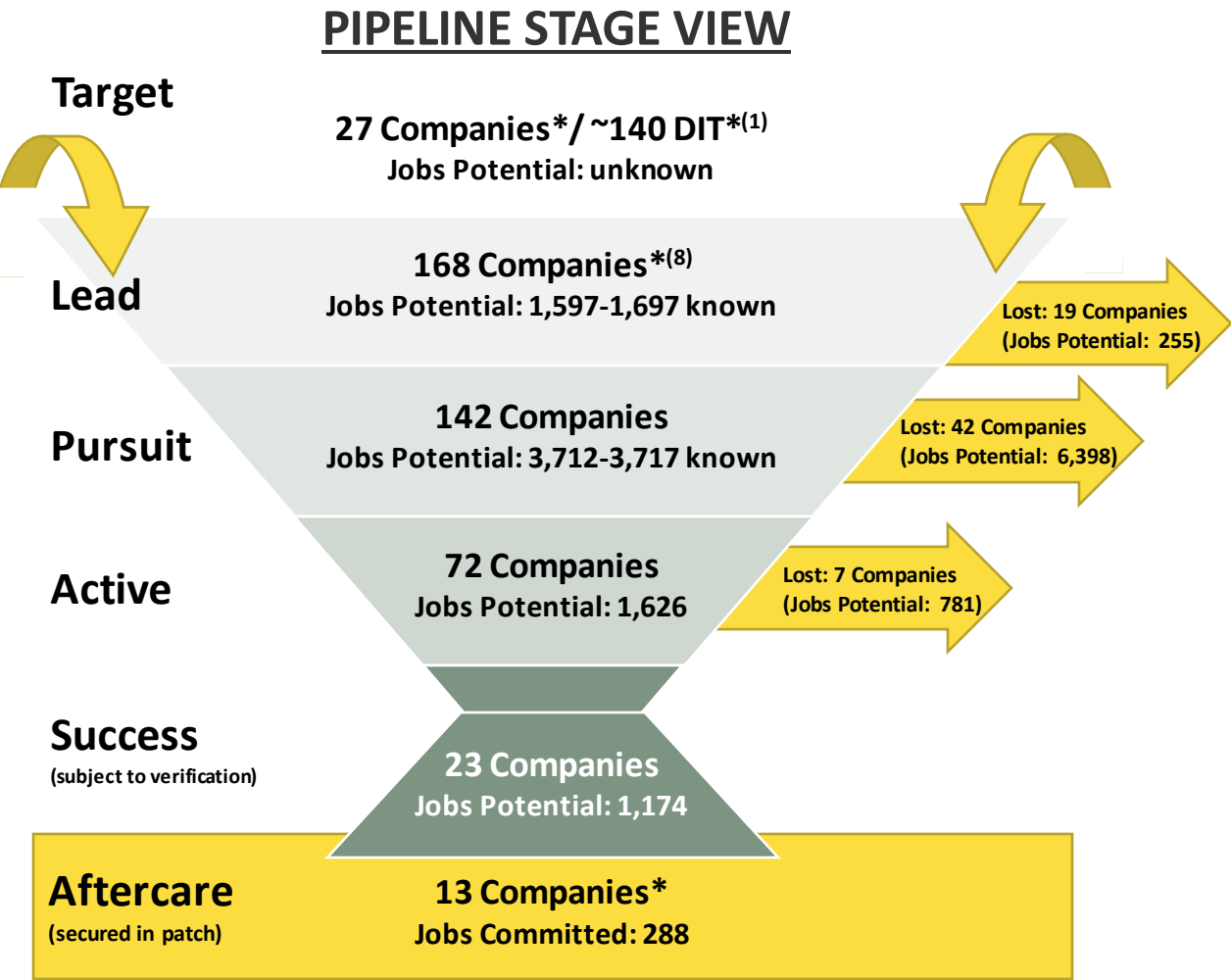
NOTE: Q11 data is to 30th September 2023.

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.

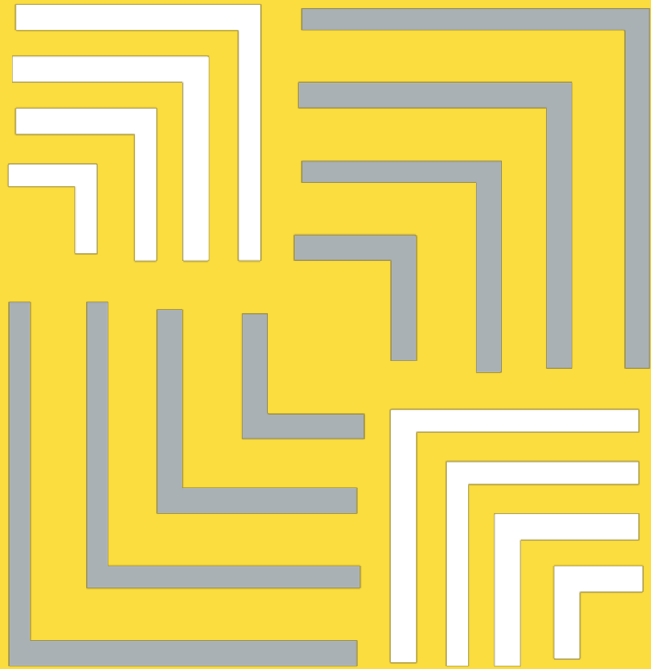
SERVICE LINE PIPELINE VIEW: Inward Investment Service

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

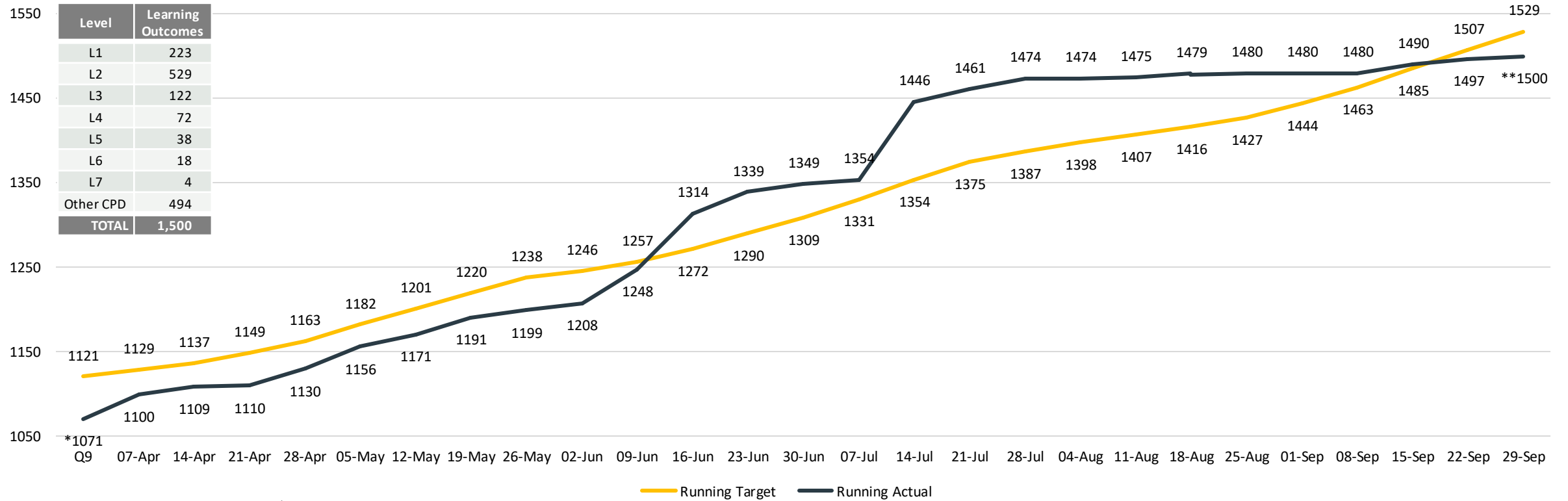
R9s claimed in September by district = Cambridge x 0, East Cambs x 3, Fenland x 2, Huntingdonshire x 1, Peterborough x 1, South Cambs x 0 = 7

- 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.

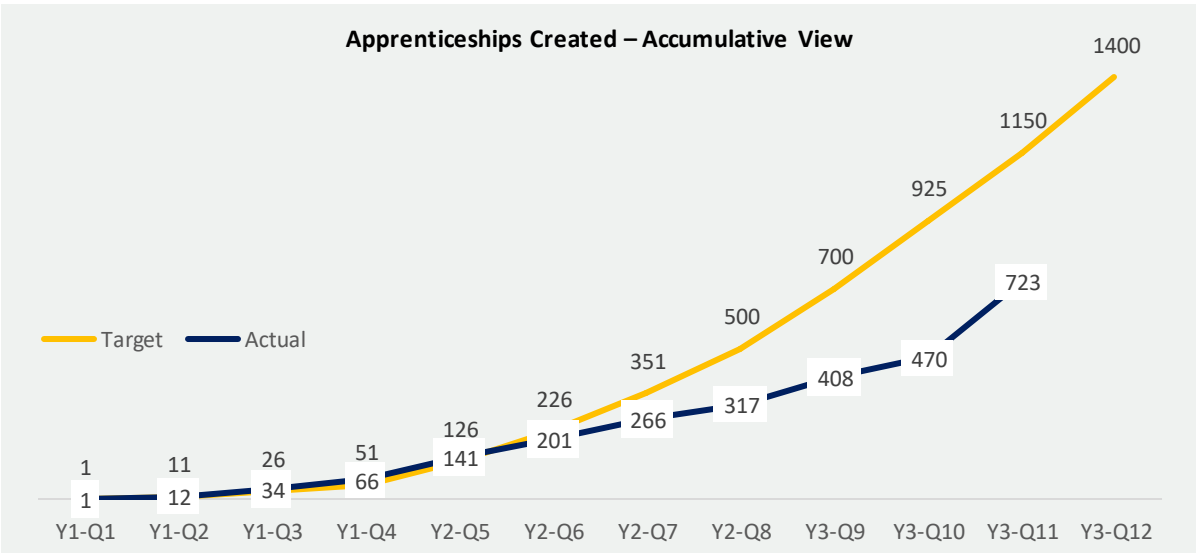
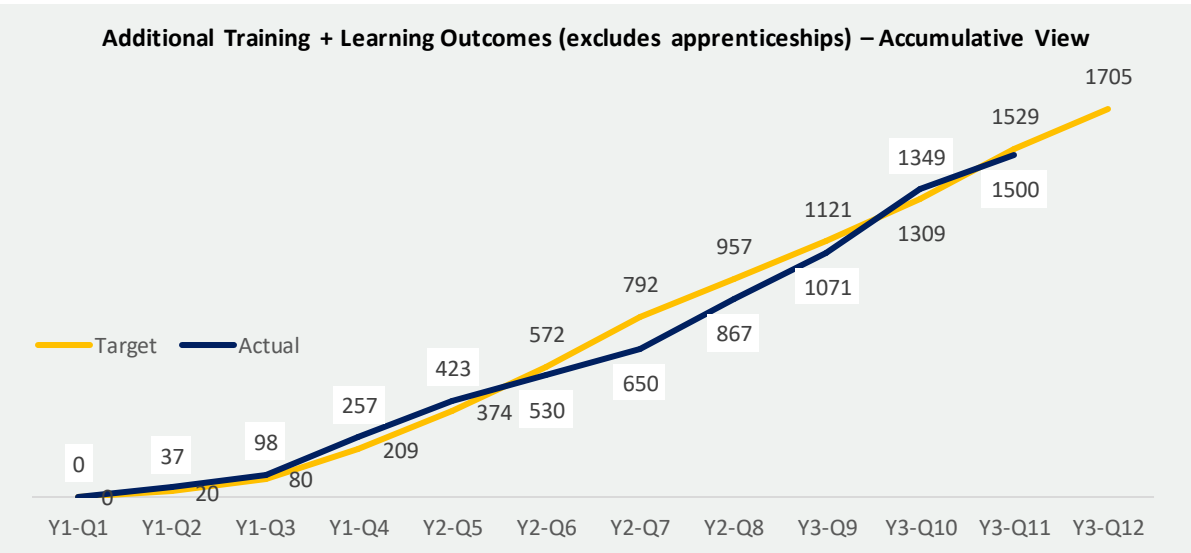
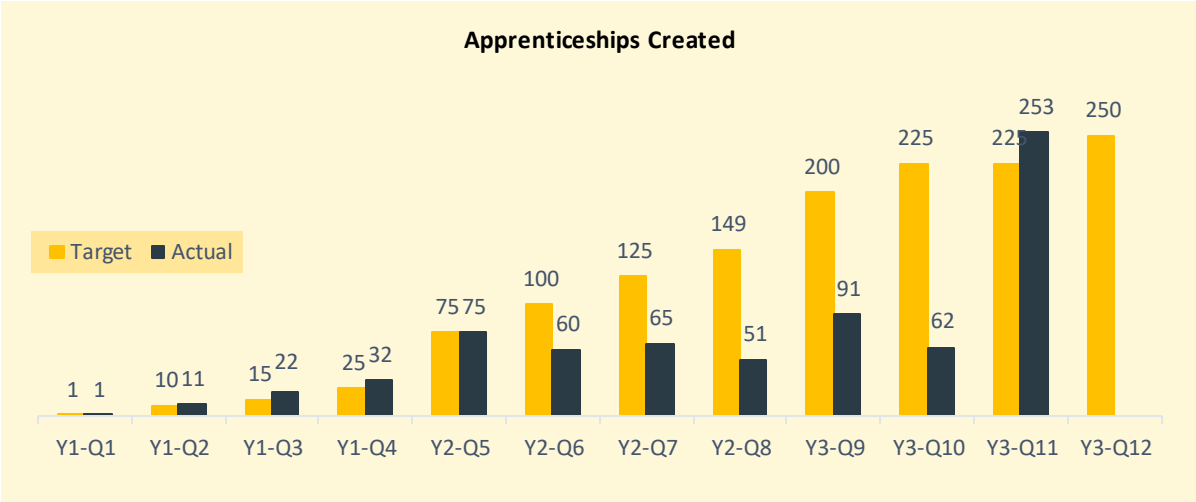
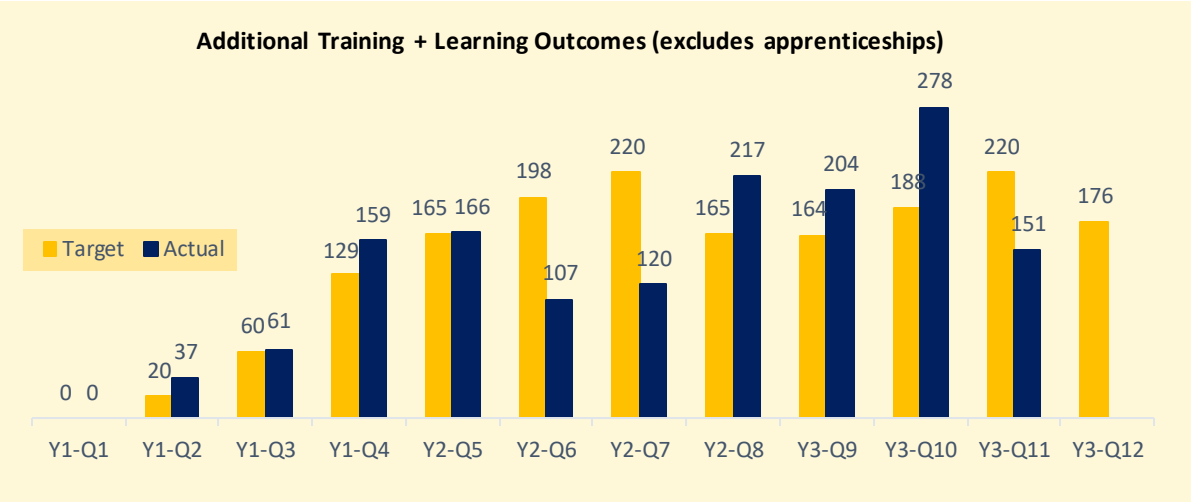
Week Ending	Year-1 (to 16 Dec'21)	Q9 (to 31 Mar'23)	Q10 - 2023 (Target 188)													Q11 - 2023 (Target 220)												
			07-Apr	14-Apr	21-Apr	28-Apr	05-May	12-May	19-May	26-May	02-Jun	09-Jun	16-Jun	23-Jun	30-Jun	07-Jul	14-Jul	21-Jul	28-Jul	04-Aug	11-Aug	18-Aug	25-Aug	01-Sep	08-Sep	15-Sep	22-Sep	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

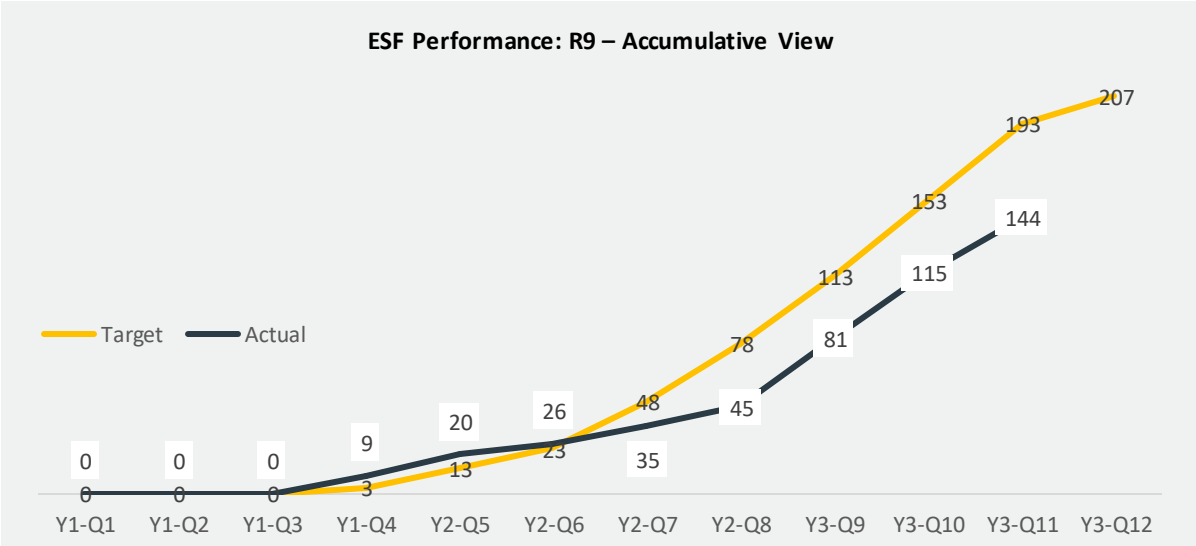
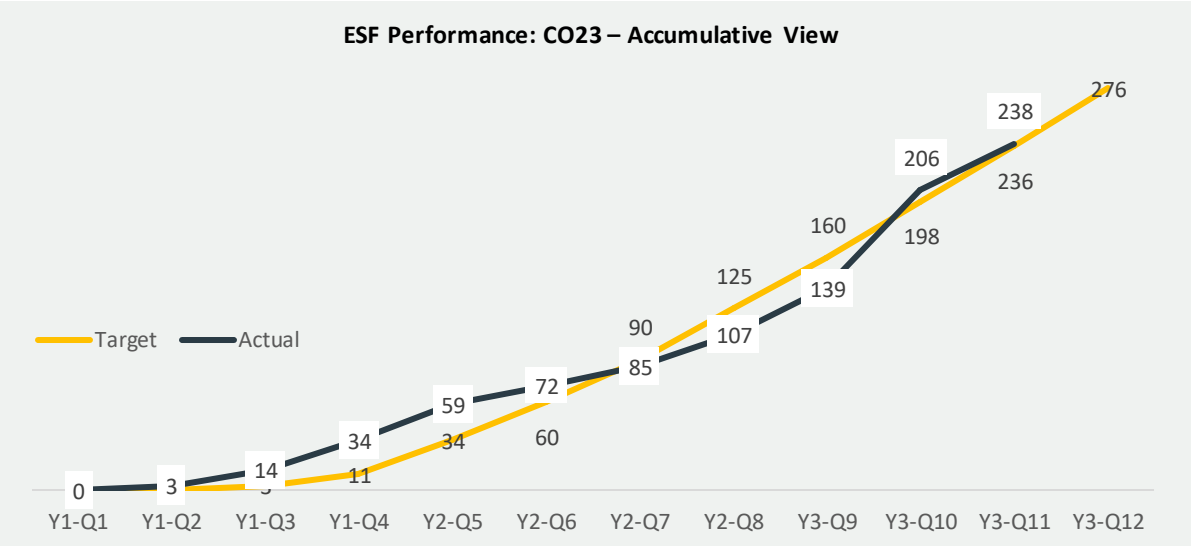
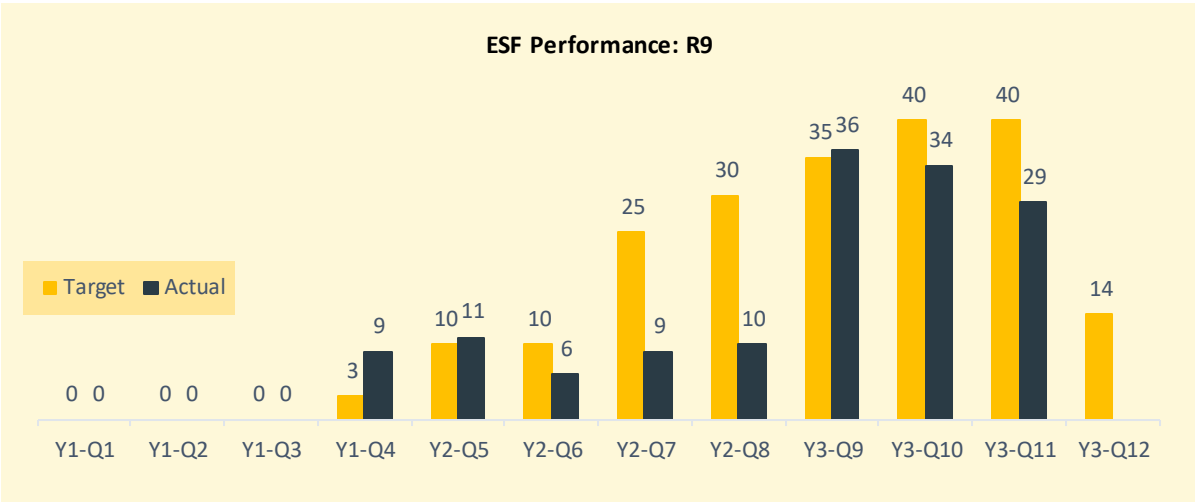
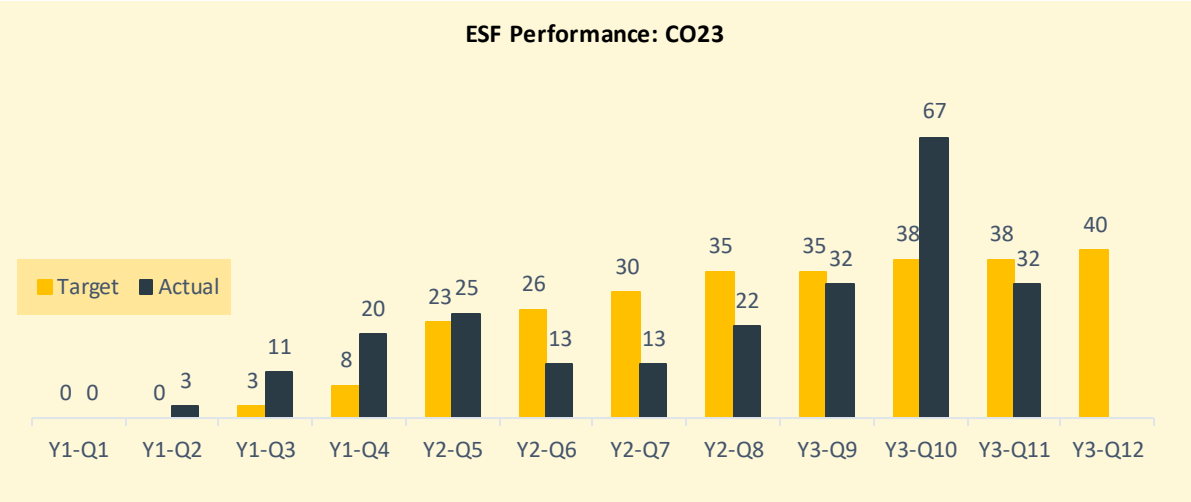
SERVICE LINE DASHBOARD VIEW: Skills Service

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.

