

CPCA Growth Works Year Two Annual Review

Reporting Period 1st January to
16th December 2022



Year Two Review – Contract Schedule 8.1 Governance

Year-2: 1st January to 16th December 2022

Contract Schedule 8.1. Governance, describes the approach to be adopted by the GrowthCo and Growth Works in relation to the governance of the Business Growth Services agreement. Specifically, sub-clauses 2.1.1. to 2.1.3. states that the approach to governance includes

2.1.1. how the Parties will manage and maintain an effective relationship between them

2.1.2. the principles under which the Parties shall operate

2.1.3. the Governance Structure under which the Parties shall operate

The Governance Structure mentioned in sub-clause 2.1.3. is codified further in Appendix-1 (Governance Groups) to Schedule 8.1., Part-5 of which codifies the Annual Review Committee – purpose, remit, attendees, and timeframe. The five core parts to the Annual Review Committee are documented as:

- a. Review a breakdown of performance against Performance Indicators;
- b. Consider likely outcome, and details of, Incentive Profit to be paid;
- c. Focus on Service Line pipeline for the upcoming year;
- d. Collaboration and sharing of best practice between local authorities and consortium; and
- e. Future innovations and strategy – annual plan.

In accordance with the requirements of Part-5 of Appendix-1, Schedule 8.1. Governance, Growth Works hereby submit our Year-1 Annual Review Report to GrowthCo for review and to inform the discussion we look forward to having with you in the Annual Review Committee Meeting.

We shall take this opportunity to frame with you that this is a lighter touch report than the standard month end and quarter end reports due to the specific and more limited focus desired by the GrowthCo as articulated in bullet points ‘a’ to ‘e’ above. This report covers these five points in the sections that follow in varying degrees of detail, as the purpose of the report is to inform and augment the meeting.

GLOSSARY

NOTE: this report may contain acronyms and abbreviations. The glossary below is intended to help readers understand them where they appear. Additionally, we use coloured arrows (red, amber, green) to indicate relative performance against the contracted indicators.