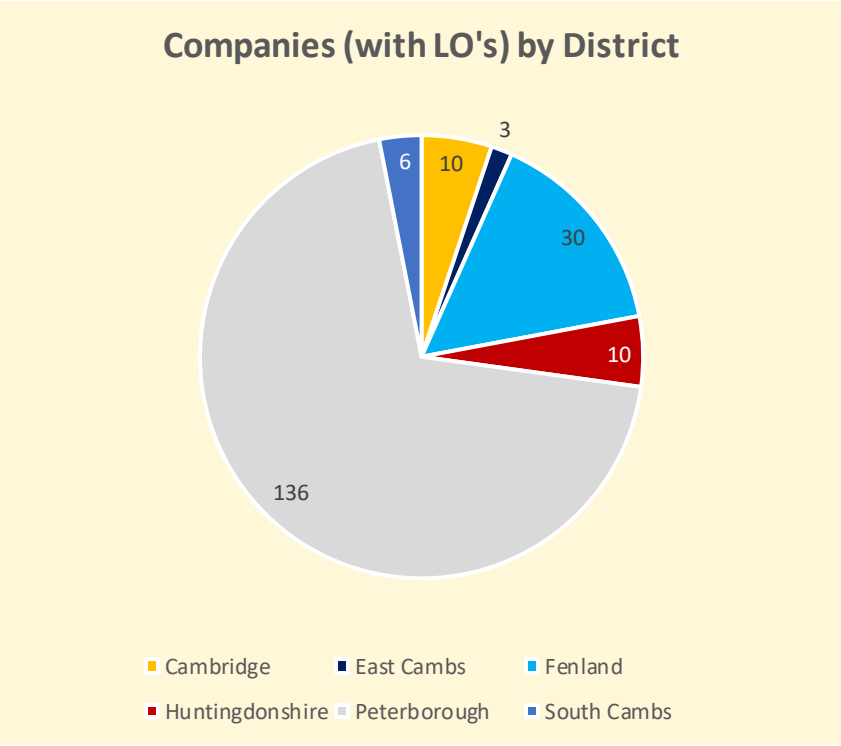
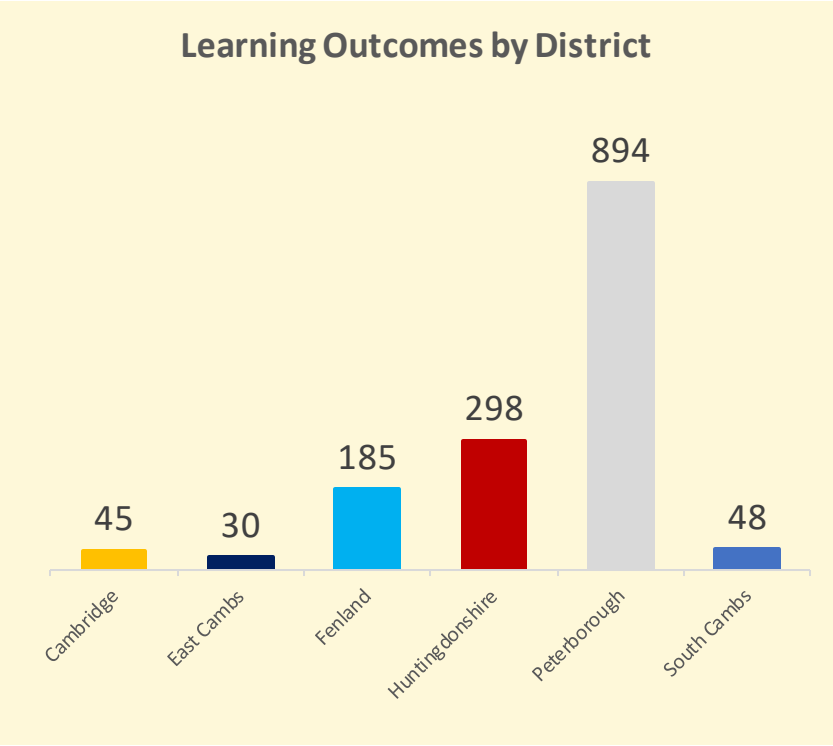


SERVICE LINE : Skills Service – Learning Outcomes and companies (with LOs) by district

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.

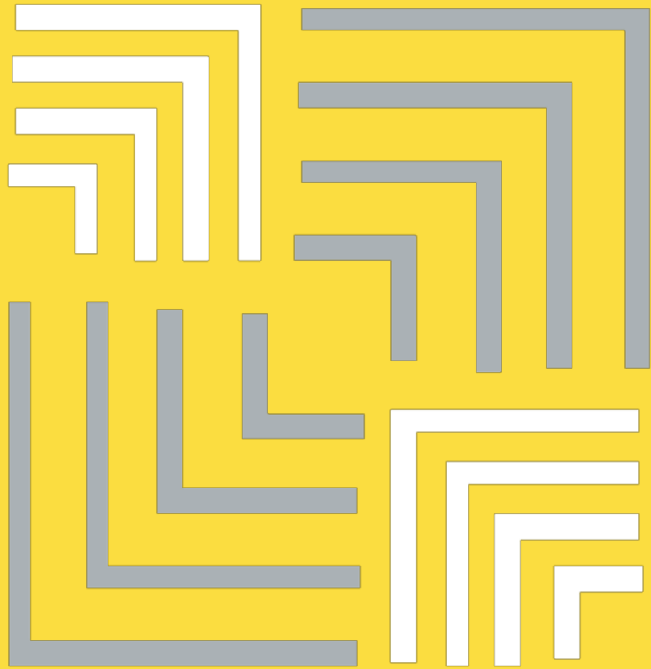
At the beginning of the 2022/23 academic year the CEC contract evolved to include all 72 schools into one Careers Hub. Consequently, our reporting slide reflects this new state, by having one table of data.

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.

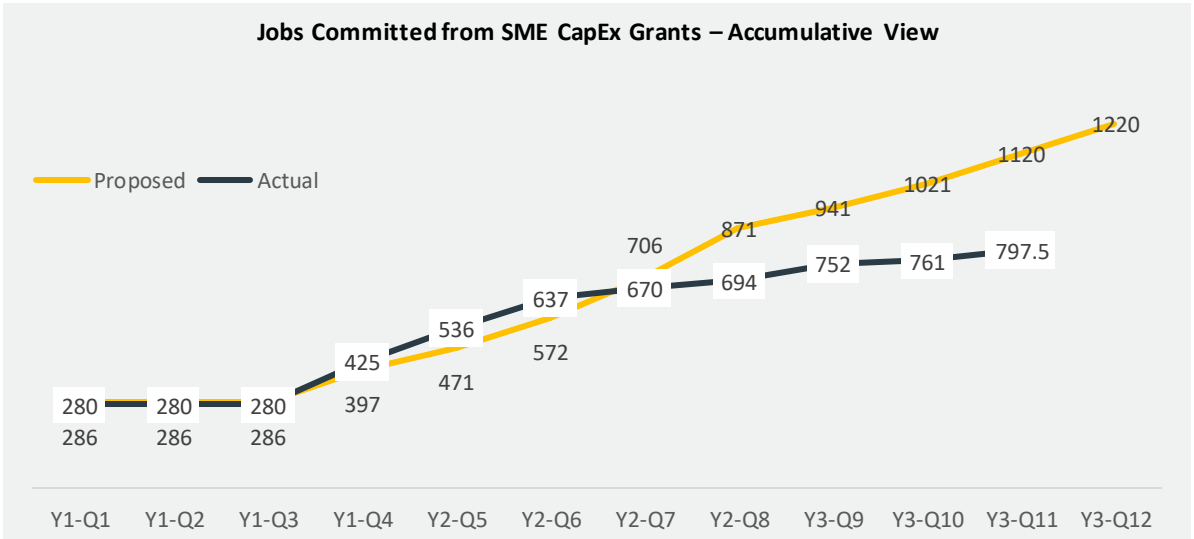
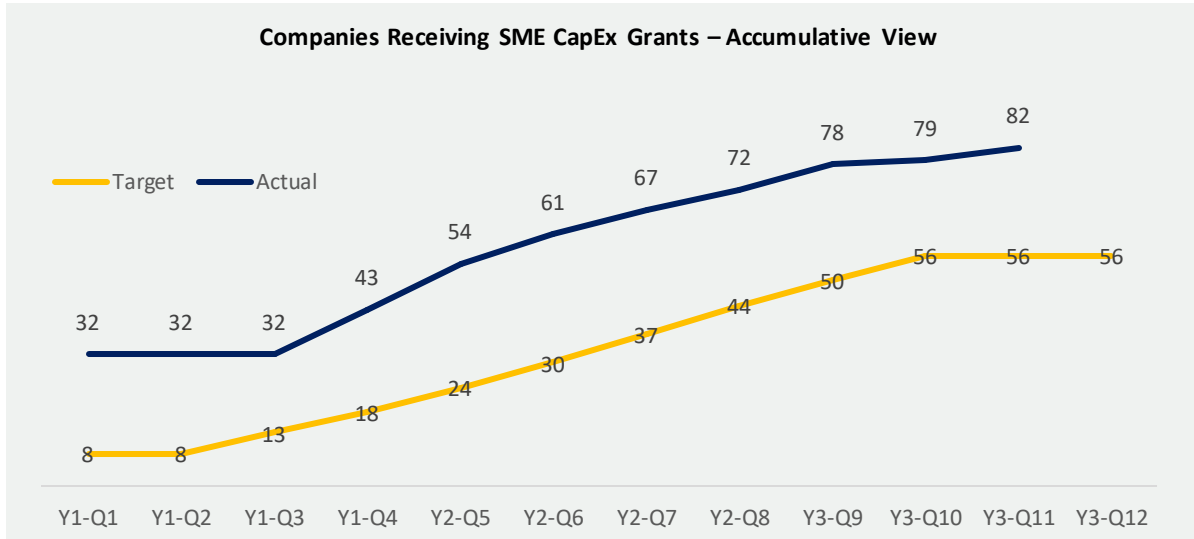
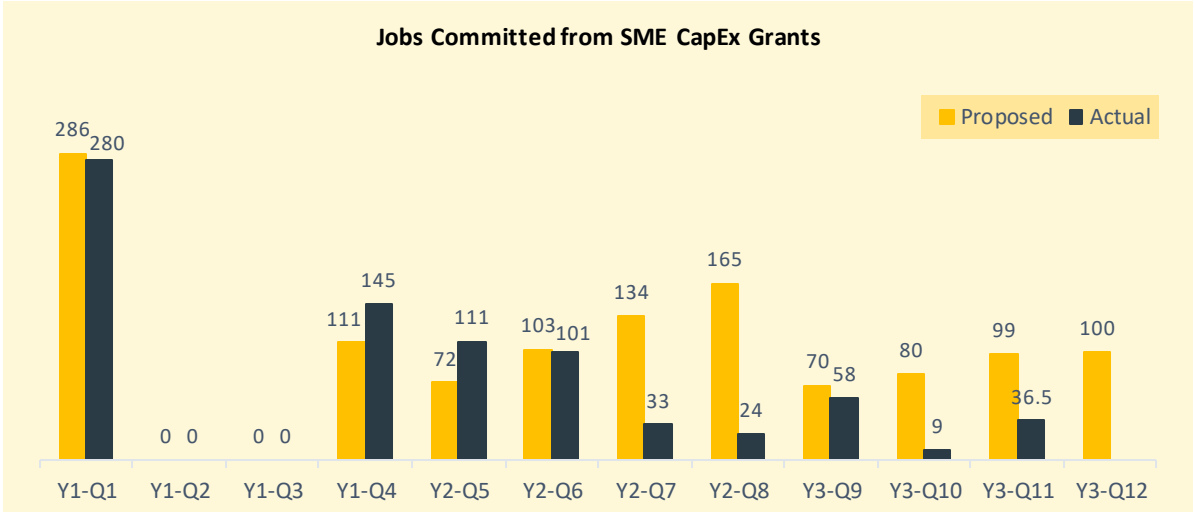
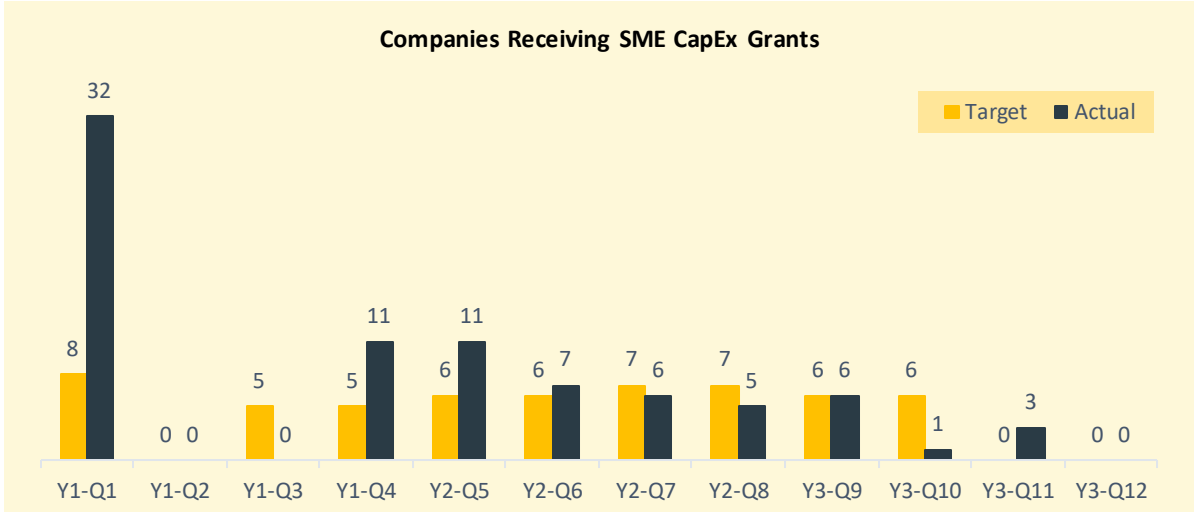
Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	Q10 Actual	(Q11) This Quarter					Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Sep 2023)	Whole of Contract 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)

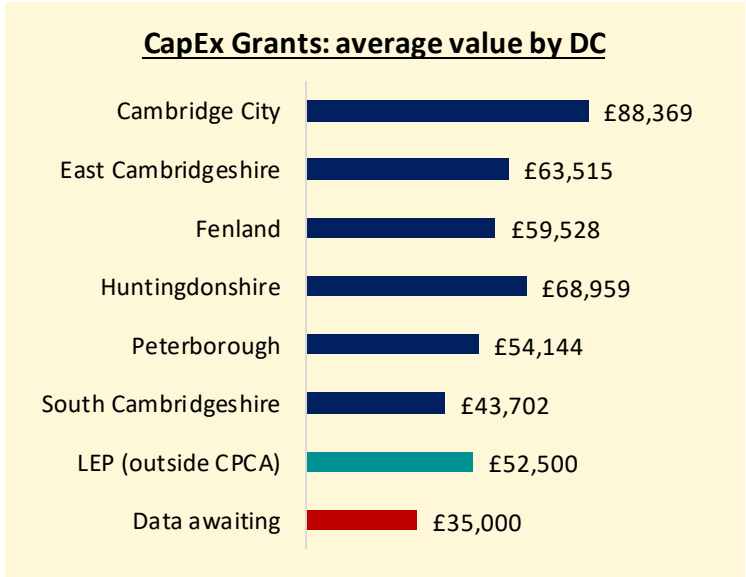
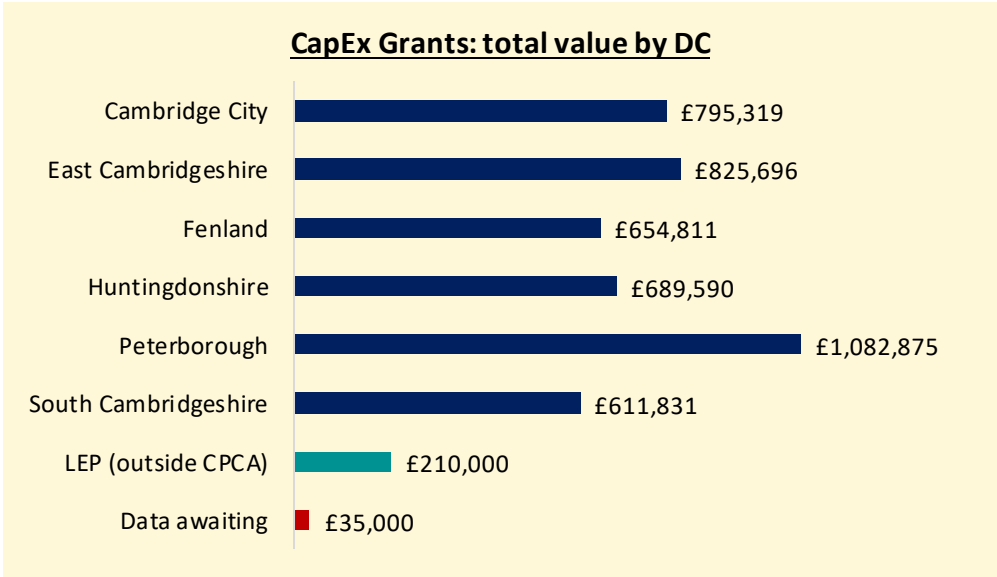
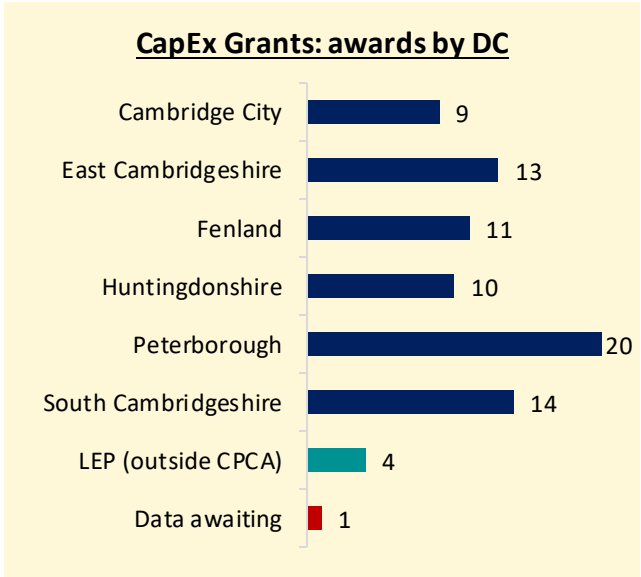
SERVICE LINE DASHBOARD VIEW: SME CapEx Grants Service

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

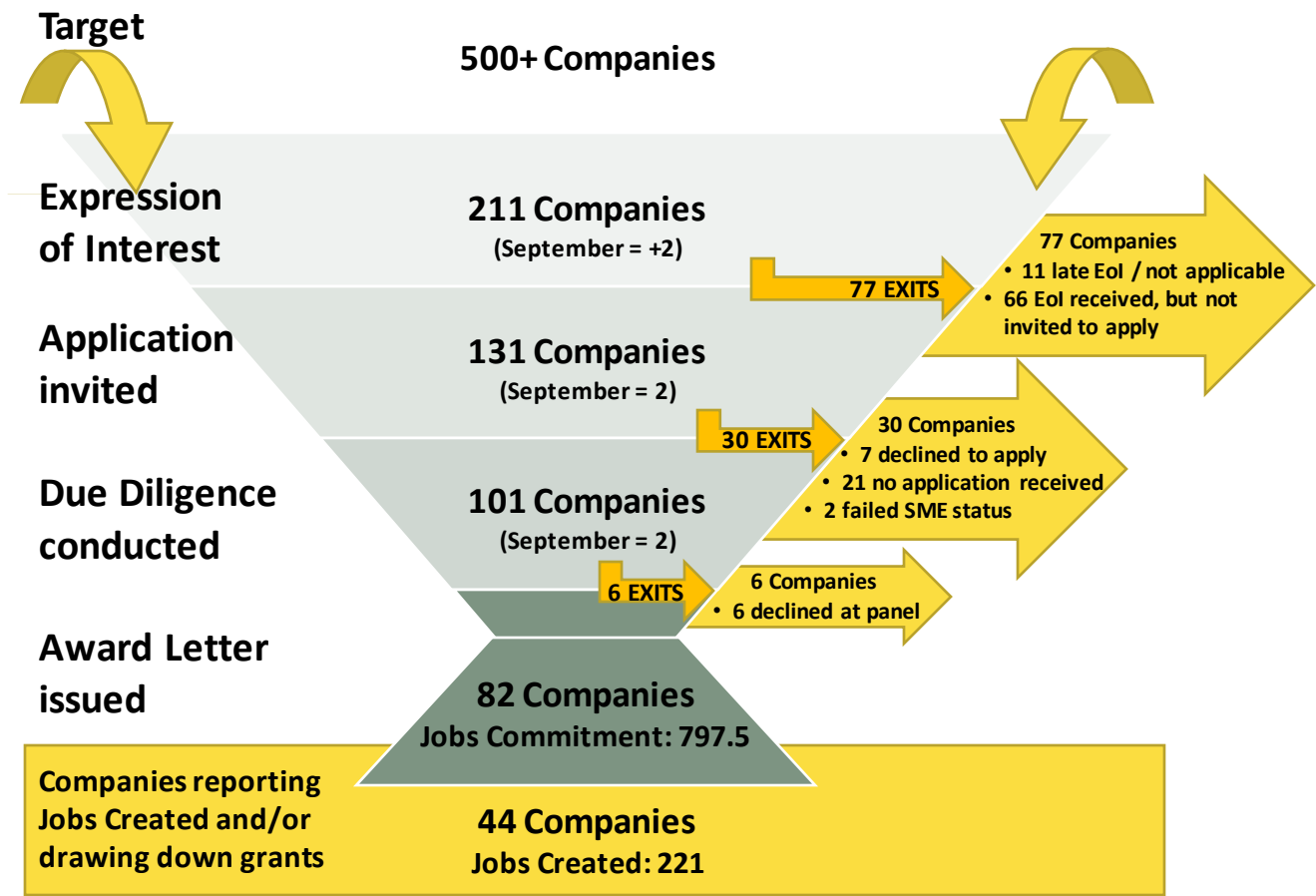
** The LEP Area awards have been made in South Kesteven, North Norfolk & King’s Lynn, and Uttlesford.

*** 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.

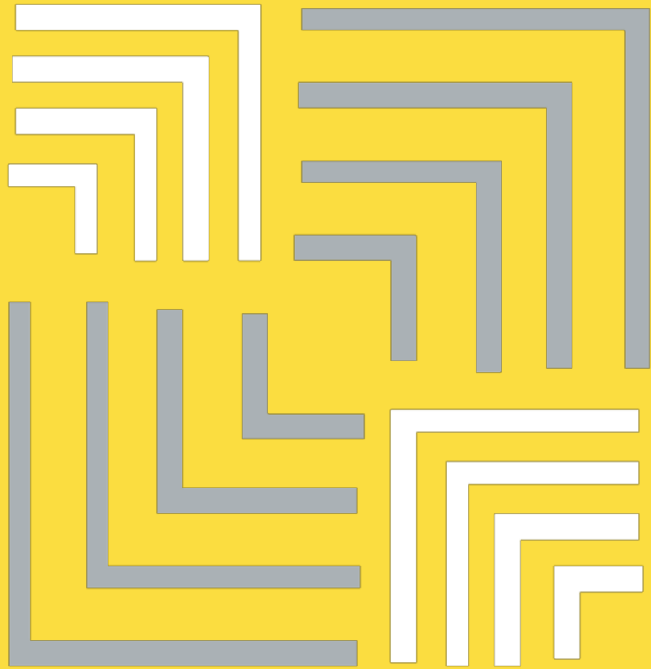
SERVICE LINE PIPELINE VIEW: SME CapEx Grants

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.

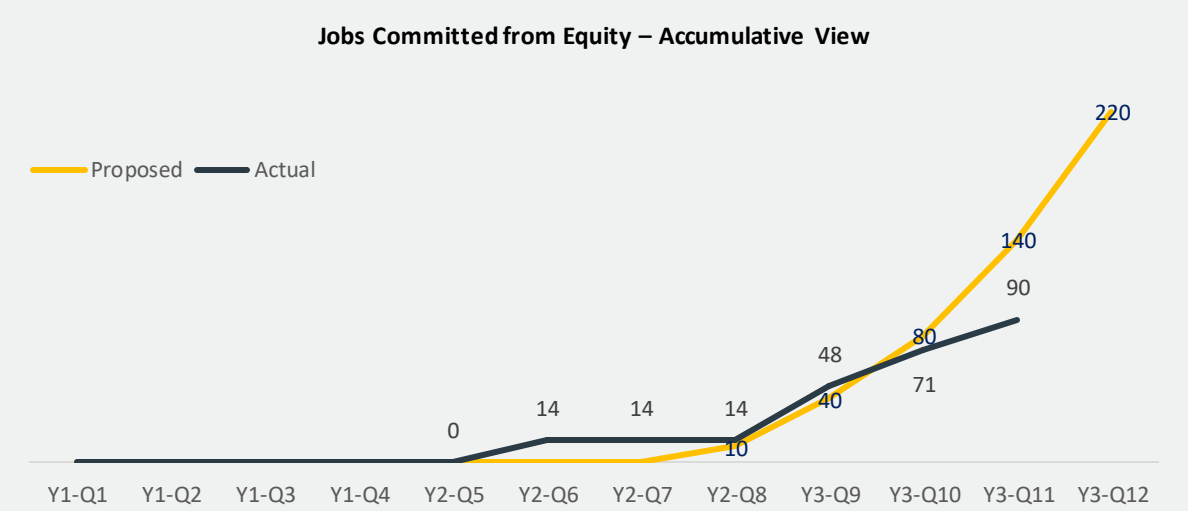
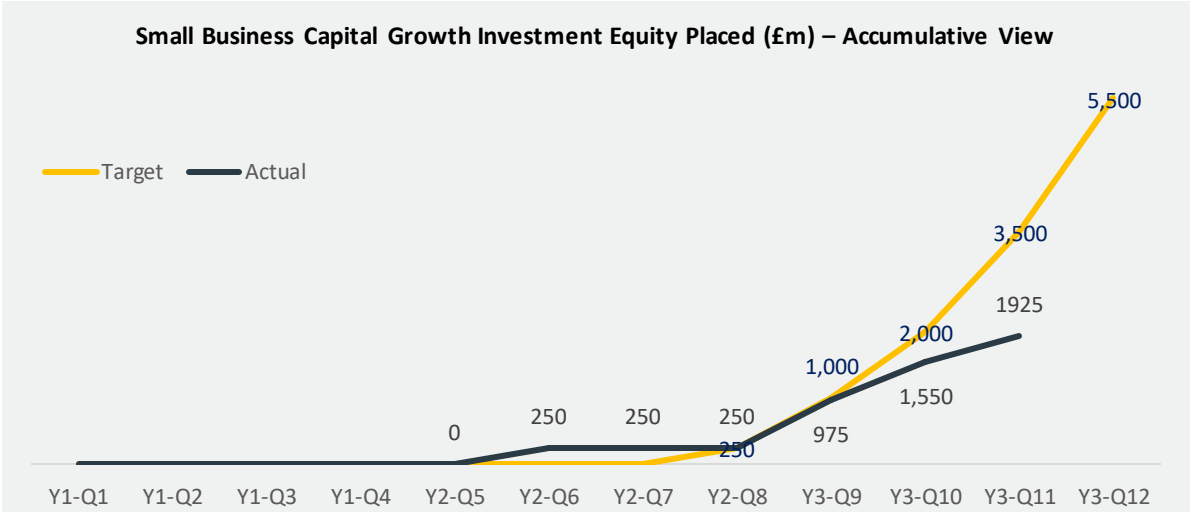
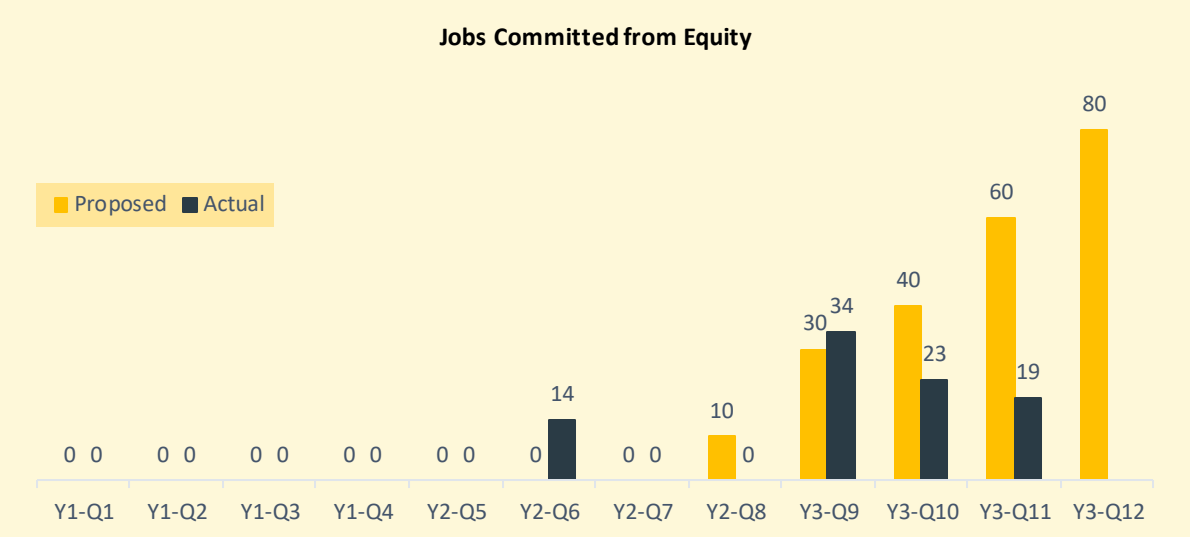
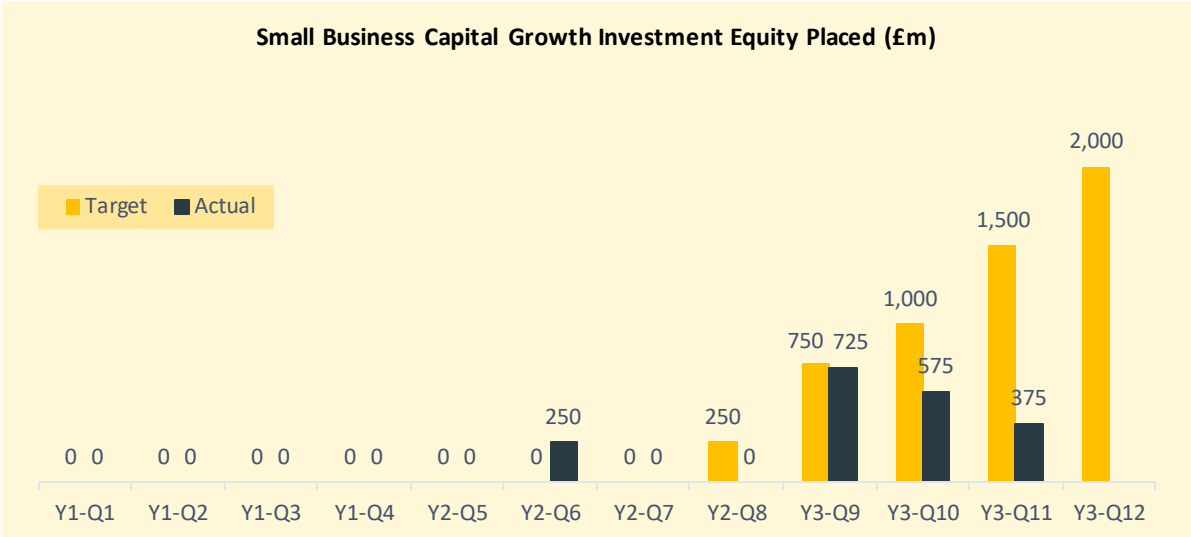
Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	Q10 Actual	(Q11) This Quarter					Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Sep 2023)	Whole of Contract 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

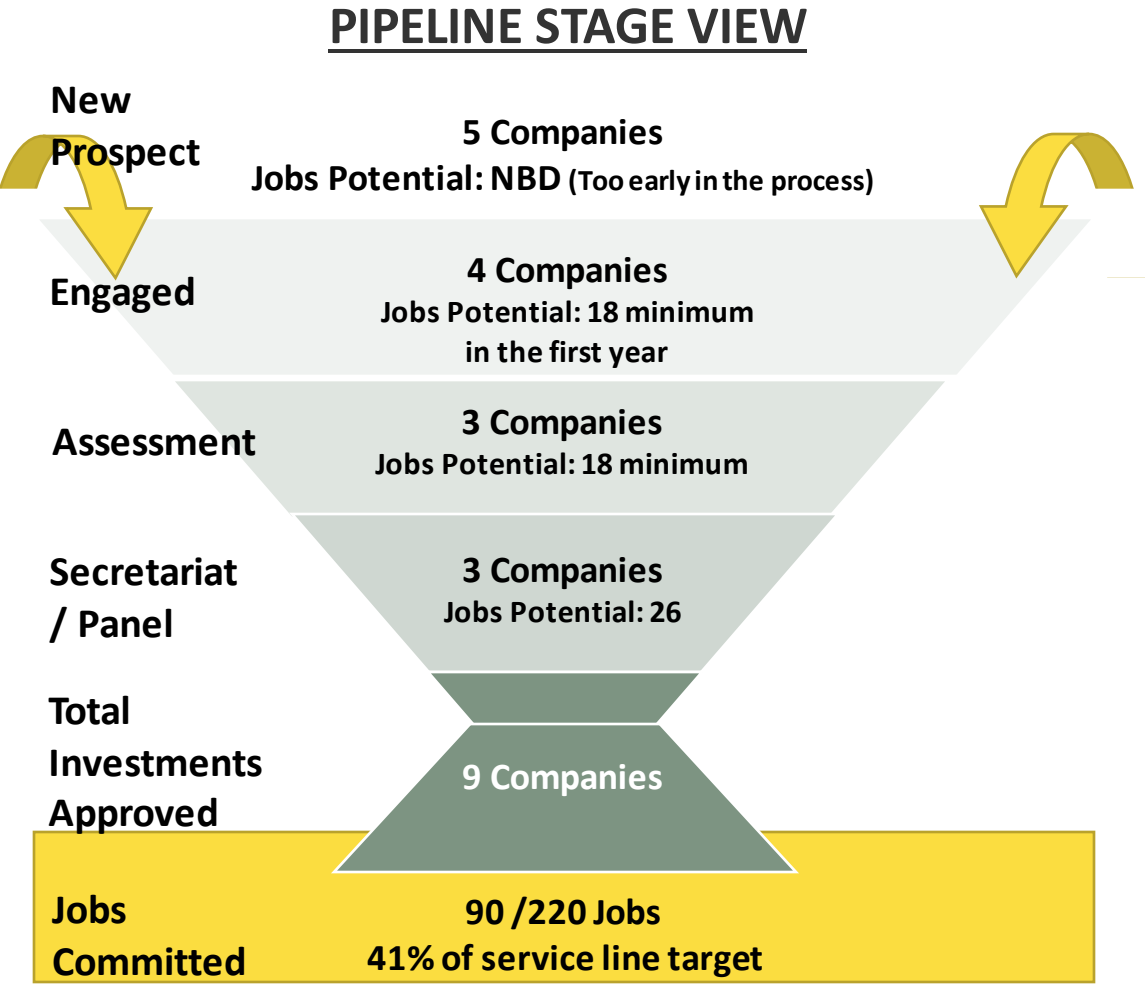
SERVICE LINE DASHBOARD VIEW: Equity Service

NOTE: Q11 data is to 30th September 2023.



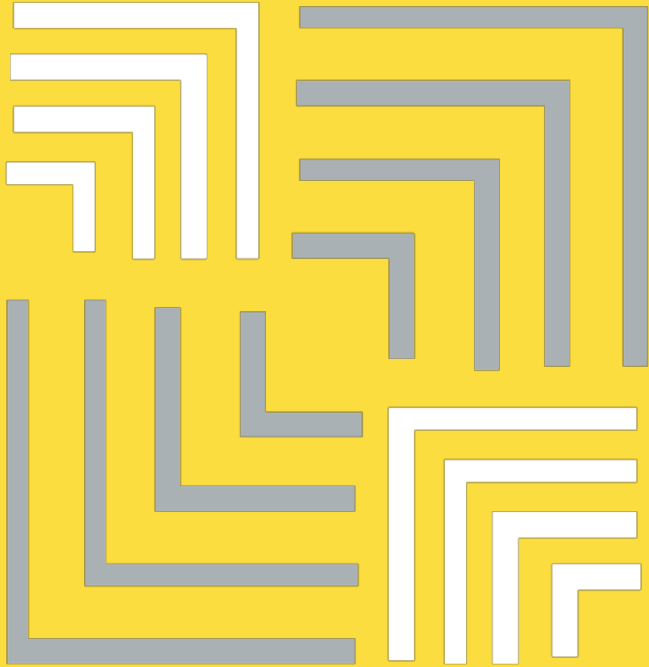
SERVICE LINE PIPELINE VIEW: Equity Service

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%

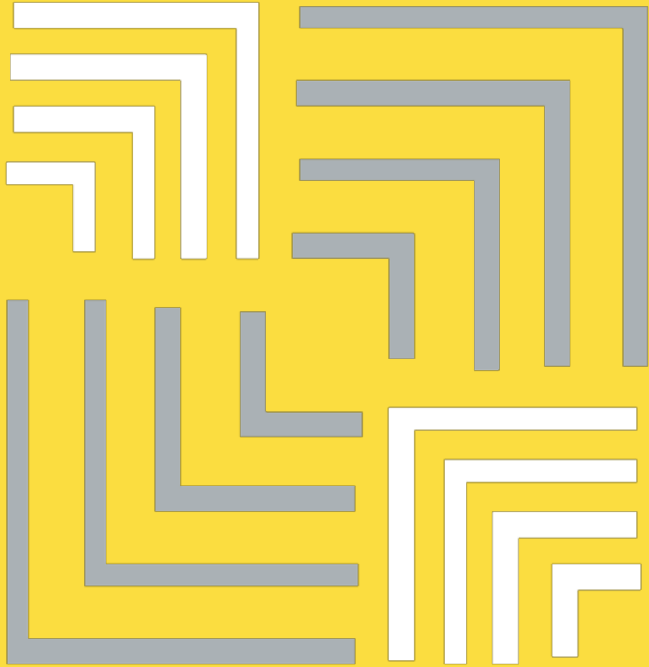
SERVICE LINE MARKETING VIEW: Inward Investment Service

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	We are targeting	Our rationale
<ul style="list-style-type: none">• 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		<p>LinkedIn:</p> <ul style="list-style-type: none">• 783 followers• 26 new followers during August• 83 page visitors• 45 unique page visitors• 8.9% engagement rate• 473 newsletter subscribers <p>Platform stats:</p> <ul style="list-style-type: none">• 622 sessions• 241 new users• Average session duration 2.32mins• Top pages – Homepage, Restart Scheme, Careers Hub,
<p>What can we expect from the Apprenticeship Campaign over the next few weeks?</p> <ul style="list-style-type: none">• 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.		<p>Next steps</p> <ul style="list-style-type: none">• 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

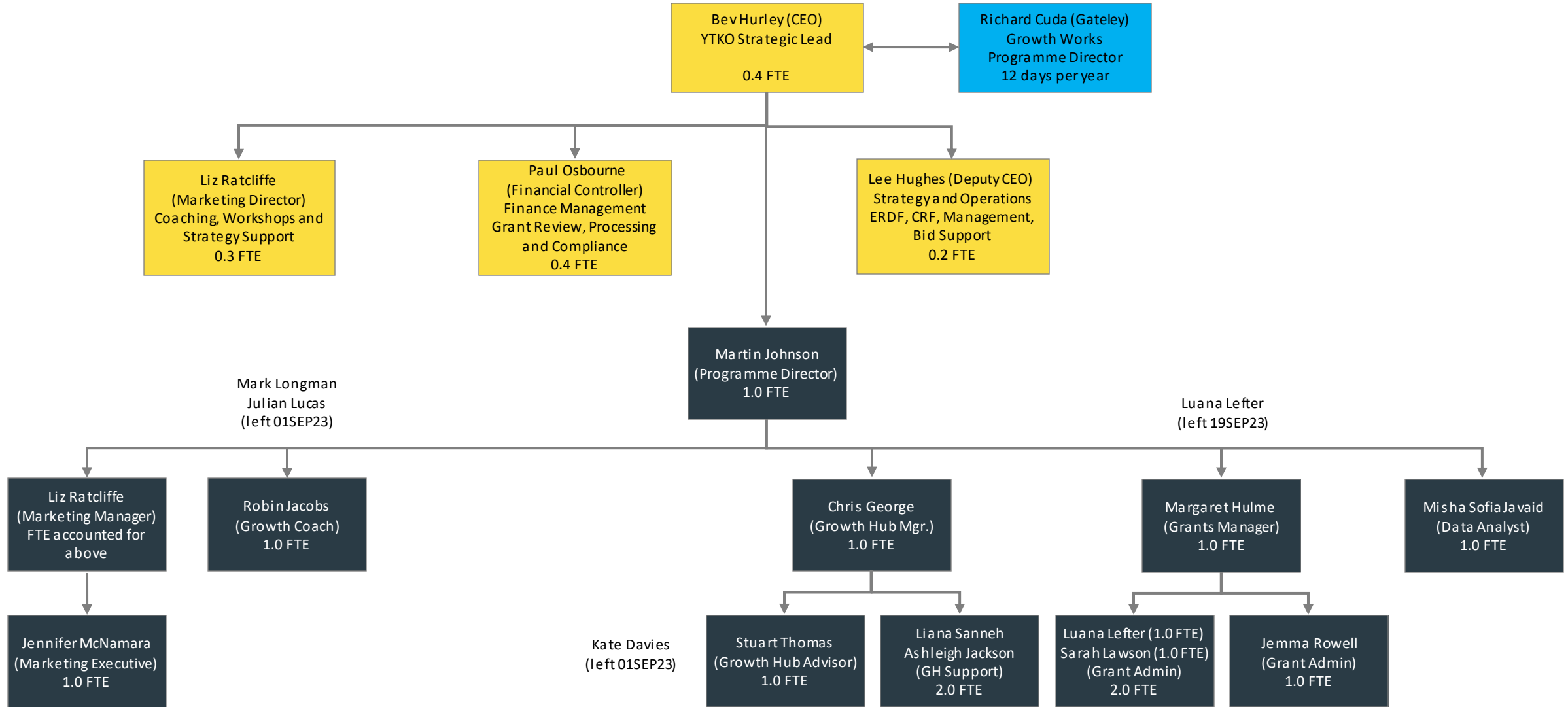
Content in this section is drawn from the weekly Directors meeting chaired by the Growth Works Programme Director for all Service Line Directors, and the Weekly Status Update. We track views on headcount relative to plan, open roles, vacancies filled, and new joiners to land within 60 days of the end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

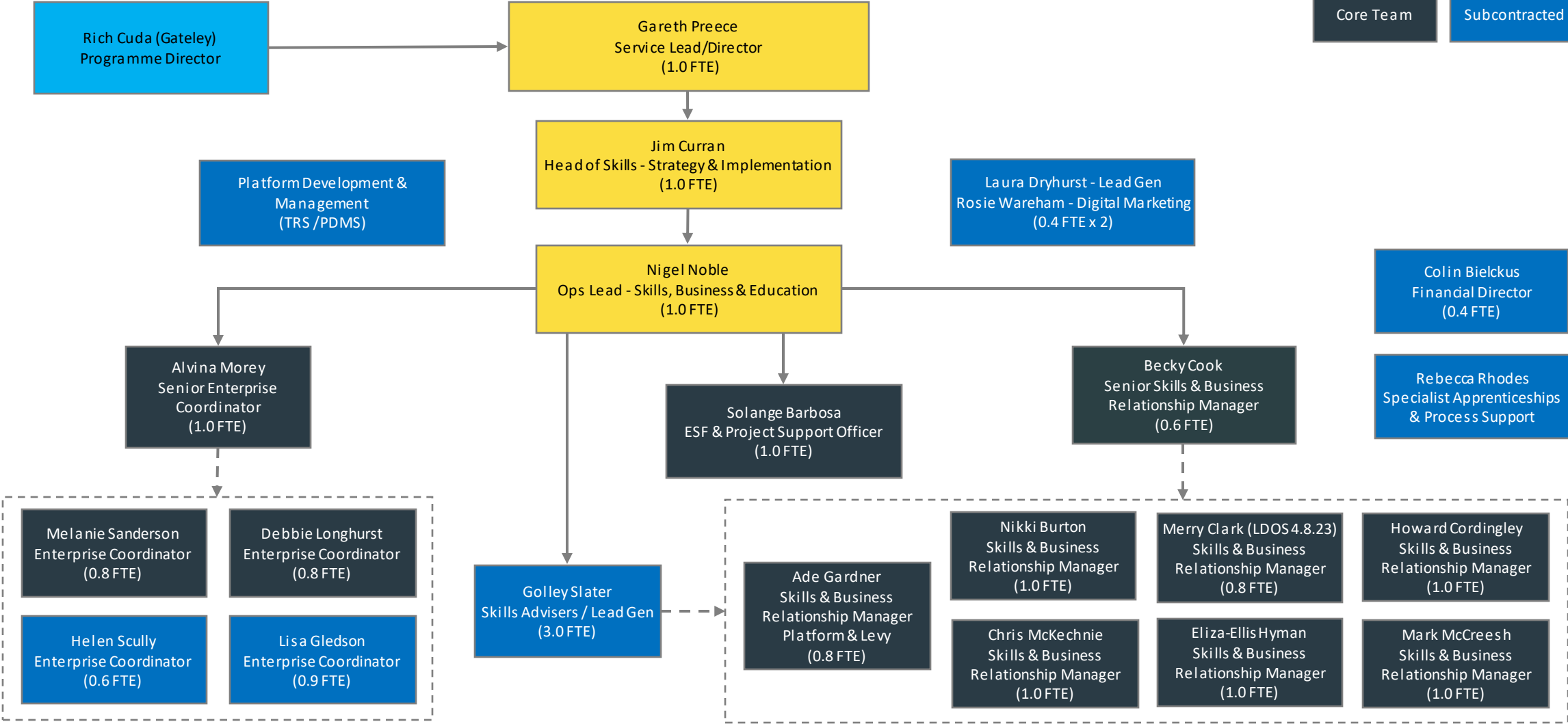
*Full organisation charts by subcontractor and/or service accurate up to the end of this reporting month can be found at in the pages that follow.

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

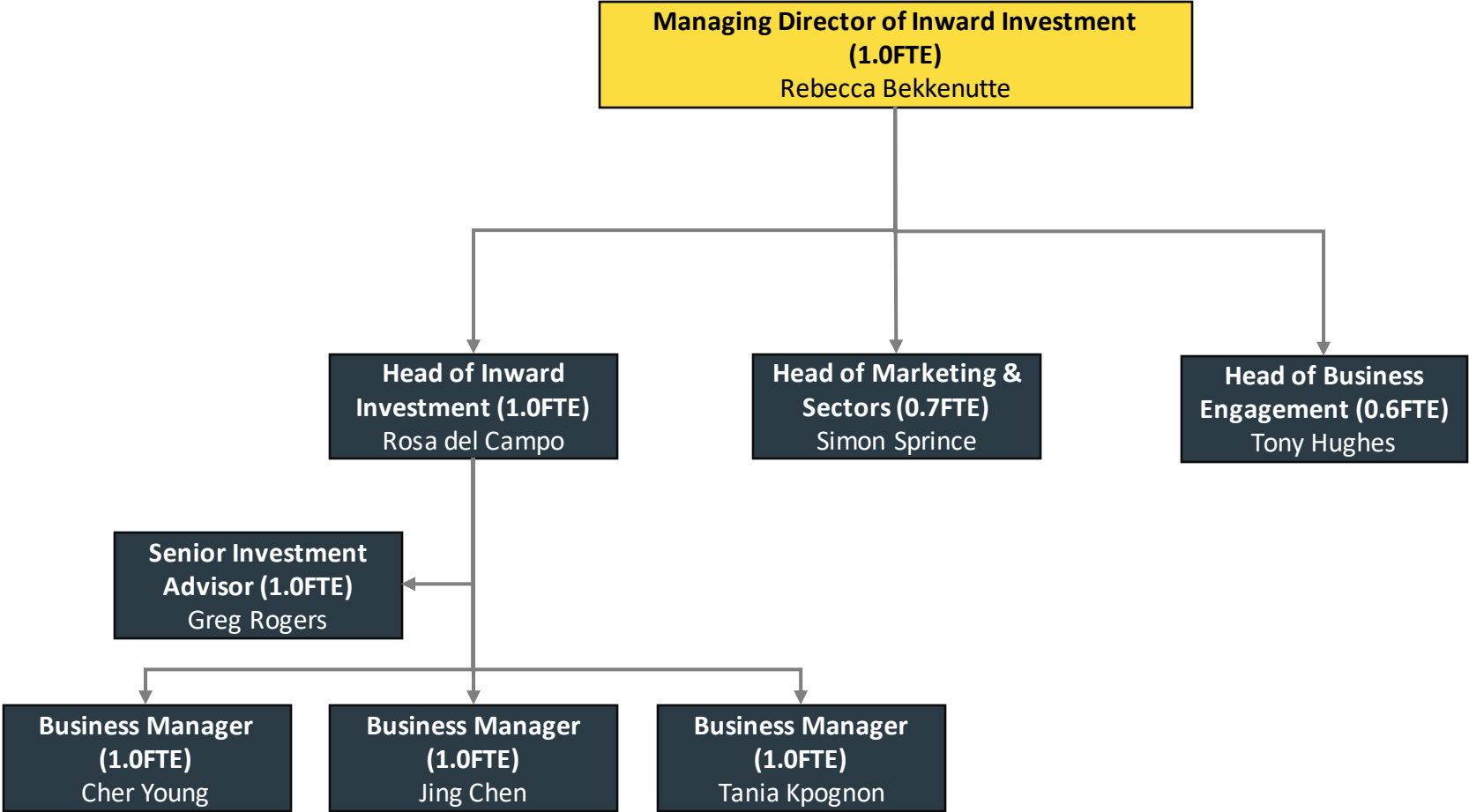


GPC Skills: Service Line Organogram (September 2023)

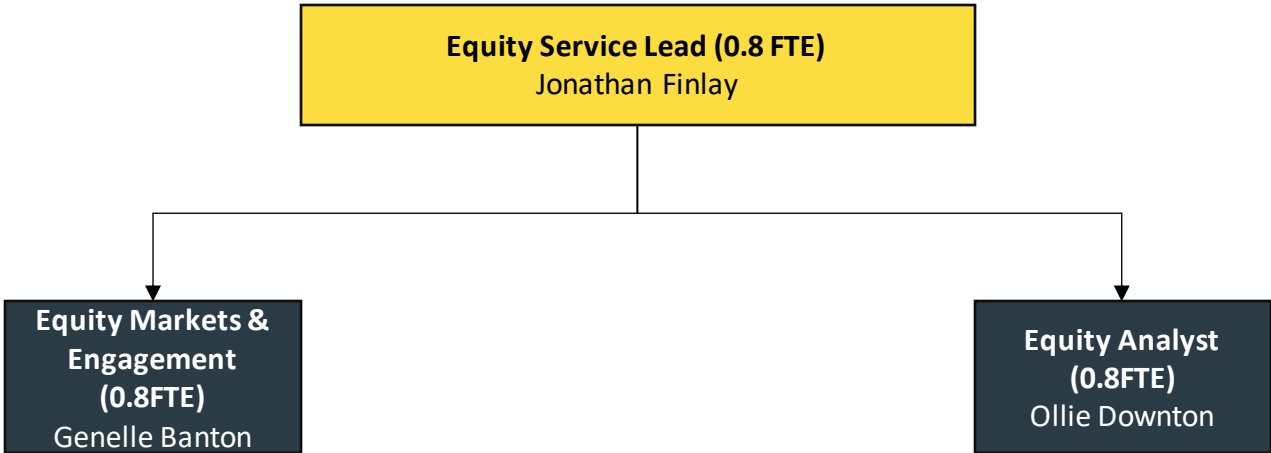
PMO	Leadership
Core Team	Subcontracted



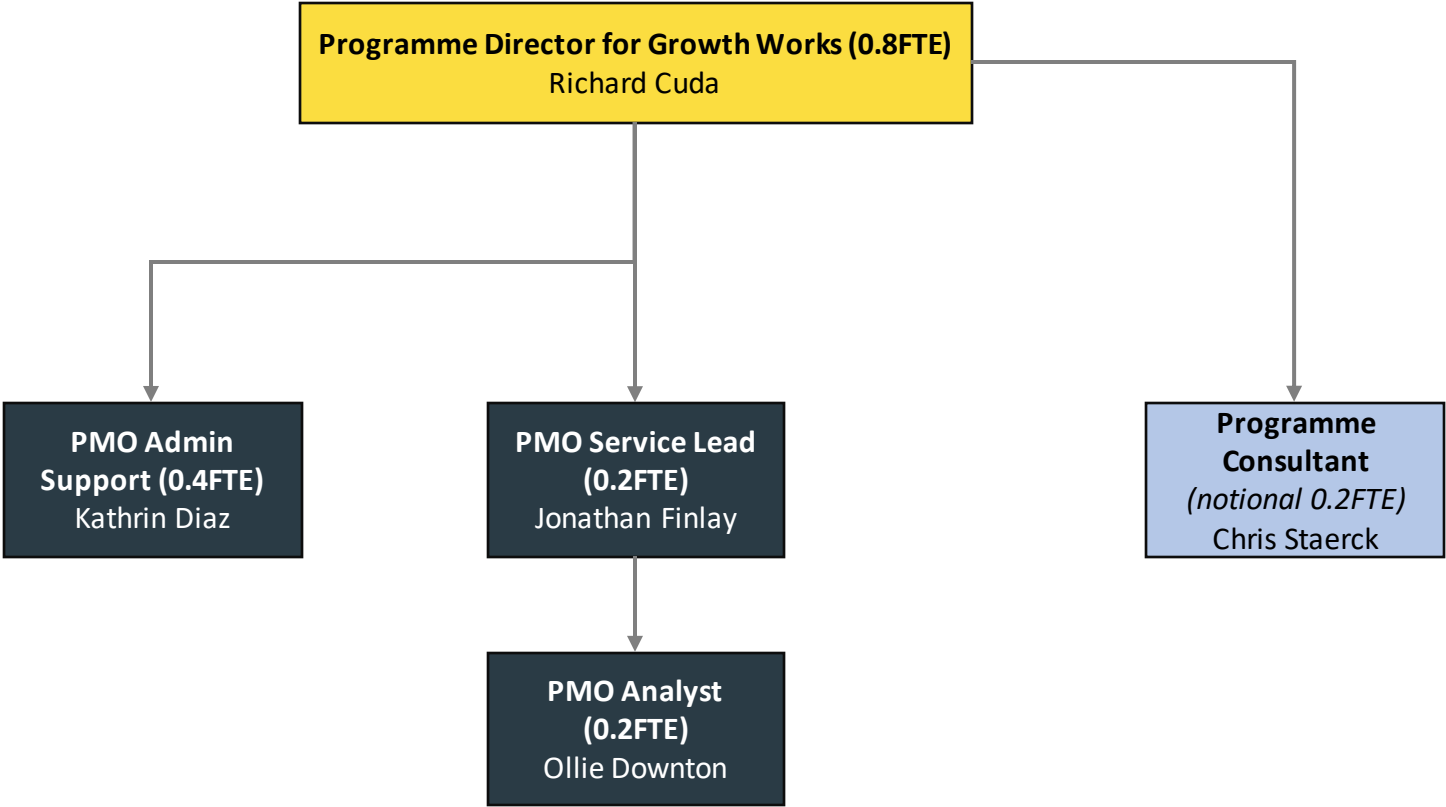
Gateley Global: Inward Investment Service Organogram (September 2023)

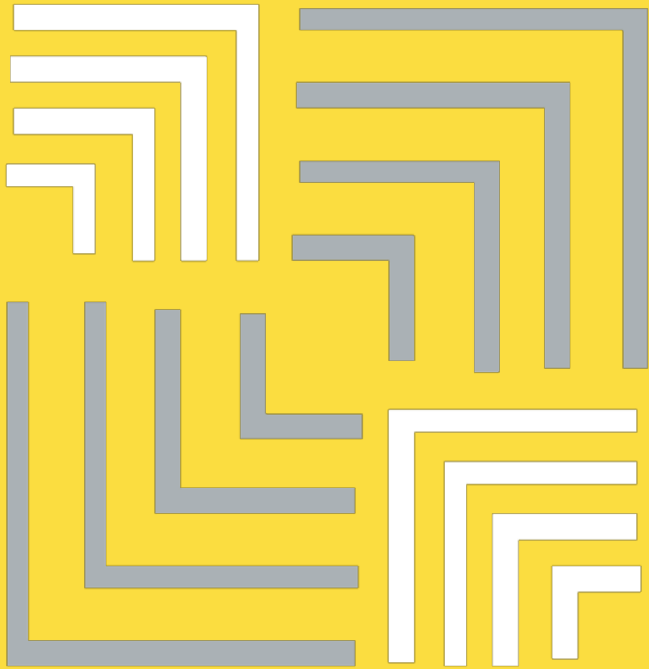


Gateley Global: Equity Service Organogram (September 2023)



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 Confcall 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."

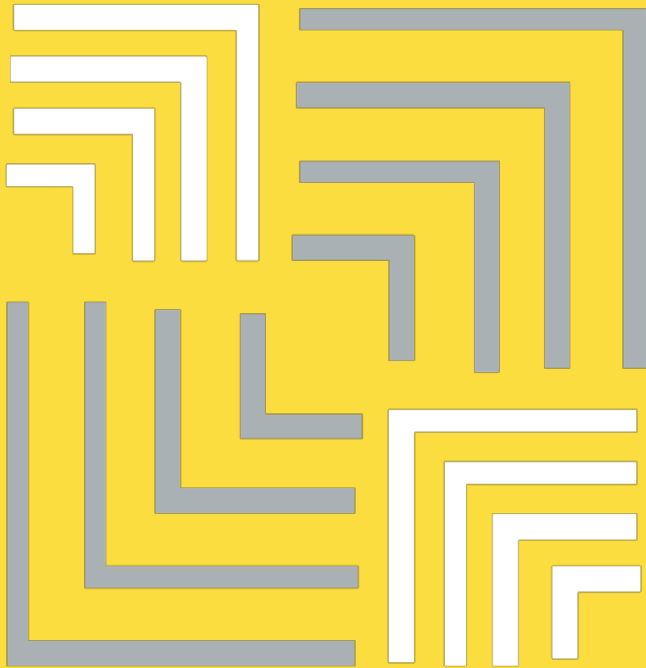
Lesley Pollard. Abbey College

"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"

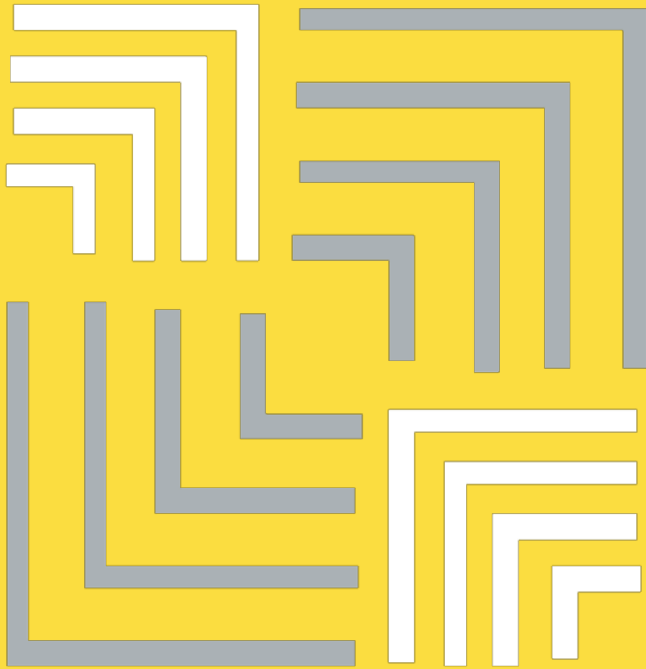
Donna. Quattro Tech



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.

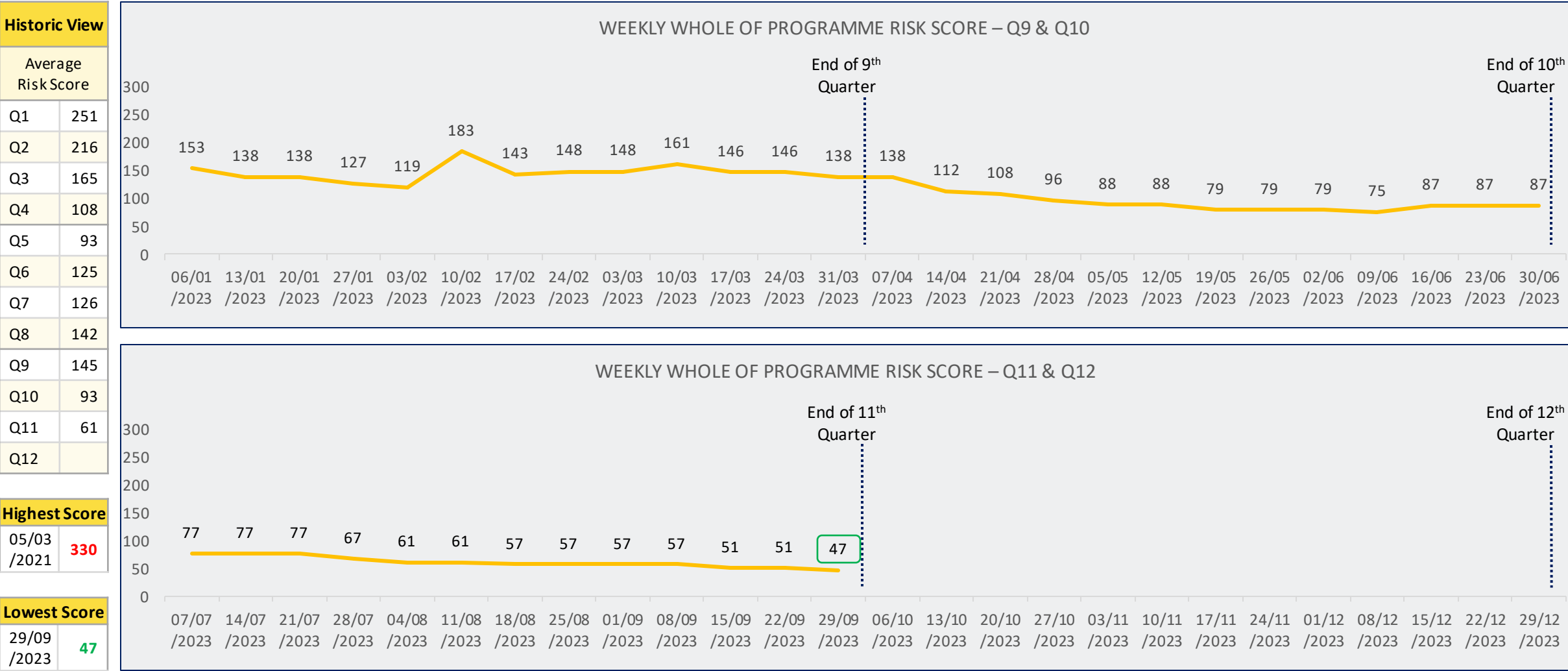
Coaching is less concerning as their sustained improved performance in critical metrics continues to deliver sterling results, and with the Q11-August outturn in focus this Service exceeded its jobs target (performance outcome) with four trading months to spare.

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.

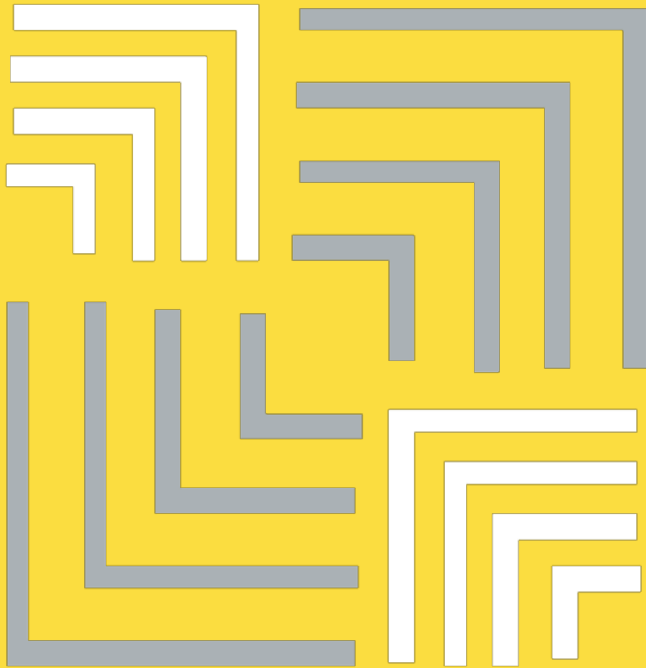


SUMMARY: there is one red rated risk for the week ending 29th September 2023 (34% of GW total score).

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.



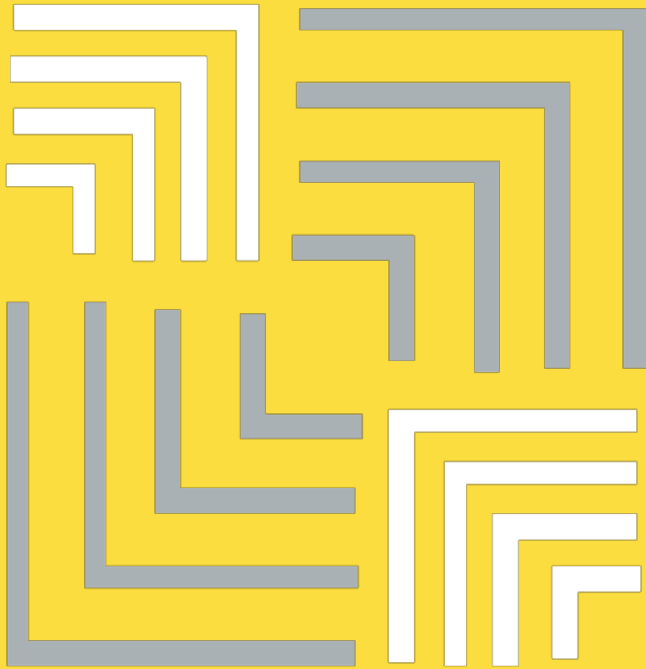
12. Budget and Finance

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 mail DM 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
ID Portal 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 –

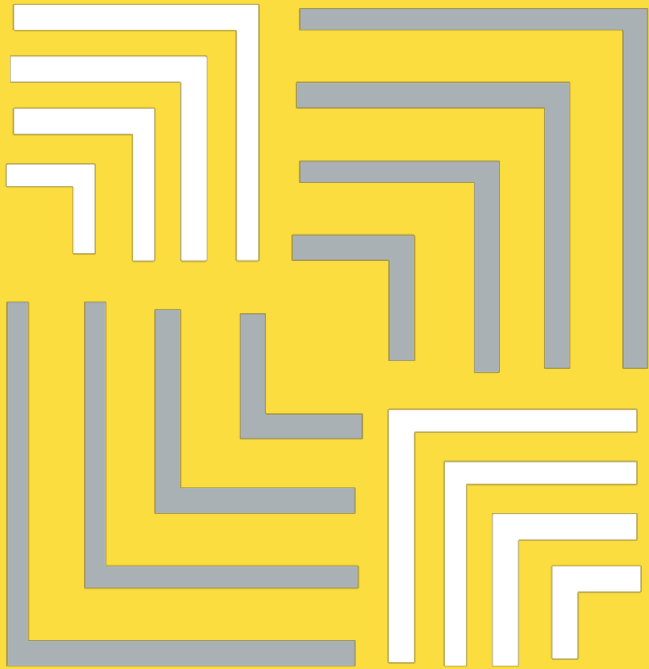
LGF Grant Tracker (3/3)

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.



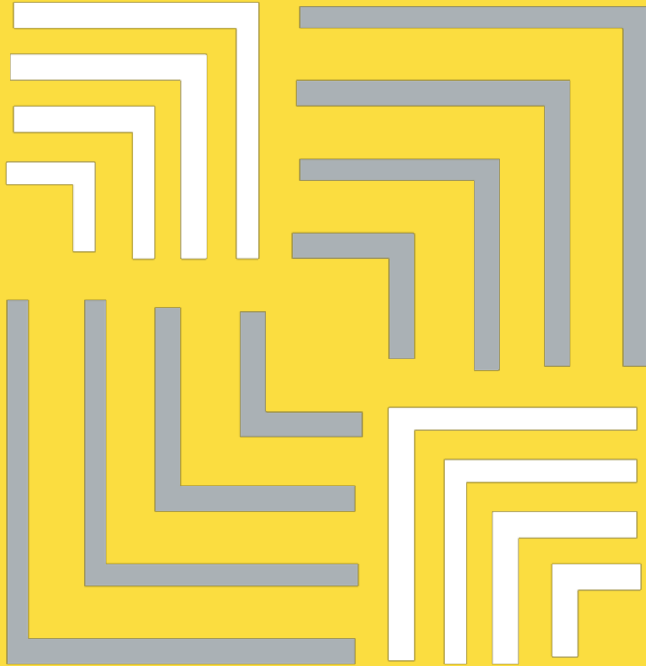
14. Change Requests

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



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

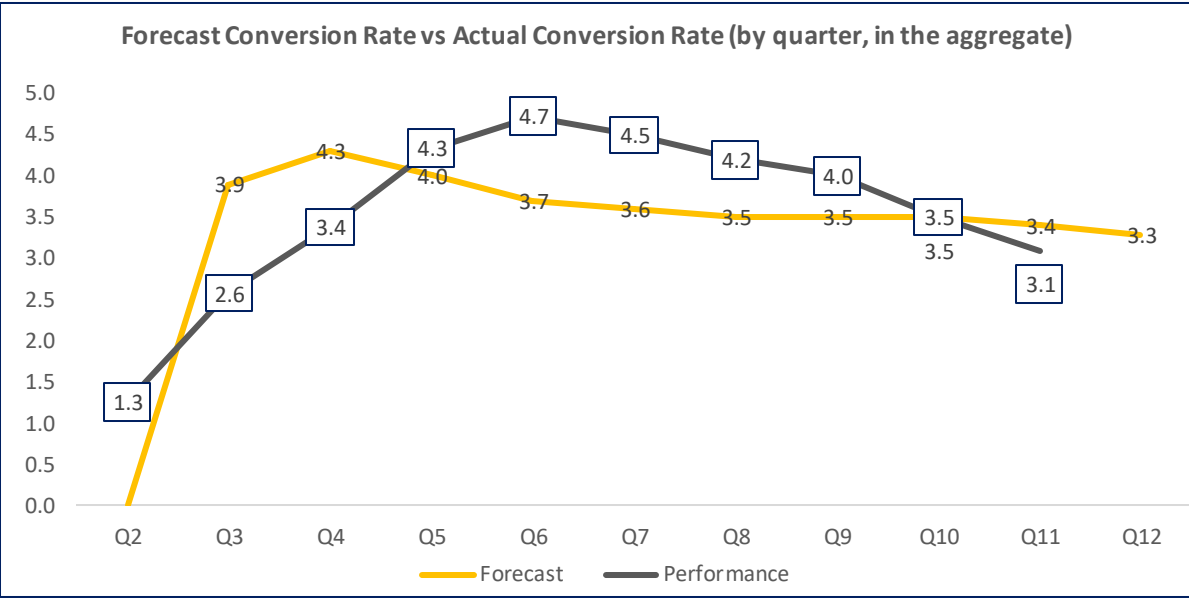
Table-1: highlights the Growth Coaching targets for Diagnostics and Enrolments by quarter, in the aggregate. The ‘conversion rate’ row has been calculated to show what the forecast conversion rate should be at the end of each quarter.

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).

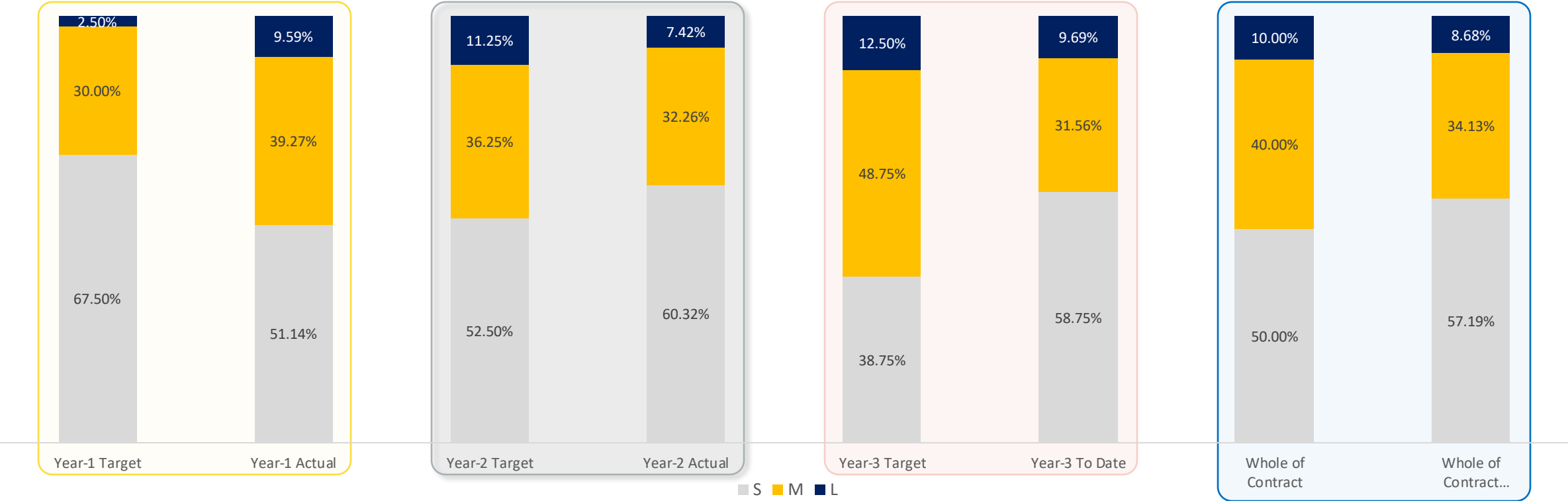
Performance to Date	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Diagnostics	96	348	737	1,318	1,738	1,981	2,228	2,403	2,557	2,581	
Enrolments	76	135	218	304	367	436	529	604	735	841	
Conversion Rate	1.3	2.6	3.4	4.3	4.7	4.5	4.2	4.0	3.5	3.1	

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 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



NPS Survey of a sample of Growth Works clients

Survey Results: Quarter-11, 2023

GrowthCo Chair and SRO: Nigel Parkinson and Steve Clarke

October 2023

Contents

1. GrowthCo Requirement and the Survey Questions	03
2. Survey Responder Pool	04
3. Survey Summary	05
4. Whole of service NPS	06
5. NPS by Service Lines and District Councils	07
6. Workforce / employment question	08
7. Support expectations question	09
8. Business growth question	10
9. Management time question	11
10. Qualitative digest – client comments	12
Appendices	16

GrowthCo Requirement

- Gateley Economic Growth Services (GEG) is delivering a broad Business Growth Services contract for the Cambridgeshire and Peterborough Combined Authority (The Combined Authority) through its trading arm Growth Works, to support job creation and share prosperity.
- GEG has commissioned Impact Advisory Ltd to survey a sample of customers of the services provided by Growth Works using the NPS (Net Promoter Score) metric, at the request of the GrowthCo, the arm of The Combined Authority overseeing delivery of the services provided by GEG. The purpose of the survey is to determine satisfaction levels within a sample of customers of the services provided by Growth Works.
- Specifically, on a quarterly basis, in each survey both Growth Works and the GrowthCo require:
 - 40 customers to be surveyed in each sample pool
 - All Growth Works Service Lines to be included in the sample
 - All six Combined Authority partner areas to be covered
 - Quantitative and qualitative inputs from surveyed customers.
- Impact Advisory will manage delivery of the survey, summarise the findings from the data and interpret the qualitative feedback provided, in order to draw conclusions and highlight actionable insight where appropriate.

The Survey Questions

1. Name
2. Work email address
3. On a scale of 0 (not at all likely) to 10 (extremely likely): How likely is it that you would recommend Growth Works to your friends, family, business associates or contacts for support, coaching and advice?
4. Which of our services did you use?
5. Where is your business based?
6. On a scale of 1 (very poor) to 5 (excellent): How would you rate our support developing your workforce / employment opportunities in CPCA?
7. On a scale of 1 (very poor) to 5 (excellent): Did our service support meet your initial expectations from when you registered for support?
8. On a scale of 1 (very poor) to 5 (excellent): How would you rate the impact of our service in accelerating or expanding your business growth plans in CPCA?
9. On a scale of 1 (very poor) to 5 (excellent): To what extent was the service a valuable investment of your time?
10. Thank you for your feedback. If you have any other comments you would like to provide, please do so here. (1250 characters).

Companies Invited to Participate, and Survey Pool



Companies Responded

The table below lists the companies that responded to the survey. The full list of companies invited to participate in the survey are listed in the appendix.

Company Name	Service Line	Company Name	Service Line
Active Food Systems Limited	Equity	EmmiTec Health	Inward Investment
Aseptika Ltd	Equity	Laila Health	Inward Investment
BiologIC	Equity	Robot Dental SA de CV	Inward Investment
Infersens	Equity	ROCarbon Labs	Inward Investment
Aker Health Tech	Growth Coaching	Tesu Health	Inward Investment
Bursting with Potential	Growth Coaching	Laura Luíza de Melo Oliveira	Inward Investment
Clip 'n'climb	Growth Coaching	Güven Future	Inward Investment
Directed Systems Ltd	Growth Coaching	Thornccliffe	Inward Investment
Loads4less Ltd	Growth Coaching	Automated Wire Bending Ltd	Skills
Ponko Limited	Growth Coaching	EML Electrical Contractors Limited	Skills
RnJ Fabrications Ltd	Growth Coaching	Galliford Try	Skills
The Hire Works	Growth Coaching	Hera Beauty Ltd	Skills
Argeron Medikal Arastirma Sanayi ve Ticaret A.S.	Inward Investment	Swimblender Limited	Skills
Cinema8	Inward Investment		

Survey Responder Pool – Services and Locations

The table below lists the responses received by service line and by location.

Location	Responses
Cambridge	7
East Cambridgeshire	1
Fenland	2
Huntingdonshire	3
Peterborough	5
South Cambridgeshire	1
In the LEP but outside CPCA	8
TOTAL	27

Services	Responses
Growth Coaching	5
Equity Growth Investment	7
Capital Expenditure Grants	13
Inward Investment/Locate Cambridge	6
Growth Works with Skills	4
Growth Hub	2
TOTAL	37

- 27 responses were received from 27 companies located across the LEP and CPCA territory, as illustrated in the table opposite.
- Clients were invited to provide feedback on Growth Works services experienced (see appendix).
- Respondents were asked to identify all Growth Works services they had used and allowed to select as many as they liked which explains why there are more services selected than the number of respondents.

Survey Summary



Headlines

- 773 companies were invited to participate and share feedback. 27 persons had responded by 09:30 am, 28th September 2023 when the survey window closed
- Headline NPS is 44% (27 responses: Promoter = 17, Passive = 5, Detractor = 5). For context, most companies using NPS average scores of 31-50%
- Split by District Councils, from 'in the LEP but outside CPCA' (8) accounted for 30% of responses, followed closely by 7 responses from Cambridge. Every other District Council was represented
- Split by Service. Respondents were allowed to select one or more services they had benefited from, with the NPS for each Service Line as follows:
 - Skills = 75% NPS on 4 selections (0 detractors)
 - Growth Hub = 50% on 2 selections (0 detractors)
 - Coaching = 60% NPS on 5 selections (0 detractors)
 - Grants = 46% NPS on 13 selections (2 detractors)
 - Equity = 14% NPS on 7 selections (3 detractors)
 - Investment = 67% NPS on 6 selections (1 detractor)
- On the specific questions for Growth Works (star ratings from 1-5 as the options):
 - Question 6 = average rating 3.9 out of 5.0 (same as 3.9 last quarter)
How would you rate our support developing your workforce / employment opportunities in CPCA?
 - Question 7 = average rating 3.8 out of 5.0 (down from 3.9 last quarter)
Did our service support meet your initial expectations from when you registered for support?

- Question 8 = average rating 4.0 out of 5.0 (up from 3.8 last quarter)
How would you rate the impact of our service in accelerating or expanding your business growth plans in CPCA?
- Question 9 = average rating 4.0 out of 5.0 (up from 3.9 last quarter)
To what extent was the service a valuable investment of your management time?
- The positive comments outweigh the negative. The purely negative comment relates to 'Grants' and 'Equity'. There are complimentary name checks for Robin, Eliza (Skills) and Jing Chen (Inward Investment).

Consideration

- Of the pool of 773 companies that Growth Works invited to participate in Quarter 11:
 - Investment listed 145 persons to be invited to participate with a response rate of 3%
 - Equity listed 23 persons to be invited to participate with a response rate of 17%
 - Grants listed 3 persons to be invited to participate with a response rate of 22%
 - Skills listed 119 persons to be invited to participate with a response rate of 4%
 - Coaching listed 585 persons to be invited to participate with a response rate of 1%
 - Growth Hub no longer participates, as agreed with the Growth Co SRO in Q6.

NB. Listed contacts as assigned per service line in HubSpot (some companies have multiple contacts listed hence a higher number of persons than companies).

Growth Works achieved an NPS of 44% in the Quarter 11 Survey of Clients

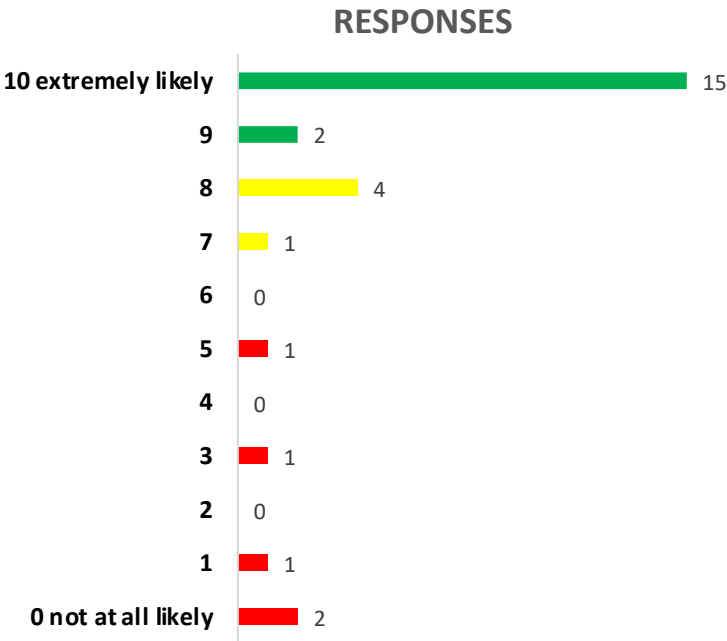


A good result by global NPS standards

- The Growth Works Net Promotor Score for the Q11 Client Satisfaction survey is classed as ‘good’ and is above last quarter’s score of 36%
- There were 27 responses from 773 companies
- 17 promoters (63%) scored a 9 or 10 ‘out of 10’
- There are five detractors in the results. We recommend Growth Works leadership investigate the two ‘0, not at all likely’ scores, further.

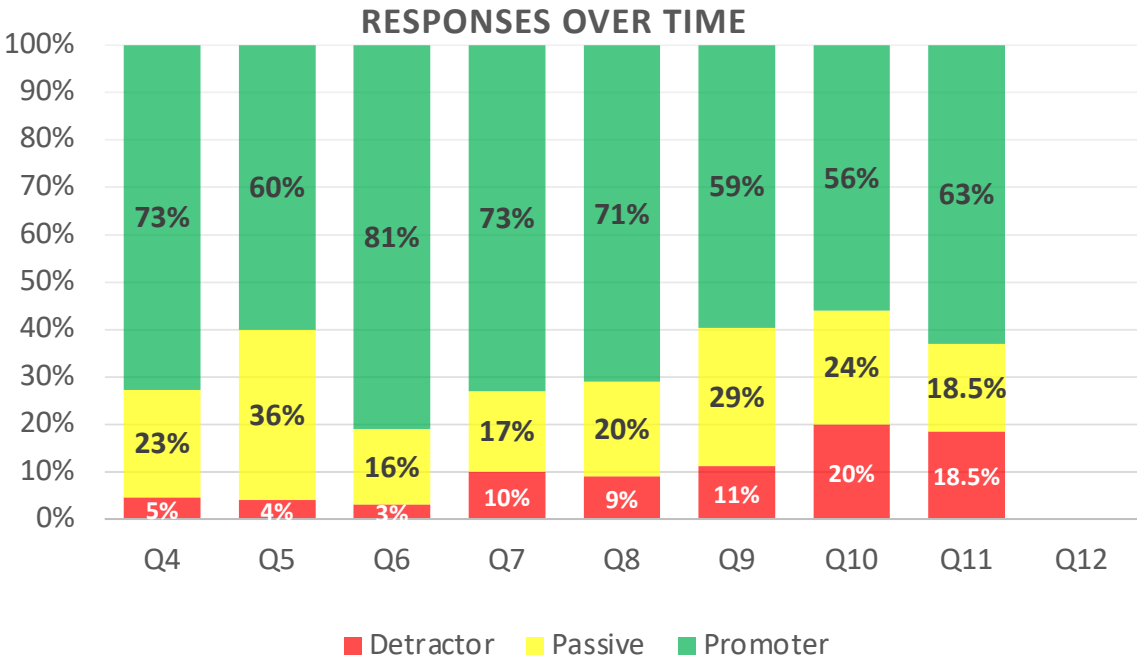
Promoter	63%
Passive	18.5%
Detractor	18.5%

Q11 Responses



Performance by quarter

- Over time the data presented here will highlight movement in the scores.

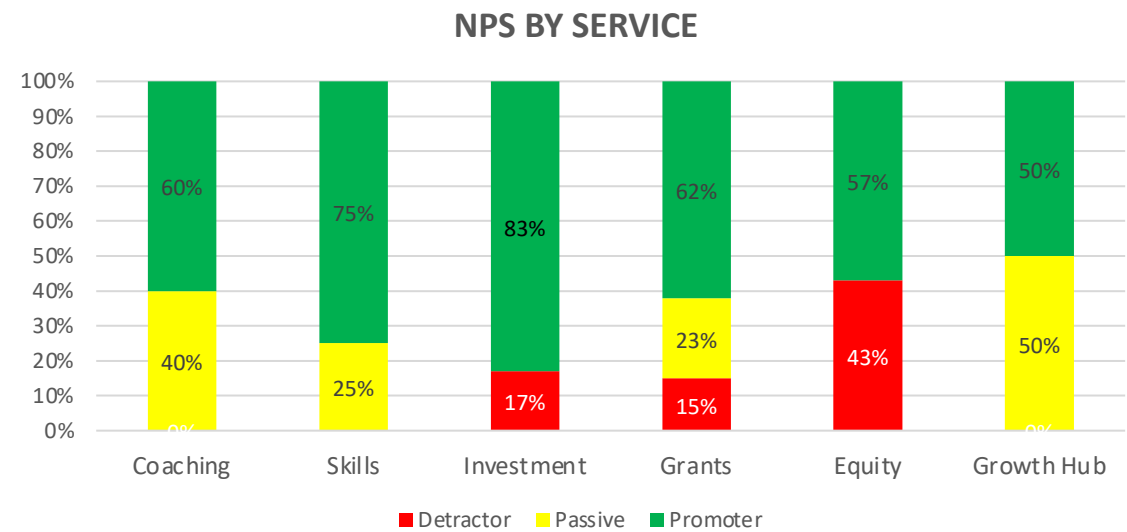


NPS by Service Line and District Council



Quarter 11 NPS – Service Line Scores

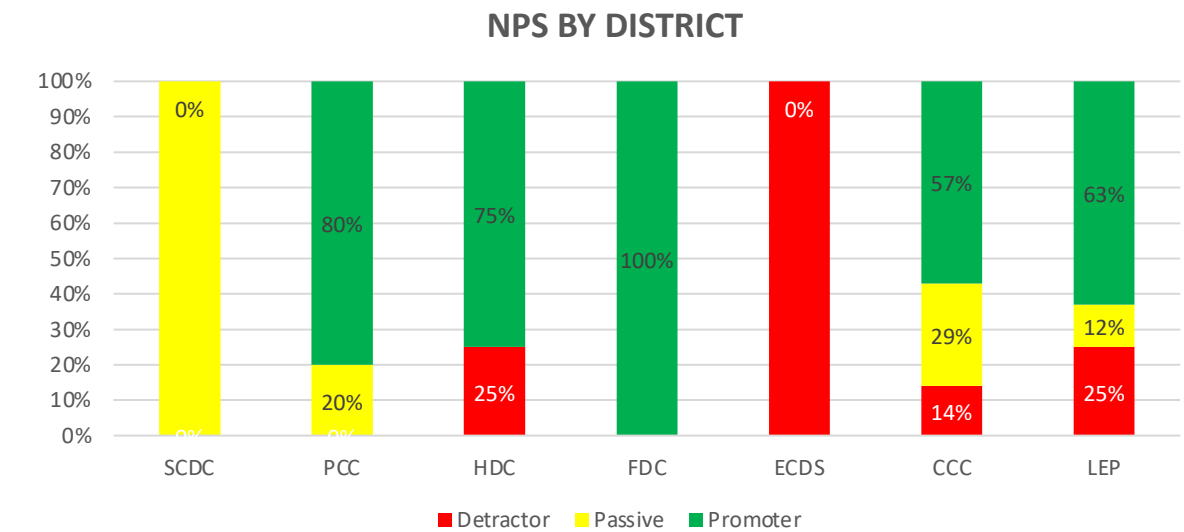
- The 27 respondents made 37 selections for service lines they stated as having engaged with
- Overall results show a ‘world-class’ NPS for Skills and Growth Hub, and an ‘excellent’ NPS for Growth Coaching and Investment. Grants scores a high ‘good’ NPS
- There are six detractors (with one respondent selecting two service lines), none are attributed to Coaching, Skills or Growth Hub.



	Coaching	Skills	Investment	Grants	Equity	Growth Hub
NPS	60%	75%	67%	46%	14%	100%
Respondent Selections	5	4	6	13	7	2

NPS – District Council Scores

- Cambridge and the LEP regions are well represented in terms of the number of respondents. Peterborough received an outstanding NPS
- The LEP region score were notably lower than other regions. South Cambridgeshire and East Cambridgeshire scores were from a very low base of one response per district.



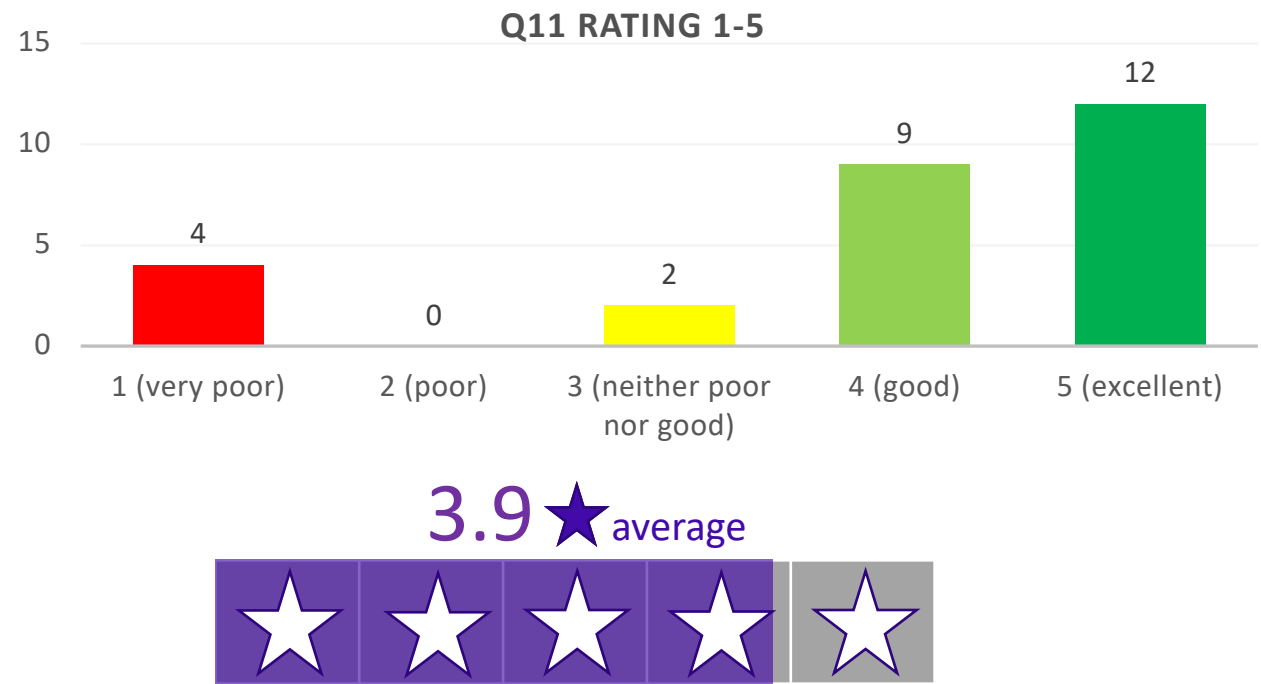
	SCDC	PCC	HDC	FDC	ECDS	CCC	LEP
NPS	0%	80%	50%	100%	0%	43%	38%
Responses	1	5	3	2	1	7	8

On a scale of 1-5: How would you rate our support developing your workforce / employment opportunities in CPCA?



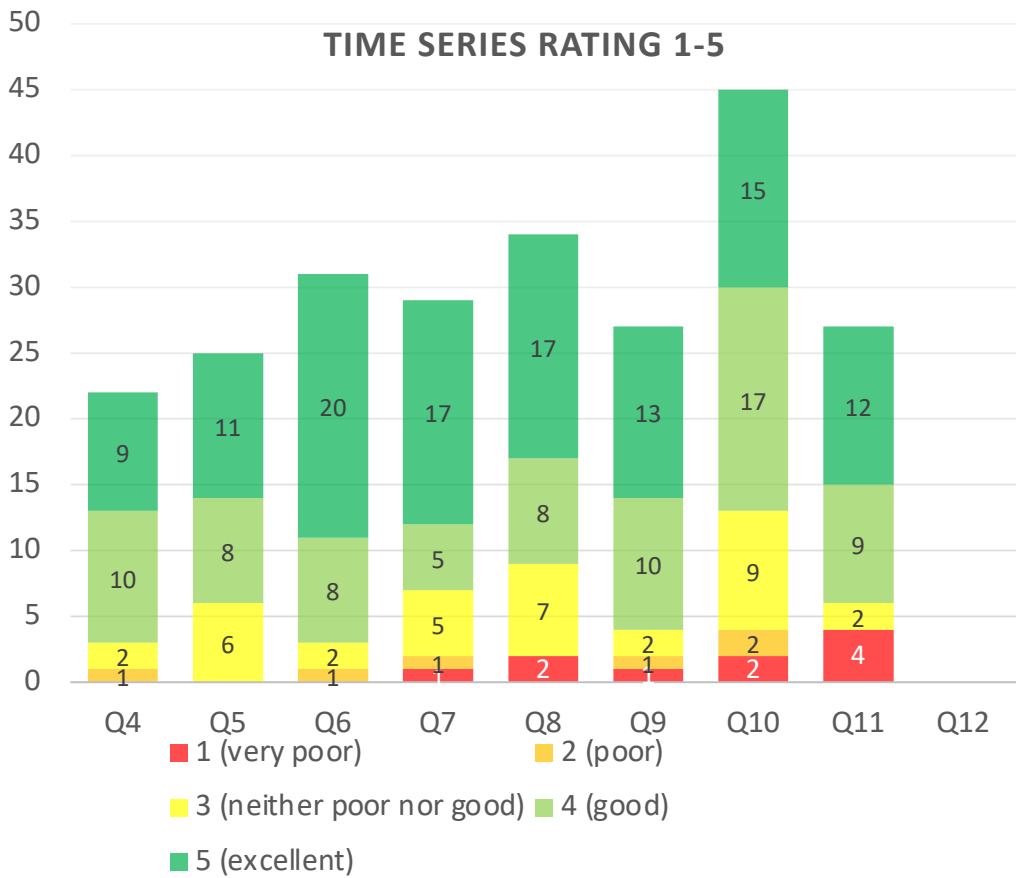
Quarter 11 Performance

- Whilst 78% of responses rated good or excellent, it should be noted that as this is a mandatory question, so not everyone answering the question will have utilised the Skills service. Figures for the past seven quarters were 71% (Q10), 85% (Q9), 74% (Q8), 76% (Q7), 90% (Q6), 76% (Q5) and 86% (Q4).



Performance by Quarter

- Over time the data presented here will highlight movement in the scores.

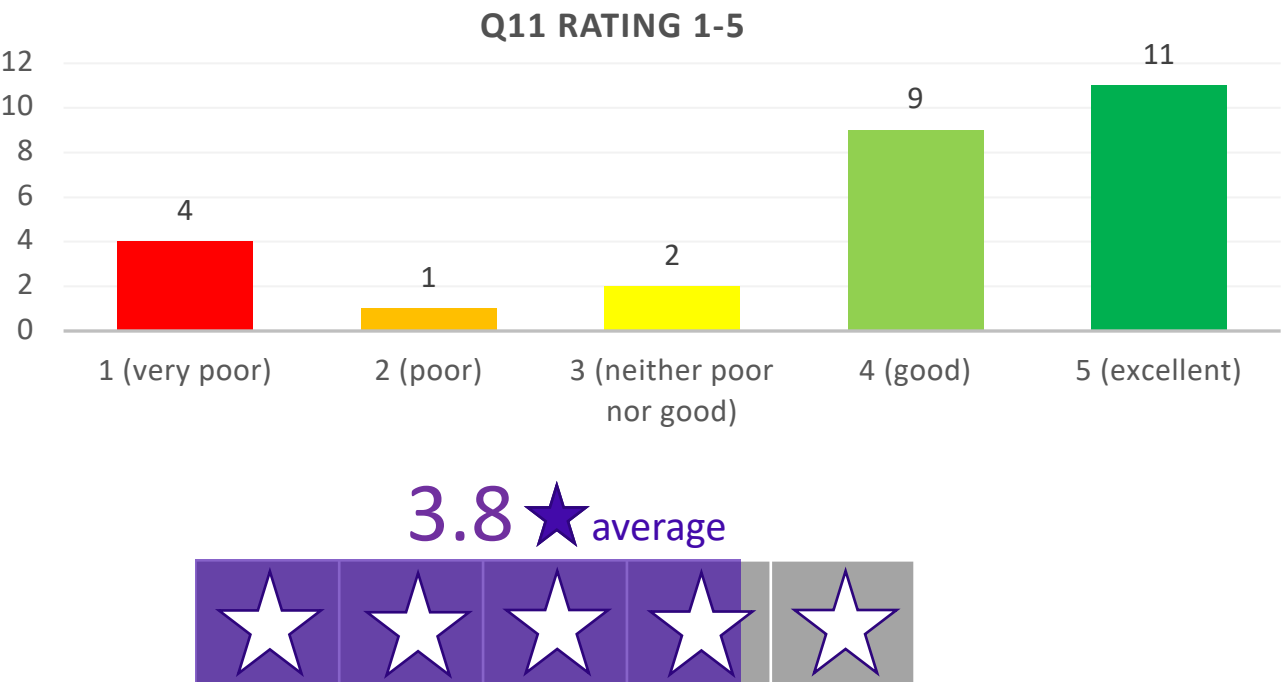


On a scale of 1-5: Did our service support meet your initial expectations from when you registered for support?



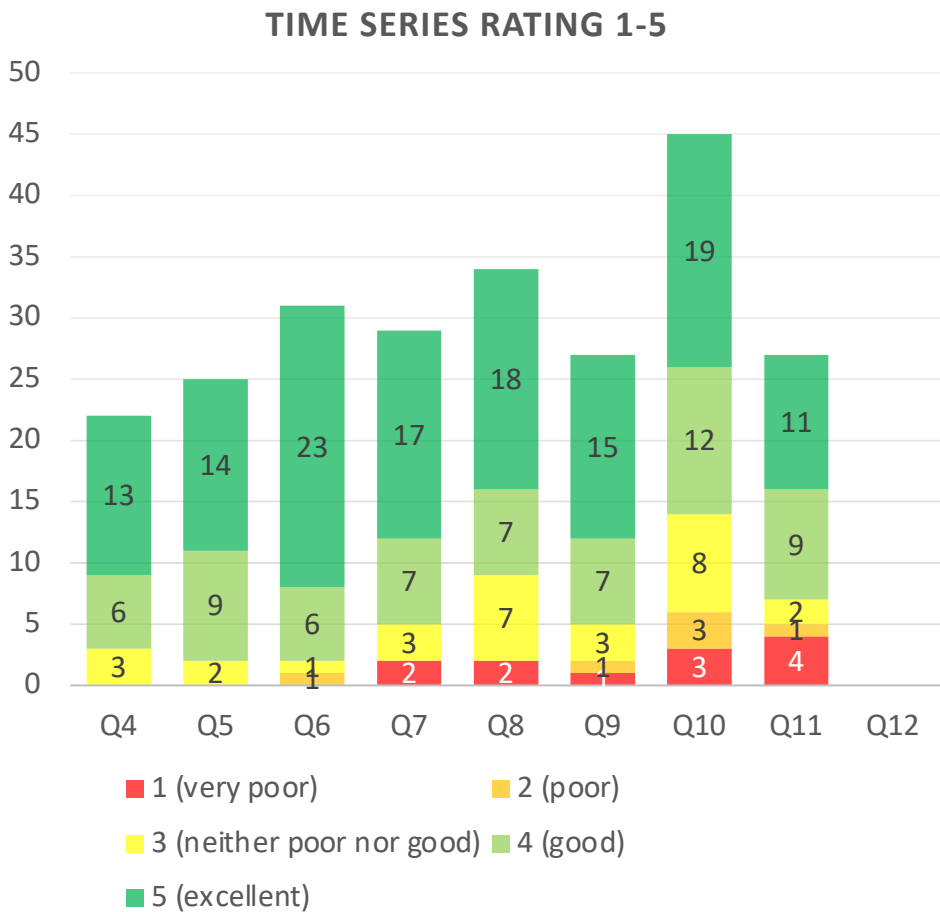
Quarter 11 Performance

- 74% of responders rated Growth Works as ‘good’ or ‘excellent’ in meeting their initial expectations. Figures for the past seven quarters were 69% (Q10), 81% (Q9), 74% (Q8), 83% (Q7), 94% (Q6), 92% (Q5) and 86% (Q4).



Performance by Quarter

- Over time the data presented here will highlight movement in the scores.

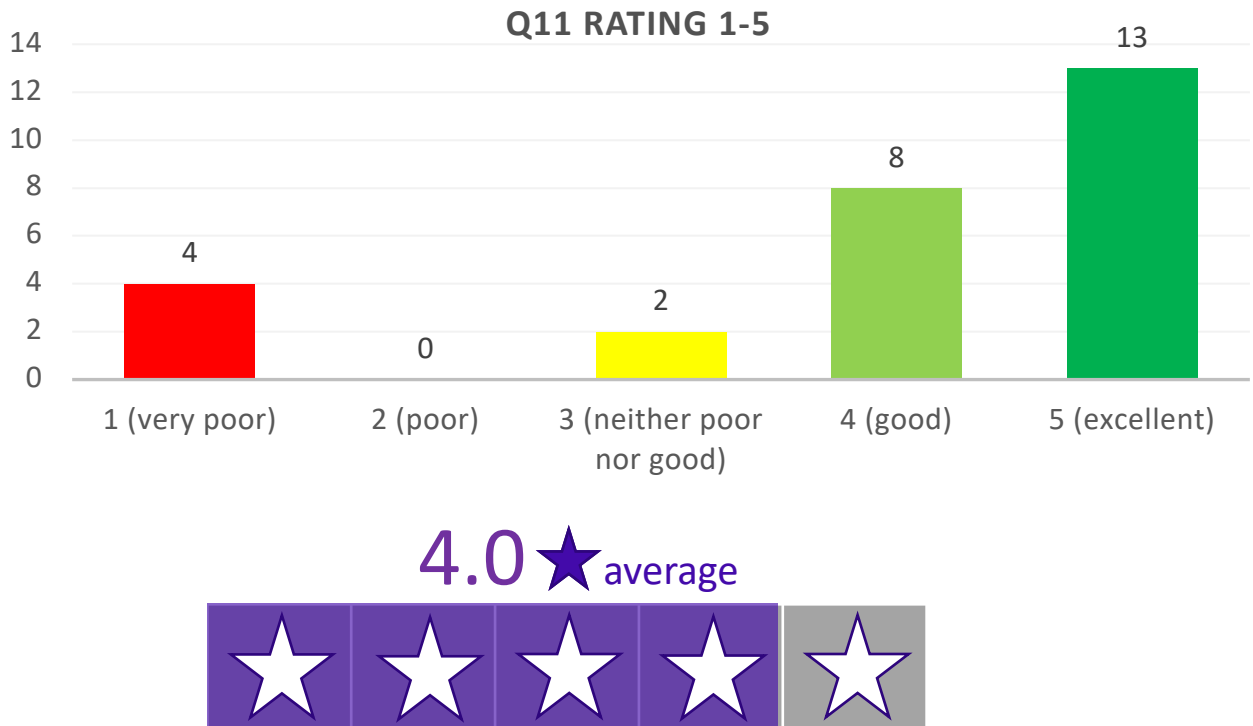


On a scale of 1-5: How would you rate the impact of our service in accelerating or expanding your business growth plans in CPCA?



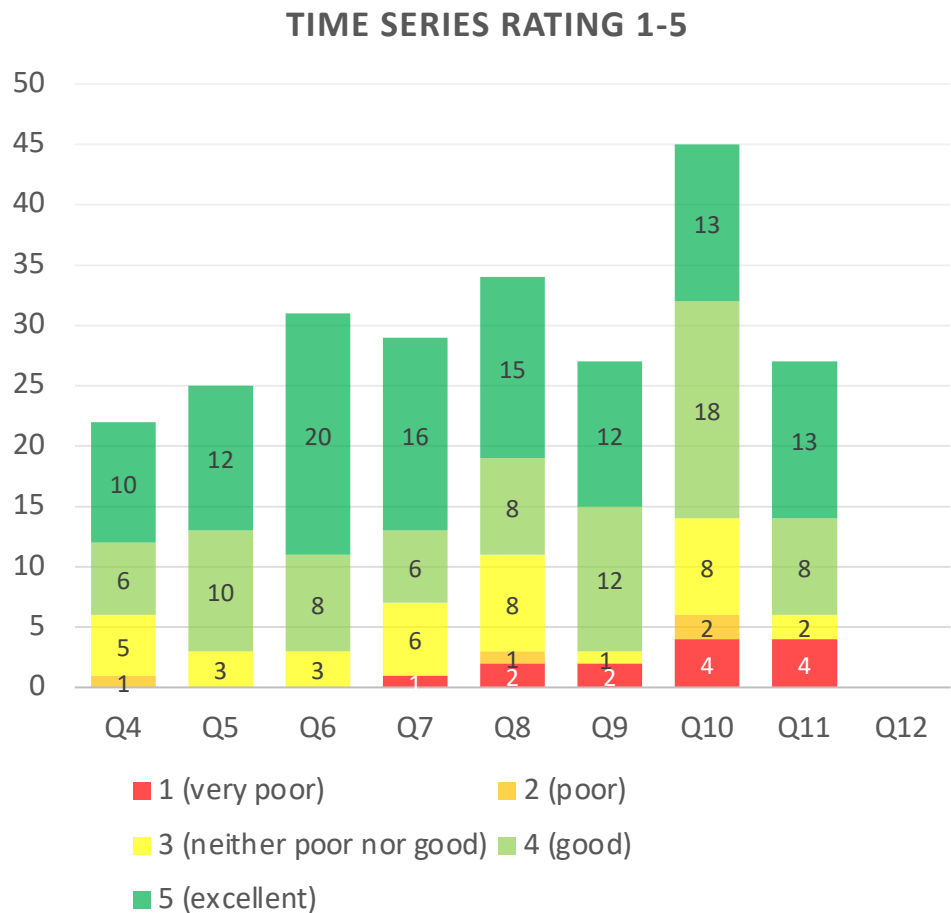
Quarter 11 Performance

- 78% of survey participants rated the impact of Growth Works in accelerating or expanding their growth plans as 'good' or 'excellent'. Figures for the past seven quarters were 69% (Q10), 89% (Q9), 67% (Q8), 76% (Q7), 90% (Q6), 88% (Q5) and 73% (Q4).



Performance by Quarter

- Over time the data presented here will highlight movement in the scores.

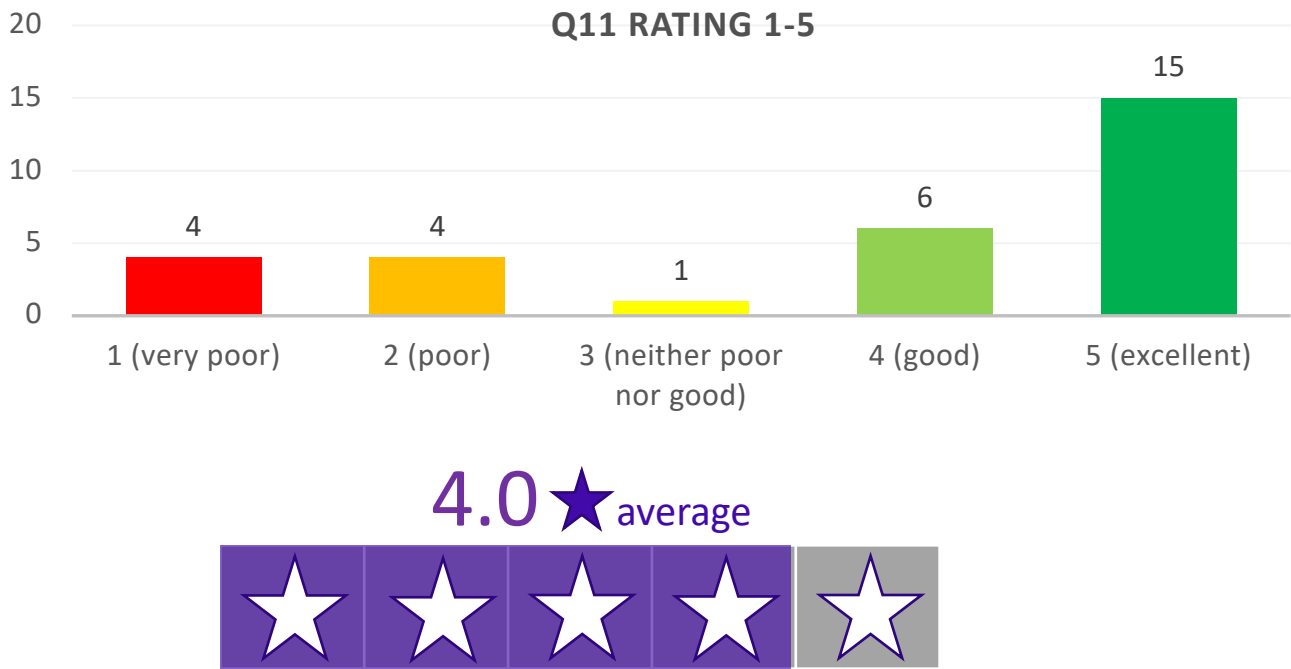


On a scale of 1-5: To what extent was the service a valuable investment of your time?



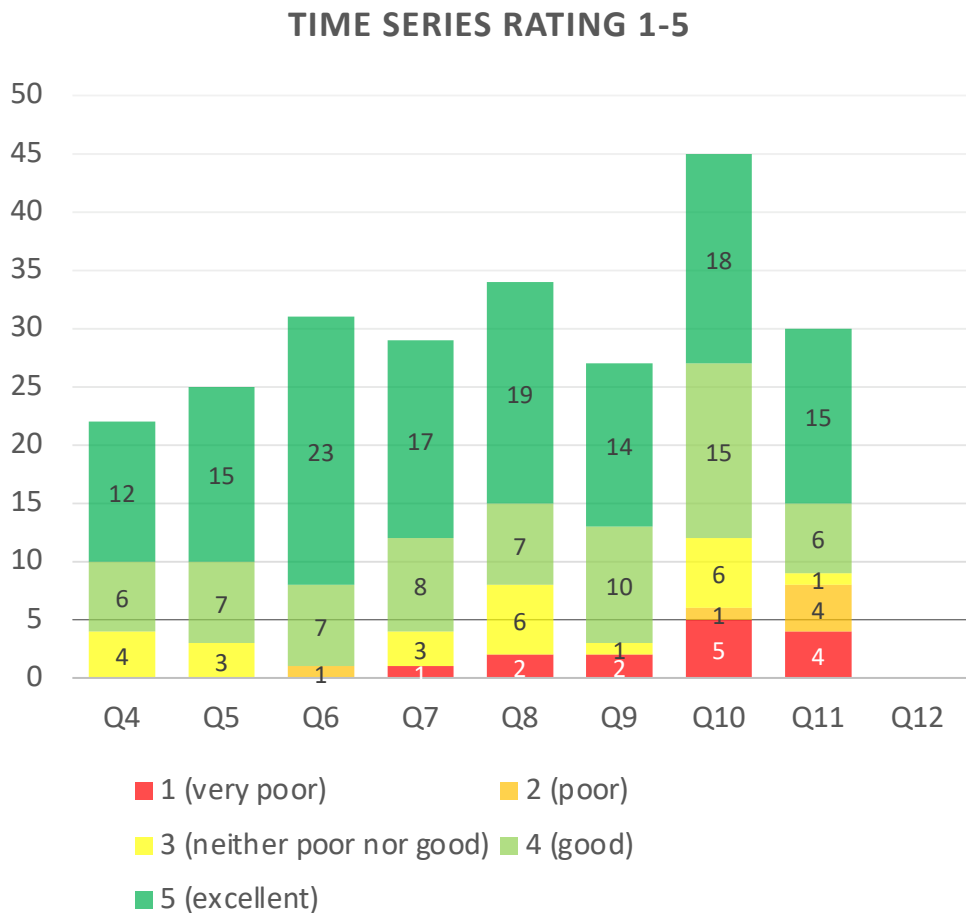
Quarter 11 Performance

- 78% of respondents rated their engagement with Growth Works as a ‘good’ or ‘excellent’ investment of their management time. Figures for the past seven quarters were 73% (Q10), 89% (Q9), 76% (Q8), 86% (Q7), 97% (Q6), 88% (Q5) and 82% (Q4).



Performance by Quarter

- Over time the data presented here will highlight movement in the scores.



What works well

“

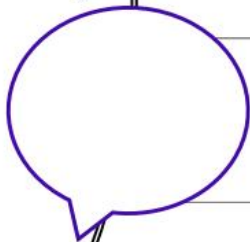


“Robin was very helpful and we appreciate the support received.”

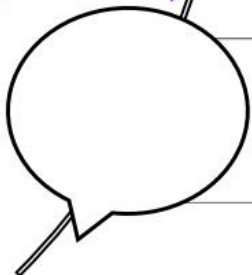


“It provided us with help funding business improvements that have been invaluable coming out of Covid, particularly as the leisure industry, which we operate in, was so affected.”

”



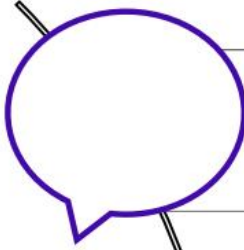
“I have always found everybody to be very helpful and approachable.”



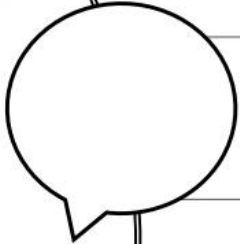
“What a great initiative!”

What works well (continued)

“



“Fabulous service and support, my business has benefitted from the support and we have almost doubled our workforce and hope to apply for more funding to support our expansion plans due to increased orders, where we must grow with our customers demands on us as a trusted and quality supplier.”

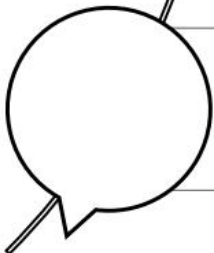


“The equity investment has been invaluable to us - we are delighted to have such support the closure process following written confirmation of your intention to invest very cumbersome and tortuous.”

”



“Extremely helpful. Thank you very much.”



“Jing Chen was extremely helpful for the introductory call! Now, she guided us to people in charge to discuss further. She is being so helpful.”

Improvements to the service

“

“Time will tell, I have had the initial appointment, it wasn't quite what I expected from the initial contact, but realise I may have been moved between stream or people. Also had to google CPCA as no idea what that acronym meant in the context of this survey.”

”

“Obviously extremely grateful for the grant but it is a lot of work filling in the application. It obviously costs us a lot of money in wages for the time to fill in the application, so at the end of it, it's cost a lot. I would say it would be good to make the application process more simple, or even involve a zoom call with a small amount of paperwork to support may be a better idea. There is also a lot discrepancies throughout the application process. I completed a form that Robin gave me which obviously took a while only to be told by someone else that it was the wrong form, and had to start all over again. This kind of thing happened a lot. Can't recommend Robin either, he doesn't seem to want to really do any work. Eliza is amazing though.”

Complaints / concerns raised

“

”

“We received capital grants a few years ago which were fantastic and we had lined up £250k of investment from the Growth Works Equity scheme. We were strongly encouraged to apply for new grants because excess funds were available and this was a very poor waste of time. It forced us also to choose between the grant or the equity. The equity proposition is very poor and needs to be structured in a way that is actually useful to growing companies. The service also deteriorated markedly.”

Appendices

1. List of companies invited to participate in this quarter's survey.
2. Defining NPS and how the method calculates a score.
3. Survey questions and response options.

List of companies invited to participate in this quarter's survey



Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line
AGN composites LTD	CapEx	Phantom Technology Limited	Equity	Adam Amiras Ltd	Growth Coaching	Apex Stone Ltd	Growth Coaching	Bespoke Developments Ketton LLP	Growth Coaching
Cambridge Organic Food Company	CapEx	Proptly	Equity	Adapt Biogas	Growth Coaching	Apleum Technologies	Growth Coaching	BGB Engineering Ltd	Growth Coaching
VIP-Polymers Limited	CapEx	SimSage (UK) Ltd	Equity	Adastra Development Ltd/Magic 2 Media Ltd	Growth Coaching	Arcade UK Ltd	Growth Coaching	BGG Entertainment Limited	Growth Coaching
Active Food Systems Limited	Equity	Spotta	Equity	Advance Furnace Technolgy	Growth Coaching	Arepas Station Cambridge LTD	Growth Coaching	Big Sky Company Limited	Growth Coaching
Alphamoon	Equity	VHS Logitech	Equity	Advanced Composites & Engineering Technology Ltd	Growth Coaching	Aristocaters	Growth Coaching	Big Smoke Productions	Growth Coaching
Aseptika Ltd	Equity	angliEAR	Grants	Aerotron Composites Ltd	Growth Coaching	Artisan Structures	Growth Coaching	BigBarn CIC	Growth Coaching
Best Little Building Co Ltd	Equity	Clarion	Grants	African Delight	Growth Coaching	Ashwood Chiropractic Clinic Ltd	Growth Coaching	BioGene Ltd	Growth Coaching
BiologIC	Equity	Playfords	Grants	Africfood	Growth Coaching	Atrium Fitness	Growth Coaching	Biscotti di Debora	Growth Coaching
BioZeroc	Equity	Thorlabs	Grants	Aios AI	Growth Coaching	Attica Bespoke Ltd	Growth Coaching	Bishopsgate Corporate Finance	Growth Coaching
BKwai	Equity	Vivid Q	Grants	Aker Health Tech	Growth Coaching	Automotive Retail Ltd	Growth Coaching	BizKit UK	Growth Coaching
Boutros Bear	Equity	Millworks	Growth Coaching	ALLTORQ LTD	Growth Coaching	Avant Manufacturing Limited	Growth Coaching	Bluechip Brand Solutions	Growth Coaching
Cambridge Future Tech	Equity	1st Access Self Storage	Growth Coaching	Alt Atlas Ltd	Growth Coaching	Avenue Farm Food Park	Growth Coaching	Bonacia	Growth Coaching
Deeptech Labs	Equity	4x4 Works	Growth Coaching	AltemisLab	Growth Coaching	Azarias Training Ltd	Growth Coaching	Borakis Greek Food	Growth Coaching
electronRx	Equity	52 North Health	Growth Coaching	AMC Garden Rooms	Growth Coaching	B Safe Electrical Servies Ltd	Growth Coaching	Bottleproof Cocktails	Growth Coaching
Enhanc3d Genomics	Equity	A W B	Growth Coaching	Amplify Creators Ltd	Growth Coaching	B&H Digital Ltd.	Growth Coaching	Brazen Foxx	Growth Coaching
GoAscendal	Equity	A&C FOOTBALL ACADEMY	Growth Coaching	Ampris Ltd T/A Brooks Wealth	Growth Coaching	Basck Ltd	Growth Coaching	Breakthrough Therapy Solutions	Growth Coaching
hapihemp	Equity	A2Com UK Ltd	Growth Coaching	Amps Wine Merchants	Growth Coaching	Bayco Ltd	Growth Coaching	Breathe Technology Ltd	Growth Coaching
Hubl Logistics Ltd - CoolRun Project	Equity	Aalbun	Growth Coaching	AN Transport Ltd T/A Limoscene Services	Growth Coaching	BBi Cambridge Ltd	Growth Coaching	Brewista Ltd	Growth Coaching
Immaterial	Equity	Abbey Sales and Lettings Ltd	Growth Coaching	Analytik Ltd	Growth Coaching	Be Fabulous	Growth Coaching	Bridgeway Security Solutions Ltd	Growth Coaching
Infersens	Equity	Ace Connections (East) Limited	Growth Coaching	Anglia CNC Engineering Ltd	Growth Coaching	Belvoir	Growth Coaching	Bright Advice	Growth Coaching
Monte Dourado Group	Equity	Activinsights	Growth Coaching	Anglian Lifts	Growth Coaching	Bernard Holmes Precision Limited	Growth Coaching	Brown and Ralph Ltd	Growth Coaching

List of companies invited to participate in this quarter's survey (continued p2)



Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line
BUNKER48 LTD	Growth Coaching	Cambridge Sensoriis Ltd	Growth Coaching	CHARLES AND DEAN LIMITED	Growth Coaching	Construction & Environmental Services Ltd	Growth Coaching	Dragonmobility Ltd	Growth Coaching
Bursting with Potential	Growth Coaching	Cambridge Smart Plastics	Growth Coaching	Charlton Recycled Autoparts Ltd	Growth Coaching	Contractrite	Growth Coaching	Drainage & Roofing Central Limited	Growth Coaching
Burwash Larder	Growth Coaching	Cambridge Stoke College Ltd	Growth Coaching	Chef de la Maison	Growth Coaching	Control Ltd	Growth Coaching	Dsquared	Growth Coaching
BusinessWatch Guarding Services	Growth Coaching	Cambridge Stove Installations LTD	Growth Coaching	Chiltern Distribution Ltd	Growth Coaching	Cooper Crew Ltd	Growth Coaching	DTS Solutions	Growth Coaching
Busy Bees Nursery	Growth Coaching	Cambridge United Football Club Ltd	Growth Coaching	chinar trade services ltd	Growth Coaching	Credenxia	Growth Coaching	DUA WHOLESALE LYD	Growth Coaching
C&R Holdings	Growth Coaching	Cambridgeshire Chambers of Commerce	Growth Coaching	Choice Windows Est 1991	Growth Coaching	Crimson Harvest Ltd	Growth Coaching	Dukels Ltd	Growth Coaching
C&R WISE AI LIMITED	Growth Coaching	Cambridgeshire Hotels Ltd T/A Dolphin Hotel	Growth Coaching	Cinema8	Growth Coaching	CRM Insights	Growth Coaching	EAST ANGLIAN FINE WELD LTD	Growth Coaching
C6 Bikes	Growth Coaching	Cambridgeshire Roofing	Growth Coaching	Cit digital	Growth Coaching	Crown Hall Farm	Growth Coaching	Echo Web Solutions Ltd	Growth Coaching
Cabinets Direct Ltd	Growth Coaching	Camnexus	Growth Coaching	City Furniture Clearance Ltd	Growth Coaching	DataConnectivity Ltd	Growth Coaching	Eclectic Recruitment	Growth Coaching
Cafe au Chocolat	Growth Coaching	Camp Tails Ltd	Growth Coaching	Clifford J Mottram & Sons Limited	Growth Coaching	DataMailDM Ltd	Growth Coaching	Ecotech Projects	Growth Coaching
Calmababy	Growth Coaching	Capital Lawyers	Growth Coaching	Cliniphy	Growth Coaching	Dawbarn & Sons Limited	Growth Coaching	Edward Stuart and Co Ltd	Growth Coaching
Cambridge Cleantech	Growth Coaching	Captivus Ltd.	Growth Coaching	Clip 'n'climb	Growth Coaching	Decoris Furniture Ltd t/a Sena Furniture	Growth Coaching	eeeb Ltd	Growth Coaching
Cambridge Country Club	Growth Coaching	Cardiology Devices Ltd	Growth Coaching	CMCL Innovations	Growth Coaching	DeepMirror	Growth Coaching	Eezybike Ltd	Growth Coaching
Cambridge Creative	Growth Coaching	Caremark Cambridge	Growth Coaching	CODENAME MEDIA LIMITED	Growth Coaching	Deptford Lionesses	Growth Coaching	EJ Software	Growth Coaching
Cambridge Econometrics Ltd	Growth Coaching	Caring Crew Ltd	Growth Coaching	Coffee World (UK) LTD	Growth Coaching	Digital Resilience UK	Growth Coaching	Ely Skip Hire	Growth Coaching
Cambridge Kinetics Ltd	Growth Coaching	CEG	Growth Coaching	Cognition Intelligence	Growth Coaching	Dimp450 Professional Services	Growth Coaching	Emmacy Limited	Growth Coaching
Cambridge Landscaping	Growth Coaching	Cell Guidance Syste	Growth Coaching	Collings Brothers	Growth Coaching	Directed Systems Ltd	Growth Coaching	Emotive AI Solutions	Growth Coaching
Cambridge Precision Ltd	Growth Coaching	Cell Guidance Systems Ltd	Growth Coaching	Commuter Films	Growth Coaching	Distinctive Developments Group Ltd	Growth Coaching	Energy clothing	Growth Coaching
Cambridge Regulatory Services Ltd	Growth Coaching	CFPro Ltd	Growth Coaching	Component Solutions for Indust	Growth Coaching	DocMe Technologies	Growth Coaching	EnerTherm Engineering Ltd	Growth Coaching
Cambridge Roofers	Growth Coaching	CFS Events Ltd	Growth Coaching	Concr	Growth Coaching	Dodd & Co	Growth Coaching	England Marketing Ltd	Growth Coaching
Cambridge Science Centre	Growth Coaching	Charis Grants Ltd	Growth Coaching	Concrete Renovations Ltd	Growth Coaching	Dodman Limited	Growth Coaching	Enocam	Growth Coaching

List of companies invited to participate in this quarter's survey (continued p3)



Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line
Environ Group Ltd	Growth Coaching	Flit	Growth Coaching	GKS Plumbing Heating Bathrooms	Growth Coaching	Grounds Caf��	Growth Coaching	House of Luchini Limited	Growth Coaching
Escape	Growth Coaching	Fluid-em	Growth Coaching	Global Partnerships	Growth Coaching	GSH Holdings Ltd	Growth Coaching	HR Ready Ltd	Growth Coaching
Essential Oil Supplies Ltd	Growth Coaching	Forefront RF Ltd	Growth Coaching	GO Carew Ltd	Growth Coaching	Guided Innovation Ltd	Growth Coaching	HR Your Business Matters	Growth Coaching
Eunice Artisan Bakery Ltd	Growth Coaching	Fortus Ltd	Growth Coaching	Gogogo Intensive Peterborough Limited	Growth Coaching	Gurkha Durbaar	Growth Coaching	Hue - Brand Design Digital	Growth Coaching
European Commercial Vehicle Accessories Ltd	Growth Coaching	Fountain Fresh Imports Ltd	Growth Coaching	Gold Star Metal Traders	Growth Coaching	H2 Cyber Risk Advisory Services	Growth Coaching	Hummingbird video productions	Growth Coaching
Eurotech International Group	Growth Coaching	Freckleface Home Fragrance	Growth Coaching	Good Sense Research Limited	Growth Coaching	Haatch Ventures LLP	Growth Coaching	Hungry Scarecrow Ltd	Growth Coaching
Everglade Windows Ltd	Growth Coaching	Fridge Stores	Growth Coaching	Good Wills Law Ltd	Growth Coaching	Happyr Health	Growth Coaching	Hunt & Coombs Solicitors	Growth Coaching
Evolution Packaging Ltd T/A Naturepac	Growth Coaching	Friends Care Limited T/A Visiting Angels	Growth Coaching	Grabbit & Run Couriers Ltd	Growth Coaching	Harkie Global Ltd	Growth Coaching	Hunter Scientific Ltd	Growth Coaching
Excellence Health & Wellbeing	Growth Coaching	G CLEAN LTD	Growth Coaching	Grace Solutions Ltd	Growth Coaching	Harry Specters Ltd	Growth Coaching	hunts taxis ltd	Growth Coaching
FabricSmart Ltd	Growth Coaching	G H Security Systems	Growth Coaching	Grange Business Finance	Growth Coaching	Haywood Coatings	Growth Coaching	Hyhause	Growth Coaching
Face 2 Face HR	Growth Coaching	G. E. Norgan Limited	Growth Coaching	Granite 5 Ltd	Growth Coaching	Health Clubs at Home t/a GymKit UK	Growth Coaching	I S S I Ltd	Growth Coaching
Fasson PnD	Growth Coaching	Gallyon Gun and Rifle Makers	Growth Coaching	Grant Instruments (Cambridge) Ltd	Growth Coaching	Heartfelt Technologies	Growth Coaching	i4 automation ltd	Growth Coaching
Fays Flowers Ltd	Growth Coaching	Gas Tech Utilities Ltd	Growth Coaching	Granta Processors	Growth Coaching	Hegarty Solicitors	Growth Coaching	IAC ONE LTD	Growth Coaching
Feedback 360 Ltd	Growth Coaching	GB Design Engineering Ltd	Growth Coaching	Green Energy Switch	Growth Coaching	Highfield Event Group	Growth Coaching	ID Portal Limited	Growth Coaching
Feedback Fans	Growth Coaching	Geek Designs	Growth Coaching	Green Trumpet Design	Growth Coaching	Hillberry Kitchens LTD	Growth Coaching	Igentics Ltd	Growth Coaching
Fen Technology Ltd	Growth Coaching	Geoff Glover Van Sales	Growth Coaching	GreenCity Solutions	Growth Coaching	Hilltop Retreat	Growth Coaching	Impact Resilience	Growth Coaching
Fidsters	Growth Coaching	George Barnsdale	Growth Coaching	Greenway Rethink Limited	Growth Coaching	Hings Group Ltd	Growth Coaching	Impra Charge	Growth Coaching
Figures UK Accountancy Services Limited	Growth Coaching	Gilberts Butchers	Growth Coaching	Greenwillows Associates Ltd	Growth Coaching	Hire Or Buy Group Ltd	Growth Coaching	Inflatebounce Ltd	Growth Coaching
Fink Projection Plastering Ltd	Growth Coaching	Girassol Community Care	Growth Coaching	Greenwood Homecare	Growth Coaching	Hochanda Global Ltd	Growth Coaching	Information Interface Ltd	Growth Coaching
Flach & Le-Roy Ltd	Growth Coaching	Girton Golf	Growth Coaching	Greenwoods GRM LLP	Growth Coaching	Homecare Essentials Ltd	Growth Coaching	Informetis Europe Ltd	Growth Coaching
Flagship Trucks Ltd	Growth Coaching	GKL Building & Civil Engineering Ltd	Growth Coaching	Grit Digital	Growth Coaching	Horizon Retail Marketing Solutions Ltd	Growth Coaching	Inivos Ltd (Test Labs UK Division)	Growth Coaching

List of companies invited to participate in this quarter's survey (continued p4)



Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line
Innovate Media Ltd	Growth Coaching	JM Building Developments LLP	Growth Coaching	MedGenesis Ltd	Growth Coaching	Novahub Ltd	Growth Coaching	Pearce Sound & Lighting Ltd t/a Pearce Hire	Growth Coaching
Insight Associates	Growth Coaching	Julia Feilden Racing	Growth Coaching	Microbyte	Growth Coaching	Novalia Limited	Growth Coaching	Pellis Care Ltd	Growth Coaching
Insight Consultancy	Growth Coaching	Just Soil	Growth Coaching	MidCo Care Limited	Growth Coaching	NS Cambridge Ltd	Growth Coaching	PEM	Growth Coaching
Integrity Plus Ltd	Growth Coaching	Kalium Health Ltd	Growth Coaching	Mignon Technologies	Growth Coaching	Nuclera	Growth Coaching	Perfect Planner Company	Growth Coaching
Intergence	Growth Coaching	Katie Alice Ltd	Growth Coaching	Mobas	Growth Coaching	NUR GROUP LIMITED	Growth Coaching	Personal Care Regulatory Ltd	Growth Coaching
Investors in the Environment	Growth Coaching	KC Active	Growth Coaching	Mobas Ltd	Growth Coaching	OAKWOOD HOMES (PETERBOROUGH) LIMITED	Growth Coaching	Peterborough Bakery Limited	Growth Coaching
InvestSK	Growth Coaching	Keystone Marketing	Growth Coaching	Money Mover	Growth Coaching	Old Kent Road Financial Ltd	Growth Coaching	Peterborough Recliner Centre	Growth Coaching
IP21	Growth Coaching	Kirby Electrical Contracts Ltd	Growth Coaching	Monpet Extrusion Ltd	Growth Coaching	Omni Security	Growth Coaching	Peterborough Skills Academy	Growth Coaching
Ipswich Doggy Day Care Creche	Growth Coaching	Kiss & Makeup UK Academy Ltd	Growth Coaching	Morecomms (East Anglia) Ltd	Growth Coaching	Onelink Media LTD	Growth Coaching	PFW Holdings Ltd	Growth Coaching
IS-FLA Ltd	Growth Coaching	Klosen UK	Growth Coaching	Motiq	Growth Coaching	OPICO Limited	Growth Coaching	Phoenix - Ministry of Fitness	Growth Coaching
Isofast	Growth Coaching	Korbond Industries Limited	Growth Coaching	MSC Naturally	Growth Coaching	Optimum Patient Care	Growth Coaching	Photocentric	Growth Coaching
Ison Distribution	Growth Coaching	La Dante in Cambridge	Growth Coaching	Musketeer Solutions Ltd	Growth Coaching	Outlink	Growth Coaching	Photofabrication Ltd	Growth Coaching
Itexs Ltd	Growth Coaching	Lambda Energy Ltd	Growth Coaching	National Extension College	Growth Coaching	Owen & Partners Ltd.	Growth Coaching	Pico Technology	Growth Coaching
It's Pure Ltd	Growth Coaching	Lanai Outdoor Commercial Ltd	Growth Coaching	NB Business Growth Associates Ltd (Master)	Growth Coaching	P A Answer Ltd	Growth Coaching	Pioseer Ltd	Growth Coaching
IVORY	Growth Coaching	Landtec.uk	Growth Coaching	NB Studio	Growth Coaching	PA ANSWER LIMITED	Growth Coaching	Pipe&Cable Ltd	Growth Coaching
J D Williams (Glatton) Ltd t/a S C Robinson	Growth Coaching	Layrd Design	Growth Coaching	Nera Accounting	Growth Coaching	PACE DIGITAL SALES LTD	Growth Coaching	PJ Slater Scaffolding Services	Growth Coaching
Jade hill hairdressing	Growth Coaching	Le Mark	Growth Coaching	Neurobox Ltd	Growth Coaching	Pace Mechanical Handling Ltd	Growth Coaching	PlanPoint	Growth Coaching
James Whitaker - Specialist Furniture & Joinery Consultants	Growth Coaching	Lead Genera	Growth Coaching	Neutreeno Limited	Growth Coaching	Page Group	Growth Coaching	Plant Lipids	Growth Coaching
Jason's Cupcakes	Growth Coaching	LEADA Cambs CIC	Growth Coaching	New Meaning Foundation	Growth Coaching	Pantherella Ltd	Growth Coaching	Platters Catering Ltd	Growth Coaching
Jenna (UK) Ltd	Growth Coaching	Leep Accountants Limited	Growth Coaching	NJ Bistros Ltd	Growth Coaching	Paxt	Growth Coaching	Ponko Limited	Growth Coaching
Jigowatt	Growth Coaching	Letchworth Centre for Healthy	Growth Coaching	NODA	Growth Coaching	PB Solutions	Growth Coaching	Poro Technologies Ltd	Growth Coaching

List of companies invited to participate in this quarter's survey (continued p5)



Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line
Precise Component Manufacture Ltd	Growth Coaching	RAYSAF GLOBAL LIMITED	Growth Coaching	Rutland Water Cycling Ltd	Growth Coaching	Smile OralCare	Growth Coaching	Stamford telephone	Growth Coaching
Precision Moulded Products (Essex) Ltd	Growth Coaching	reach cambridge	Growth Coaching	Rxcelerate	Growth Coaching	Snaxgroup	Growth Coaching	Stanground Carpets & Flooring	Growth Coaching
Premier Chemicals Ltd	Growth Coaching	Rebecca Orde	Growth Coaching	Sacrewell	Growth Coaching	Snowtap	Growth Coaching	S-Tech	Growth Coaching
Premier Plus	Growth Coaching	Red Shoes Accounting Services	Growth Coaching	Safapac Limited	Growth Coaching	Soak Rochford	Growth Coaching	Stir Cambridge Limited	Growth Coaching
Premier Voice & Data	Growth Coaching	Reed Autos t/a Ponko	Growth Coaching	Safeguard Glazing Supplies Ltd	Growth Coaching	SocialB	Growth Coaching	Stobbs (IP) Ltd	Growth Coaching
Pristine Automotive Ltd	Growth Coaching	Reef Zlements	Growth Coaching	Safety Rocks Limited	Growth Coaching	Socrates Software Ltd	Growth Coaching	Studio#74 hair and beauty	Growth Coaching
Pro-Carbon Racing	Growth Coaching	Regal Joinery	Growth Coaching	Saffan Ltd t/a CBS Automotive	Growth Coaching	Softwood Self-Publishing	Growth Coaching	Sun Bear Biofuture	Growth Coaching
Pro-Dig Europe Limited	Growth Coaching	Reliance Care Services Ltd	Growth Coaching	Saragusta Spirits Co. Ltd	Growth Coaching	Soham Security Products Ltd	Growth Coaching	Supersense Technologies	Growth Coaching
Productive Design Ltd	Growth Coaching	Revelare Limited	Growth Coaching	SB Refrigeration	Growth Coaching	Solution Fabrication	Growth Coaching	Ta Bouche	Growth Coaching
Property Video Solutions	Growth Coaching	RGE Capital Limited (RGE Group)	Growth Coaching	scholars punting cambridge	Growth Coaching	SOMETHING TO LOOK FORWARD TO LIMITED	Growth Coaching	Taylor Vinters	Growth Coaching
Protiomix Limited	Growth Coaching	rita giordano	Growth Coaching	Science Resources Foundation	Growth Coaching	Sowden Wallis	Growth Coaching	Tensor Systems Ltd	Growth Coaching
Prototype Projects	Growth Coaching	RnJ Fabrications Ltd	Growth Coaching	Scudamores Punting Company Ltd	Growth Coaching	Special Machining	Growth Coaching	Tente Castors Ltd	Growth Coaching
Pulpex	Growth Coaching	Roan Fabrication Ltd	Growth Coaching	Seeded Marketing Ltd	Growth Coaching	Spectra Displays	Growth Coaching	Test And Research	Growth Coaching
Pure Resourcing Solutions Ltd	Growth Coaching	Robin Road Ltd	Growth Coaching	Shoplight Ltd	Growth Coaching	Spectrum Courses Limited	Growth Coaching	The Beauty Loft Ely	Growth Coaching
PuriFire Labs	Growth Coaching	Rocket Global Ventures Limited	Growth Coaching	Shume	Growth Coaching	Sphere Fluidics	Growth Coaching	The Brands Dealer Ltd	Growth Coaching
PurpleXtra Limited	Growth Coaching	Rolman World UK Limited	Growth Coaching	Signet	Growth Coaching	Spiegl Press	Growth Coaching	The College of Animal Welfare	Growth Coaching
Purrmatrix	Growth Coaching	Rosssdales LLP	Growth Coaching	Ski Exchange Ltd (The)	Growth Coaching	Spoonstruck	Growth Coaching	The Filling Station	Growth Coaching
Qualitetch Components Ltd	Growth Coaching	Round Peg Cambridge Ltd.	Growth Coaching	Skilltech Solutions Ltd	Growth Coaching	STAAH Europe Ltd	Growth Coaching	The First Mailing Co Ltd	Growth Coaching
Quest Leadership	Growth Coaching	RT Joinery Services Ltd	Growth Coaching	Skylark Garden Centre	Growth Coaching	Stallions Trade Services Ltd	Growth Coaching	The George and Dragon	Growth Coaching
raise the steaks	Growth Coaching	Runesilk Ltd	Growth Coaching	Smart Accounting & Business Se	Growth Coaching	Stamford Bespoke Kitchens Ltd	Growth Coaching	The Green Man Public House	Growth Coaching
Rapid Image UK	Growth Coaching	Rutherford Punting Cambridge	Growth Coaching	Smart Manufacturing Alliance	Growth Coaching	Stamford Delight	Growth Coaching	The HackSpace Ltd CIC	Growth Coaching

List of companies invited to participate in this quarter's survey (continued p6)



Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line
The Hebden School of Dancing Ltd.	Growth Coaching	Town and Country Law East Anglia Ltd	Growth Coaching	Visualise Aesthetics	Growth Coaching	Wysing Arts Centre	Growth Coaching	QR Shield	Growth Hub
The Hire Works	Growth Coaching	Tradelink Direct	Growth Coaching	Vital Pulse Therapeutics	Growth Coaching	Yasir Ali	Growth Coaching	SJC Property Developments	Growth Hub
The Lamp Company	Growth Coaching	Tsien (UK) Ltd	Growth Coaching	Volador FlyTech	Growth Coaching	Yellow Kiosk	Growth Coaching	start up	Growth Hub
The Oliver Twist	Growth Coaching	TurfTrax	Growth Coaching	Volmary Ltd	Growth Coaching	YellowNest Ltd	Growth Coaching	The Barbers Den	Growth Hub
The Potting Shed Deli	Growth Coaching	TwistersGym	Growth Coaching	Vuala Ltd	Growth Coaching	You Develop	Growth Coaching	The Fenland Group Ltd	Growth Hub
The Recovery Hub Cambridge trading as The Edge Cafe	Growth Coaching	UK Aprons Ltd	Growth Coaching	Waller Transport Services Ltd	Growth Coaching	Your Motoring Limited	Growth Coaching	Äzizgi Teknoloji Elektronik Tas. ve Äcert. A.Äž.	Inward Investment
The Small Business Awards	Growth Coaching	UK CORPORATE SPORTS & EVENTS LTD	Growth Coaching	Walsoken Black Bear Ltd	Growth Coaching	Your Telemarketing Ltd	Growth Coaching	Aabasoft	Inward Investment
The Structural Battery Company	Growth Coaching	UK Gym Equipment Ltd	Growth Coaching	Watergull Orchards	Growth Coaching	Avocet Staffing Ltd	Growth Hub	Adaptis Technologies	Inward Investment
The Taproom	Growth Coaching	UNCHARTED INDUSTRIES LIMITED	Growth Coaching	Waterworx Plumbing and Heating Services Limited	Growth Coaching	Bakers Best Ltd	Growth Hub	AGON Biotechnology LLC	Inward Investment
The White Hart	Growth Coaching	Underpin Marketing	Growth Coaching	Welch group	Growth Coaching	Bathroom Gods	Growth Hub	Algdeha	Inward Investment
THERMOTEXNIX SYSTEMS LTD	Growth Coaching	Unlimited Success Ventures Ltd	Growth Coaching	Welland Power Ltd	Growth Coaching	Cambs PAT UK Ltd	Growth Hub	AQB Solutions Limited	Inward Investment
Thetford Farm Estates	Growth Coaching	Unmatched Digital Limited	Growth Coaching	Welovemanfood Ltd	Growth Coaching	CB Self Storage Ltd	Growth Hub	Argeron Medikal Arastirma Sanayi ve Ticaret A.S.	Inward Investment
Thomas & Young	Growth Coaching	Uno Lusso	Growth Coaching	Wesellandbuyvehicles.com	Growth Coaching	Charliss Nail bar	Growth Hub	Asko Holding	Inward Investment
Tills Innovations Ltd	Growth Coaching	Uptech Ltd	Growth Coaching	Westfield Patterns UK Ltd	Growth Coaching	Dutchie & Grill Restaurant	Growth Hub	Avay Biosciences Pvt Ltd	Inward Investment
Timesource Ltd	Growth Coaching	Valdi Ltd	Growth Coaching	Whittlesey Tyre Centre	Growth Coaching	Hadithi Ltd	Growth Hub	Averywell Limited	Inward Investment
Timmy grill and desserts limited	Growth Coaching	Varysian Ltd	Growth Coaching	Will and Probate Services	Growth Coaching	ihover drones	Growth Hub	Batoi Systems	Inward Investment
Titan Motorsport & Automotive Engineering Ltd	Growth Coaching	VDM (Velocity Design & Marketing)	Growth Coaching	WINYARD ENGINEERING	Growth Coaching	Little Explorers Montessori Ltd	Growth Hub	Behavidence	Inward Investment
TM Tronix Ltd	Growth Coaching	Vetstream Ltd	Growth Coaching	Wisbech Hospitality Enterprises Limited	Growth Coaching	MA Motors St Neots	Growth Hub	Beit	Inward Investment
To The Moon and Back Foster Care	Growth Coaching	VHS Cleaning Services Ltd	Growth Coaching	WLP	Growth Coaching	Mooret Ltd	Growth Hub	Beynex	Inward Investment
Top Dog Catering Ltd	Growth Coaching	virtualdesigncloud	Growth Coaching	Wondrous	Growth Coaching	NBM Business growth	Growth Hub	Bio-T Biotechnology Solutions and Production	Inward Investment
Toppers Hair Designs Ltd	Growth Coaching	Vision Architectural Glazing Ltd	Growth Coaching	Woodleyside IT Ltd	Growth Coaching	Optima Stainless Ltd	Growth Hub	Biyomod	Inward Investment

List of companies invited to participate in this quarter's survey (continued p7)



Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line
Bloocell Health Technology	Inward Investment	Dronamics	Inward Investment	HuDian Data Technology	Inward Investment	Larkai Healthcare Pvt Ltd	Inward Investment	Pitaya Irrigation	Inward Investment
Blue Shark Purification	Inward Investment	DRONEQUBE	Inward Investment	Hudson River Biotechnology	Inward Investment	LLEAF Pty Ltd	Inward Investment	Pollective	Inward Investment
Born Digital	Inward Investment	DVM	Inward Investment	Hyperplan	Inward Investment	Loop DX	Inward Investment	Potski Media	Inward Investment
BosonQ Psi	Inward Investment	Ecosea Farming	Inward Investment	iGene	Inward Investment	Lua Biosciences	Inward Investment	Prathista Industries	Inward Investment
Bundle of Rays	Inward Investment	Edmonton Limited	Inward Investment	IM Branding	Inward Investment	MedLogic	Inward Investment	Quantis Bio	Inward Investment
CALiGRA Ltd	Inward Investment	eFeed	Inward Investment	InnAccel Technologies	Inward Investment	Medrics	Inward Investment	Quin AI and Technology	Inward Investment
Cellsway	Inward Investment	EinNel Technologies	Inward Investment	Inno Green Tech Co.,Ltd.	Inward Investment	Meticuly	Inward Investment	Rapid Response Revival	Inward Investment
CMR Surgical	Inward Investment	Elixir AI	Inward Investment	InspireHUB Canada	Inward Investment	Microneedle Industrial	Inward Investment	Redleaf Technologies	Inward Investment
Cognitive	Inward Investment	EmmiTec Health	Inward Investment	Intera Health Products Co. Ltd.	Inward Investment	Nanode Battery Technologies	Inward Investment	replantin'	Inward Investment
Co-Lab	Inward Investment	Essro Limited	Inward Investment	Interact Technologies	Inward Investment	Neo Auvra A.S.	Inward Investment	Rescript	Inward Investment
Cushman & Wakefield	Inward Investment	Estare Tech	Inward Investment	Ionic Health	Inward Investment	Newseal Minerals and Coatings Ltd.	Inward Investment	Robot Dental SA de CV	Inward Investment
Cyber Secured India	Inward Investment	EyeCheckup	Inward Investment	Jade Autism	Inward Investment	Nexenstial	Inward Investment	ROCarbon Labs	Inward Investment
Cyber Sierra	Inward Investment	Farma Inova doo	Inward Investment	Jij	Inward Investment	NousQ	Inward Investment	Rockwool	Inward Investment
Cydef	Inward Investment	FarmLabs Agriculture Technologies	Inward Investment	JUNO LTD	Inward Investment	Nuclear Threat Initiative	Inward Investment	Ronds Technologies	Inward Investment
Daejin Advanced Materials Inc	Inward Investment	ForFarming	Inward Investment	Kemet Group	Inward Investment	OatMlk	Inward Investment	Sense AI Company Limited	Inward Investment
Datagusto	Inward Investment	Fyma	Inward Investment	KeyZell	Inward Investment	Opine Infotech	Inward Investment	Sino Biopharm	Inward Investment
DeepCytes	Inward Investment	Gene Bio Medical	Inward Investment	Kleanbus	Inward Investment	OpInstruments GmbH	Inward Investment	Sleepon	Inward Investment
Department for Business and Trade	Inward Investment	Greenjets	Inward Investment	KuartisMED Medical	Inward Investment	Orbiba Robotics	Inward Investment	Sparkling Sake Brewery	Inward Investment
Diligram	Inward Investment	Grengine (Growing Greener Innovations Inc.)	Inward Investment	KUPE	Inward Investment	Paragraf	Inward Investment	Standigm	Inward Investment
Dispersa	Inward Investment	Hekimanne Inc.	Inward Investment	Laila Health	Inward Investment	ParityQC	Inward Investment	Syncdata	Inward Investment
Doktar	Inward Investment	HELÄ°KS ARGE VE BÄ°YOTEKNOLOJÄ° SANAYÄ°	Inward Investment	Lakshya	Inward Investment	Pigro	Inward Investment	Syngene International	Inward Investment

List of companies invited to participate in this quarter's survey (continued p8)



Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line
TARSENS R&D LTD.	Inward Investment	Mynd Therapeutics	Inward Investment	Blackpoint Media Ltd	Skills	Fogsons Electrical Limited	Skills	Logic Safety Solutions	Skills
Tekmann	Inward Investment	Optalysys	Inward Investment	BOFI Racing LTD	Skills	Galliford Try	Skills	LOTE TREE COUNSELLING LIMITED	Skills
Tesu Health	Inward Investment	Werover	Inward Investment	Brave Agency	Skills	GANADORES LIMITED	Skills	Love Me Afro Hair	Skills
TNA Therapeutics	Inward Investment	24 7 Care Support	Skills	Bretts Transport	Skills	Giocoguardo	Skills	Love Realty Ltd	Skills
Trio Pharmaceuticals	Inward Investment	A Smile A Day Photography	Skills	CambsCuisine	Skills	Gladstone District Community Association	Skills	Maccasports	Skills
Ultimate Battery Company	Inward Investment	Access to music	Skills	Centrado Trading Limited	Skills	Glo Golf LTD	Skills	Manor Packaging	Skills
Uniqgene	Inward Investment	ACTION Coach	Skills	Christ's college	Skills	Headway Cambridgeshire	Skills	Mardies Contract Services Ltd	Skills
Unique Norfolk Venues	Inward Investment	Aebi Schmidt UK	Skills	CILS	Skills	Hegira Design Ltd	Skills	Meonems Impulse Training	Skills
VenPep Solutions	Inward Investment	Agile Care Services Ltd	Skills	COLOPLAST	Skills	Hera Beauty Ltd	Skills	Mimeo Ltd	Skills
ViaWant London Digital Marketing Consultancy	Inward Investment	Alrose Products Ltd	Skills	Creative Remedy	Skills	Howdens	Skills	My Smart Group	Skills
Weather Trade Net	Inward Investment	AM Fresh Group	Skills	Cross Keys Homes Ltd	Skills	Huntingdon MENCAP Society Limited	Skills	NeneGate School	Skills
Wiagro	Inward Investment	Anglia Translations Ltd	Skills	Display Technology	Skills	IDASH SOLUTIONS LIMITED	Skills	Next Real Move Estate Agents	Skills
Xforia	Inward Investment	Anglian Compressors and Equipment Limited	Skills	EML Electrical Contractors Limited	Skills	Ideal World	Skills	NFamily Club	Skills
Yellow Beast (Pty) Ltd t/a Nosetsa	Inward Investment	Arena Event Services Group Limited	Skills	Energy Evolution Limited	Skills	Ideal World Ltd	Skills	Optimum Electrics	Skills
Yidan Prize Foundation	Inward Investment	Artsylaser Ltd	Skills	Evolving Networks	Skills	Ink Imaginarium	Skills	Ora Labora	Skills
Zibrio	Inward Investment	Automated Wire Bending Ltd	Skills	Fenmarc Produce Ltd	Skills	Inspire Education Group	Skills	Paragon Skills	Skills
Astron Elektrik	Inward Investment	Baking angels	Skills	FFN Mobile Services Ltd	Skills	Inspired Martial Arts	Skills	Parson Drove Pre-school	Skills
Cerberos Works Ltd	Inward Investment	Barracudas Activity Holidays	Skills	Fishy Business	Skills	Kenley Group Investments Limited	Skills	PCML	Skills
Cipla	Inward Investment	Be You Consultancy & Coaching	Skills	Flagship Partners	Skills	Kingfisher Commons	Skills	Performance Teachers	Skills
Easy Rice AI	Inward Investment	Black Equity Organsation	Skills	Fleet Milne	Skills	LEUZE ELECTRONIC LIMITED	Skills	Peterborough College	Skills
Finansystech	Inward Investment	Black Top Coaching Limited	Skills	Floorspan Contracts	Skills	Lifting Equipment Engineers Association Ltd	Skills	Peterborough Environment City Trust	Skills

List of companies invited to participate in this quarter's survey (continued p9)



Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line
Phoenix People Consulting	Skills	Swimble Limited	Skills						
Pure Heart	Skills	The Coffee Hive Peterborough Limited	Skills						
Quattro-Tech	Skills	The Willcox Collective	Skills						
Quy Mill	Skills	Toddlers Inn	Skills						
Rapidrop global	Skills	Travis Perkins Plc	Skills						
RB Consultancy	Skills	TRB Lightweight Structures Limited	Skills						
RB Services	Skills	Trust Homecare	Skills						
Rosy Roof Conservatories Ltd	Skills	TVS Supply Chain Solutions	Skills						
S & D BOOKMAKERS LIMITED	Skills	Veterinary Business Development Ltd	Skills						
S4 Engineering Ltd	Skills	Vibrant Colour	Skills						
Sarah Payne Studios Ltd	Skills	Wisbech Community Development Trust	Skills						
SAVVY	Skills	Woodcraft Tree Services Ltd	Skills						
Scudamore's	Skills	YASMINistration LTD	Skills						
Seahorse Swim School	Skills	Yealand Fund Services	Skills						
Serenity loves	Skills	YMCA Trinity	Skills						
Setchfield Services Ltd	Skills	YouTech Solutions Limited	Skills						
Setchfield VA Services	Skills	Zitco	Skills						
Shelford Rugby Club	Skills								
Siamo	Skills								
Softwerx	Skills								
SOVEREIGN (PETERBOROUGH) LTD	Skills								

Defining NPS and how the method calculates a score



Net Promotor Score

- Net Promoter Score (NPS) is a widely accepted approach to gauging client and/or customer levels of satisfaction, but it is not a perfect methodology and it has its critics
- In its purest form, NPS asks a single question, and in the context of the Growth Works / GrowthCo requirement, it has been determined as,
“On a scale of 0-10: How likely is it that you would recommend Growth Works to your friends, family, business associates or contacts for support, coaching and advice?”
- NPS asks the responders to rate on a scale of 0-10, where scores have the following values:
 - 0-6 = Detractor (would not promote you, many reasons possible)
 - 7-8 = Passive (indifferent, but not antagonistic either)
 - 9-10 = Promoter (will actively promote you to others)
- The NPS is calculated by subtracting the number of detractors from the number of promoters. It can be expressed as a whole number or a percentage and range from +/- 100
- A positive NPS (above 0) is considered “good,” an NPS of 50-69 is considered “excellent,” and anything 70 and above is considered “world-class.” Based on global NPS standards, any score above can be interpreted to mean that the majority of the customer base selected to participate at a particular moment in time (the time of the survey) is more loyal.

Example NPS Calculation

- Company A surveys 2,000 clients and secures 1,500 responses.
- The scores are aggregated as follows:
 - 431 = Detractors ($431/1,500 = 28.73\%$)
 - 276 = Passive ($276/1,500 = 18.40\%$)
 - 793 = Promoter ($793/1,500 = 52.87\%$)
- The aggregated scores are converted:
 - 28.73% = Detractors ($431/1,500$)
 - 18.40% = Passive ($276/1,500$)
 - 52.87% = Promoters ($793/1,500$)
- The NPS is calculated as follows:

$$52.87\% \text{ (Promoters)}$$
$$-28.73\% \text{ (Detractors)}$$
$$\text{NPS} = 24.14\% \text{ (Net Promoters)}$$
- Passives are not factored into the NPS calculation.

Survey questions and response options



Q#	Question	Answer Options
1)	Full name	Text box
2)	Work email address	Text box
3)	On a scale of 0 (not at all likely) to 10 (extremely likely): How likely is it that you would recommend Growth Works to your friends, family, business associates or contacts for support, coaching and advice?	NPS method, where: A score of 0-6 = Detractor A score of 7-8 = Passive A score of 9-10 = Promoter
4)	Which of our services did you use?	Checkbox: Growth Coaching, Equity Growth Investment, Capital Expenditure Grants, Inward Investment/Locate Cambridge, Growth Works With Skills, Growth Hub, More than one service.
5)	Where is your business based?	Multiple choice: Cambridge, East Cambridgeshire, Fenland, Huntingdonshire, Peterborough, South Cambridgeshire, in the LEP but outside CPCA.
6)	On a scale of 1 (very poor) to 5 (excellent): How would you rate our support developing your workforce / employment opportunities in CPCA?	Star rating on a scale of 1-5 (1 = very poor to 5 = excellent)
7)	On a scale of 1 (very poor) to 5 (excellent): Did our service support meet your initial expectations from when you registered for support?	Star rating on a scale of 1-5 (1 = very poor to 5 = excellent)
8)	On a scale of 1 (very poor) to 5 (excellent): How would you rate the impact of our service in accelerating or expanding your business growth plans in CPCA?	Star rating on a scale of 1-5 (1 = very poor to 5 = excellent)
9)	On a scale of 1 (very poor) to 5 (excellent): To what extent was the service a valuable investment of your time?	Star rating on a scale of 1-5 (1 = very poor to 5 = excellent)
10)	Thank you for your feedback. If you have any other comments you would like to provide, please do so in the box provided.	Comments limited to 1,250 characters

Chris Doutney Managing Director Impact Advisory Ltd

cdoutney@impact-advisory.co.uk

www.impact-advisory.co.uk

+44 (0)7881 278717



Draft PROGRAMME EXIT PLAN

Version 1.1

Date - 21 September 2023

Document Owner - Jonathan Finlay (GEG)

This Exit Plan has been created by Gateley Global (a Gateley plc company) trading as Gateley Economic Growth Services (GEG) to be used by both GEG and the Cambridgeshire and Peterborough Combined Authority (CPCA) trading as The Growth Co to deliver a complaint exit from the Business Growth Service by 31 December 2023 in accordance with the terms of the contract, paying particular attention but not exclusive attention to the provisions codified in Schedule 8.5 (Exit Management). At the date of submission version 1.1 is a final draft and is subject to review by and agreement with The Growth Co / CPCA. This Exit Plan covers the Programme and not individual Service Lines. The subcontractors providing each of the Service Lines are contractually responsible for compliant exit from their services and will produce their own Exit Plans. However, this Exit Plan makes requirements of each subcontractor and their Exit Plans will dovetail with this Programme Exit Plan.

The "Exit Plan Gantt Chart" tab is presented in sections which can be expanded as required. These sections are listed in numerical order, from 1.0 to 9.0. They are named as set out below. While it is understood that the bulk of the exit provisions can be found in contract Schedule 8.5 (Exit Management) where we note the relevance of one or more additional parts of the contract we have listed these against the sections codified below. The purpose of listing these is to demonstrate to the CPCA that GEG understands the full range of provisions required for a smooth, compliant and complete exit by 31 December 2023.

Section	Additional Relevant Schedules
1.0 - Preparation	7.1 Charges and Invoicing
2.0 - Service Lines BAU: Slow-down to Shut-down	2.1 Services Description
3.0 - People	9.1 Staff Transfer
4.0 - Data	8.4 Reports and Records Provision; 4.2 Commercially Sensitive Information; 7.5 Financial Reports and Audit Rights
5.0 - Information	8.4 Reports and Records Provision; 4.2 Commercially Sensitive Information
6.0 - Assets	12.0 Trademark License Terms
7.0 - Subcontractor Roll-Off	2.1 Services Description; 7.2 Payments on Termination
8.0 - Exit Communications	
9.0 - Exit Governance	8.2 Governance; 7.2 Payments on Termination

[illegible]

8.1	Task messaging initiated by GPS (PMO)	24/02/23	24/02/23	0%																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																																											
-----	---------------------------------------	----------	----------	----	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--	--



Business Board		Agenda Item 3.3
13th November 2023		
Title:	University of Peterborough Update	
Report of:	Jim Cunningham, Assistant Director Delivery	
Lead Member:	Al Kingsley, Chair of the Business Board	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	No vote required	

Recommendations:

A	Members of the Business Board are recommended to note the contents of the report and comment on how the work of the Business Board can be further aligned to supporting the University's and partners ambitions to maximise the economic impact of ARU Peterborough
---	---

Strategic Objective(s):

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

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

1. Purpose

1.1	The purpose of this paper is to provide members of the Business Board with an update on progress with the development and delivery of Anglia Ruskin University Peterborough
-----	---

2. Background

2.1	<p>The University of Peterborough project involves a partnership arrangement between Anglia Ruskin University (ARU), CPCA and Peterborough City Council.</p> <p>The project has been designed, developed and is being delivered to address three key issues.</p> <ul style="list-style-type: none">• Peterborough had been identified nationally as a higher education coldspot and economic growth was being inhibited by a lack of educational opportunity locally for the City's young people• Negative impact on business growth in Peterborough through a lack of suitably skilled talent.• The opportunity for Peterborough to attract new investment particularly in research development and innovation through being a University City
-----	---

2.2	The project has been developed in three key phases
2.3	Phase 1 University House – the first teaching building was handed over to ARU Peterborough in the Summer of 2022 and was completed on time and within budget. The University welcomed its first students with teaching starting in September 2022. This facility was created at a cost of £30.47m with contributions from CPCA £12.3m, Local Growth Fund £12.7m, PCC £1.87m (land in kind)
2.4	Phase 2 Innovation and Research Centre – The intention is to achieve significant sector-cluster growth, improve services and increase the number of jobs, to help reset Peterborough's potential rate of economic recovery. The building will seek to strengthen links between academia and industry, establish skills and learning in the very heart of the city, and provide a platform for an innovation eco-system with a university at its core. The building shell was completed in Spring 2023. This phase of the project is being financed through a contribution of £13.78m from the CA Business Board; a loan facility of £2m from the Combined Authority and a grant of £3m from the Department of Levelling Up, Housing and Communities (DLUHC). The Centre comprises approximately 18,000ft on three floors. The University is investing £1.9m of funding obtained from the Office for Students to create an Extended Reality suite on the Ground Floor which will provide an as real-life practical learning experience for students. The remaining floors are being marketed to innovation and research-based organisations and companies with the aim being to attract a single user for the first floor and multi occupancy for the top floor.
2.5	Phase 3 Living Lab and further academic space. This phase will feature mainly STEM (science, technology, engineering and mathematics) based teaching activities. The Living Lab part of the building will enable the public to enjoy events and exhibits to inspire future generations in STEM, the net zero economy and careers of the future. The facility is on target to be completed by July 2024 at a total cost of £31.77m. This phase is being financed by a £20m grant from DLUHC; £2m in recycled Local Growth Funds from the CA Business Board; in kind land contribution from Peterborough City Council; £4m from ARU and additional funding of £1.9m each from the three local partners CPCA, PCC and ARU.
2.6	Further development of the Campus will focus on maximising the economic impact of the project through the attraction of major research and development facilities whose activities are aligned to ARUP and the local economy. To achieve this, the existing footprint of the University campus will need to be increased. This will involve the preparation and submission of an Outline Planning Application to Peterborough City Council which will set out proposed land uses. In support of this, a response has been submitted to PCC's Local Plan Review to ensure that the land required for the future expansion of the University continues to be protected. The attraction of major research and development facilities is likely to require further public sector investment and this need will be taken forward as part of CPCA's negotiations with Government with respect to a new devolution deal and in additional funding asks of Government.
2.7	ARU Peterborough is already achieving considerable success and making a major contribution to the economy of Peterborough and the wider area as set out in appendix A.
2.8	The University has had an outstanding impact in its first operational year and its progress remains aligned to the original business plan. The development of the campus continues at pace and in line with objectives. Phase 2 building is now complete with the University preparing to take occupancy of the Ground floor and the remaining two floors being marketed to innovation and research led organisations and companies. Phase 3 is under construction and on target for completion in July 2024

3. Next Steps

3.1	As described above, the University is reaching out to business organisations and local businesses. Strong business linkages are an essential element in the University's growth plans including in curriculum development, supporting local businesses and building and attracting a cluster of innovation and research-based businesses and organisations to the campus. The Business Board and its individual members may wish to consider how it can support the University further in the realisation of these growth ambitions.
3.2	Further development of the University and the successful targeting of a major research and development institution will be predicated by a successful Outline Planning Application for the

	expanded site and securing additional funding resources. These elements of the Project will be progressed as a matter of urgency.
--	---

4. Appendices

4.1	Appendix A – ARU Peterborough Successes to date
-----	---

5. Implications

Financial Implications

5.1	No financial implications
-----	---------------------------

Legal Implications

6.1	No legal implications
-----	-----------------------

Public Health Implications

7.1	No public health implications
-----	-------------------------------

Environmental & Climate Change Implications

8.1	No environmental or climate change implications
-----	---

Other Significant Implications

9.1	No other implications
-----	-----------------------

Background Papers

10.1	None
------	------

Agenda Item 3.3	Appendix
University of Peterborough Update	A

ARU Peterborough Successes to Date

- 1 The University of the Year title was secured at the prestigious [UK Social Mobility Awards](#), in recognition of the role [ARU Peterborough](#) is playing in advancing social mobility across the city and the wider region.
- 2 This follows success at the [University Alliance \(UK\) Awards 2023](#) and the [Association of University Directors of Estates \(AUDE\) awards](#).
- 3 ARU Peterborough's performance has played a key role in ARU being shortlisted for the Outstanding Contribution to the Local Community award in the prestigious [Times Higher Education Awards 2023](#) as well as for the overall University of the Year category.
- 4 University House, the main building at ARU Peterborough, is shortlisted for the forthcoming Higher Education Project of the Year in the [AJ Architecture Awards 2023](#), run by the *Architects' Journal*.
- 5 ARU received a Gold award for the quality of its education – the highest possible rating – in a UK-wide review of university teaching standards. [The Teaching Excellence Framework \(TEF\)](#) is a national scheme, run by the Office for Students (OfS), that focuses on the areas students care most about: teaching, learning, and achieving positive outcomes from their studies.
- 6 Extensive work continues with external partners and beneficiaries to ensure the city and region maximises the potential benefits of the new university. Engagement work continues with employers across the region. An example includes the successful Employer Engagement event, which brought together employers, both large companies and SME's, from different sectors who have been supporting the Peterborough 50 Apprenticeship campaign, many of whom currently have apprentices studying at ARUP. The conference included employer panels, industry workshops and an awards ceremony to celebrate the achievements of ARUP's learners. In this academic year, the University will launch its Employer Advisory Panels, consolidating and expanding its relationships with key sectors to drive forward its partnership approach to curriculum development.
- 7 Three of the first year Degree Apprentices won 'Apprentice of the Year' at the Peterborough Apprenticeship Awards 2023.
- 8 The university supported 700 small and micro businesses as part of Small Business Britain's Small and Mighty Enterprise programme. This scheme will increase significantly in 2023/24.
- 9 Fifty small and medium-sized businesses including many from the Peterborough area, were supported on the Help to Grow: Management programme.
- 10 The Create to Grow, "Creative East" programme has formally launched with ARU Peterborough due to host 1 of 4 cohorts. The Programme is an investment readiness and business support programme funded by the Department for Digital, Culture, Media and Sport, led by New Anglia Local Enterprise Partnership in partnership with Greater Cambridgeshire and Peterborough, Norfolk County Council, Suffolk County Council, and delivered by University of East Anglia in partnership with ARU Peterborough, University of Suffolk and Norwich University of the Arts.
- 11 The university continues to build links and co-deliver events with business representative and support organisations. These include The Chamber of Commerce, FSB, CBI, Growth Works, Make UK, Opportunity Peterborough and the IOD. Members of the Business Board may wish to consider their role in helping to strengthen these relationships
- 12 The university has extensive links with public sector organisations, a recent example includes the prison service with an initiative to supply ARU Peterborough students with renovated bicycles from inmate workshops, and bi-directional visits for our Law students.

- 13 The university has an important role in supporting the cultural environment in the city, this has included its support for the Cultural Alliance. It has also supported a range of key cultural, arts and sporting activity in the city. This has included support for the Willow festival and the Peterborough Pride events over the Summer.
- 14 The university continues to deliver a wide range of community engagement activities. A recent example was the ARUP Community Day on 19 August across the campus. The event brought large numbers of the community, across all age groups, to the university. It also supported a range of local community organisations to showcase their work at the event, this included health partners, the police, sporting organisations, youth groups and local companies.
- 15 The campus also played host to the Youth Council event 'Youthfest'. The event included a panel session with civic leaders, including the Principal.
- 16 More than 30 community groups and events have been welcomed on campus. These range from drop-in sessions for local people with Peterborough police in the welcoming environment of University House to hosting the sell-out Peterborough Civic Society Annual Lecture by bestselling author Dr Janina Ramirez.
- 17 A new communications plan has been developed to support the next phase of the university development. This has been produced in collaboration with the university partners and will help further the aims of the university in engaging business and community stakeholders.
- 18 Work has started on [XRP eXtended Reality Peterborough](#), a new Centre of Excellence on the ground floor of the Peterborough Innovation and Research Centre which will deliver cutting-edge teaching and training facilities for both ARU Peterborough students and local employers. The funding was secured by the university through a competitive bidding process to the Office for Students.
- 19 More than 1,600 local school children visited ARU Peterborough in its first year. Visits were interactive, working with ARU Peterborough course teams to show students what a university has to offer, and aiming to inspire future generations – a key reason for establishing ARU Peterborough in the city.
- 20 The [Peterborough IntoUniversity Centre](#), supported by significant funding from ARU, was also launched to provide long-term educational support to young people facing disadvantage and who are typically underrepresented in higher education. The centre will support over 1000 students per year.
- 21 The centre, located in Norman Road close to several schools, is in an IMD (index of multiple deprivation) decile 2 area making it among the bottom 20% areas in the country in terms of relative deprivation. The local progression rate among young people to higher education is just 30%. This compares to a national average progression rate of 62% for the most advantaged students in England. In 2020/21, 47% of children were living in poverty in Peterborough, equating to over 13,200 young people.
- 22 The university's first international students started in Winter 2023 and were greeted with a civic reception from Peterborough's Mayor and Deputy Mayor.
- 23 The university continues to share best practice with other providers, this includes a [chapter](#) in a new book on employability published in May. The university continues to welcome visitors in key national roles, including the Chief Executive of Universities UK, Chief Executive of Guild HE and the Chief Executive of the Office of the Independent Adjudicator for Students (OIA).
- 24 Several new courses were added to its portfolio in 2023/24. Data reported to the ARU Peterborough Board (11 September 2023) currently demonstrates a healthy year on year growth in applications and predicted registrations across the institution. The university has multiple points of entry for courses, with the most significant being September and January.
- 25 The new courses build on current provision and in all cases address the regional need of employers and provide high value courses with strong employability potential for ARUP students. These new courses include a suite of computing courses that have guided pathways allowing students to make an informed choice early in their studies about the areas of specialism they wish to pursue or if they wish to retain a broad-based degree. Specialist

subjects include cyber security and data analytics both of which are areas of key skills identified for future workforce development. The new integrated health and social care degree has been designed to reflect the new integrated approach to health care in the NHS and again provides an employment focused qualification with graduates who are work ready for a wide range of careers in the sector.

- 26 The commitment to a [strong portfolio of degree apprenticeships](#) has seen the launch of a number of new courses. The Registered Nurse (top up) is a good example of the ways in which ARUP are using the apprenticeship standards to directly support key stakeholders whilst also continuing the support of university alumni to progress their careers in the NHS. The top up allows students who have completed their nursing apprenticeship with ARUP, or another provider, to enrol on the course and take their studies to a higher level that makes them eligible for registration. Electromechanical Engineering Degree Apprenticeship was also launched and is in direct response from engineering employers about the relevance of this standard to their industry and the career progression routes within the sector that this qualification will make accessible.
- 27 At postgraduate level the University has built on the success of the January 2023 launch and introduced a new version of the International Business Management (IBM) which incorporates an innovative approach to employer engagement via a consultancy-based project module. The new public health promotion post graduate course has been designed in partnership with local public health-based organisations and is a refreshing approach to intervention and communication in public health which has been well received by stakeholders.
- 28 Planning is underway for additional provision to be available from September 2024. This includes the potential development of a civil engineering option, expanding the portfolio in the biosciences area and further enhancing the offering in gaming subjects. ARUP will also be introducing Initial Teacher training with Qualified Teacher Status as part of a wider ARU project.
- 29 The Post Graduate portfolio will continue to be developed building on the ARUP IBM framework to offer management courses in computing, health and engineering.
- 30 ARUP has received recognition from the Institute for Environmental Management and Assessment (IEMA) which means it is now able to offer a suite of environmental management short courses that can be targeted at early career staff, middle management or senior leaders in organisations.
- 31 In other areas, the university is planning to roll out a series of CPD for Sue Ryder which has again been designed as a bespoke package but will also be relevant to other organisations. Post qualification Continuing Professional Development in health such as Newborn Infant Physical Examination will also be delivered from 2023/24.
- 32 An internal perceptions survey of new students (September 2022/23 intake) was undertaken, looking at their views of ARU Peterborough and reasons for choosing the university. It highlighted the importance of the curriculum and location:
 - 88% would recommend ARU Peterborough to friends and family as a place to study
 - 98% chose ARU Peterborough because it offered the course they wanted to study
 - 82% chose ARU Peterborough because it is located in Peterborough
 - 84% chose ARU Peterborough because they didn't have to move house in order to study

Example quote from a student respondent:

"As a mother of 2 children under 3 years, I wouldn't have been able to attend university before ARU Peterborough opened due to travel time. ARU Peterborough has made it possible for me to achieve my dream."

- 33 A Knowledge Transfer Partnership (KTP) Capacity Building project was launched to help support innovation in this part of the region. According to the Beauhurst database, only 121 businesses in Peterborough have received grants for R&D, compared to nearly 900 in

Cambridgeshire. The lack, until now, of a knowledge base in Peterborough is one reason for the low uptake of innovation grants and demonstrates the need for proactive academic engagement with Peterborough's businesses.

- 34 It is anticipated this project will facilitate 8, rising to 10, new KTPs per year over the next 1- 3 years, a significant advancement on the 3-4 KTPs achieved annually over recent years. Engagement in a region previously without any higher education provision offers a significant opportunity.
- 35 ARUP have been working with the NIHR ARC East of England – a key organisation that supports applied health and care research that responds to, and meets, the needs of local populations - to build our relationship and scope the potential for further work within Peterborough. ARUP were the host of the ARC East of England Peterborough Showcase 2023.
- 36 Several ARUP staff are involved in small scale consultancy projects some of which has been supported by Innovate UK funding, including a successfully project with Newcastle University.



THE BUSINESS BOARD

Business Board Forward Plan

Edited 26th October 2023

Business Board Meeting – 13 November 2023

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on September 2023	Business Board	13 Nov 2023	Decision	To approve the minutes of the last meeting as a correct record.		
2.	Combined Authority Forward Planning	Business Board	13 Nov 2023	To note	To update Business Board members of the latest highlights from the Combined Authority Board, Sub-Committees and Business Board Forward Plan Verbal update.	<i>Monitoring Officer for Combined Authority</i>	Chair
3.	Business Board Chairs Update	Business Board	13 Nov 2023	To note	Update to Members from the Business Board Chair / CA Board agenda & forward plan Verbal update.	<i>Chair of the Business Board</i>	Chair
4.	CPCA Directors Update	Business Board	13 Nov 2023	To note	Update to Members from the Director of Economy & Growth. Verbal update.	<i>Richard Kenny, Director of Economy & Growth</i>	Chair
5.	Appointment of New Private Sector Business Board Members	Business Board	13 Nov 2023	To endorse	To endorse the appointments of new private sectors members onto the Business Board.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
6.	Budget and Performance Report	Business Board	13 Nov 2023	To note	To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Bruna Menegatti, Finance Manager</i>	Chair
7.	Growth Works Programme Management Update (Year 3, Quarter 10)	Business Board	13 Nov 2023	To note	To note the performance progress report for the Growth Works programme including final closure report on ERDF grants delivery and overall programme transition and exit plans. Contains confidential appendix.	<i>Steve Clarke, Acting Assistant Director Business, Trade and Investment</i>	Chair
8.	University of Peterborough Update	Business Board	13 Nov 2023	To note	To update the Business Board on the progress and development of the University of Peterborough.	<i>Jim Cunningham, Interim Assistant Director Delivery</i>	Chair

Business Board Meeting – 15 January 2024

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on 13 th November 2023	Business Board	15 Jan 2024	Decision	To approve the minutes of the last meeting as a correct record.		
2.	Combined Authority Forward Planning	Business Board	15 Jan 2024	To note	To update Business Board members of the latest highlights from the Combined Authority Board, Sub-Committees and Business Board Forward Plan. Verbal update.	<i>Monitoring Officer for Combined Authority</i>	Chair
3.	Business Board Chairs Update	Business Board	15 Jan 2024	To note	Update to Members from the Business Board Chair / CA Board agenda & forward plan Verbal update.	<i>Chair of the Business Board</i>	Chair
4.	CPCA Directors Update	Business Board	15 Jan 2024	To note	Update to Members from the Director of Economy & Growth. Verbal update.	<i>Richard Kenny, Director of Economy & Growth</i>	Chair
5.	Appointment of Co-Opted Business Board Members	Business Board	15 Jan 2024	To endorse	To endorse the appointments of Co-Opted Business Board Members.	<i>Domenico Cirillo, Business Programmes & Business Board Manager</i>	Chair
6.	Business Board Operating Model & Revised Constitution	Combined Authority Board	31 Jan 2024	Decision	To review and recommend the Combined Authority Board approve the updated Business Board Constitution.	<i>Domenico Cirillo, Business Board & Business Programmes Manager</i>	Chair
7.	Budget and Performance Report	Business Board	15 Jan 2024	To note	To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Bruna Menegatti, Finance Manager</i>	Chair
8.	Business Plan for new Business Support Delivery Arrangements	Business Board	15 Jan 2024	To endorse	To endorse the proposed business support arrangements across Cambridgeshire and Peterborough post Growth Works programme	<i>Steve Clarke, Acting Assistant Director Business, Trade and Investment</i>	Chair
9.	Strategic Funding Management Review – January 2024	Combined Authority Board	31 Jan 2023	To note	To monitor and review programme performance, evaluation, outcomes and risks, including approval of reinvestments.	<i>Steve Clarke, Acting Assistant Director Business, Trade and Investment</i>	Chair

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
10.	Market Towns Programme Update	Combined Authority Board	31 Jan 2023	To note	To update members on progress performance and progress of Market Towns programme.	<i>Domenico Cirillo, Business Programmes and Business Board Manager</i>	Chair
13.	Business and Social Investment Fund Update	Combined Authority Board	31 Jan 2023	To note	TBC	<i>Steve Clarke, Acting Assistant Director Business, Trade and Investment</i>	Chair

Business Board Meeting – 4 March 2024

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on January 2024	Business Board	4 Mar 2023	Decision	To approve the minutes of the last meeting as a correct record.		
2.	Combined Authority Forward Planning	Business Board	4 Mar 2024	To note	To update Business Board members of the latest highlights from the Combined Authority Board, Sub-Committees and Business Board Forward Plan. Verbal update.	<i>Monitoring Officer for Combined Authority</i>	Chair
3.	Business Board Chairs Update	Business Board	4 Mar 2024	To note	Update to Members from the Business Board Chair / CA Board agenda & forward plan Verbal update.	<i>Chair of the Business Board</i>	Chair
4.	CPCA Directors Update	Business Board	4 Mar 2024	To note	Update to Members from the Director of Economy & Growth. Verbal update.	<i>Richard Kenny, Director of Economy & Growth</i>	Chair
5.	Budget and Performance Report	Business Board	4 Mar 2023	To note	To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Bruna Menegatti, Finance Manager</i>	Chair
6.	Growth Works Update/Evaluation	Business Board	4 Mar 2023	To note	To receive and note the evaluation findings	<i>Steve Clarke, Acting Assistant Director Business, Trade and Investment</i>	Chair

Business Board Meeting – 20 May 2024

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on March 2024	Business Board	20 May 2023	Decision	To approve the minutes of the last meeting as a correct record.		
2.	Combined Authority Forward Planning	Business Board	15 Jan 2024	To note	To update Business Board members of the latest highlights from the Combined Authority Board, Sub-Committees and Business Board Forward Plan. Verbal update.	<i>Monitoring Officer for Combined Authority</i>	Chair
3.	Business Board Chairs Update	Business Board	15 Jan 2024	To note	Update to Members from the Business Board Chair / CA Board agenda & forward plan Verbal update.	<i>Chair of the Business Board</i>	Chair
4.	CPCA Directors Update	Business Board	15 Jan 2024	To note	Update to Members from the Director of Economy & Growth. Verbal update.	<i>Richard Kenny, Director of Economy & Growth</i>	Chair
5.	Budget and Performance Report	Business Board	20 May 2023	To note	To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Bruna Menegatti, Finance Manager</i>	Chair
6.	Strategic Funding Management Review – May 2024	Combined Authority Board	5 June 2023	To note	To monitor and review programme performance, evaluation, outcomes and risks, including approval of reinvestments.	<i>Steve Clarke, Acting Assistant Director Business, Trade and Investment</i>	Chair

Business Board Meeting – July 2024

	Report Title	Decision Maker	Decision Expected	Decision	Purpose	Report Author	Lead Member
1.	Minutes of the Meeting Held on May 2024	Business Board	20 May 2023	Decision	To approve the minutes of the last meeting as a correct record.		
2.	Combined Authority Forward Planning	Business Board	15 Jan 2024	To note	To update Business Board members of the latest highlights from the Combined Authority Board, Sub-Committees and Business Board Forward Plan. Verbal update.	<i>Monitoring Officer for Combined Authority</i>	Chair
3.	Business Board Chairs Update	Business Board	15 Jan 2024	To note	Update to Members from the Business Board Chair / CA Board agenda & forward plan Verbal update.	<i>Chair of the Business Board</i>	Chair
4.	CPCA Directors Update	Business Board	15 Jan 2024	To note	Update to Members from the Director of Economy & Growth. Verbal update.	<i>Richard Kenny, Director of Economy & Growth</i>	Chair
5.	Budget and Performance Report	Business Board	20 May 2023	To note	To provide an update and overview of MTFP funding lines within the Business & Skills Directorate.	<i>Bruna Menegatti, Finance Manager</i>	Chair

SUBMIT YOUR COMMENTS OR QUERIES TO BUSINESS BOARD

Please send any comments or queries to:

businessboard@cambridgeshirepeterborough-ca.gov.uk

We need to know:

1. Your comment or query.
2. How we can contact you with a response (please include your name, a telephone number and your email address).
3. Who you would like to respond to your query. If you aren't sure just leave this blank and we will find the person best able to reply.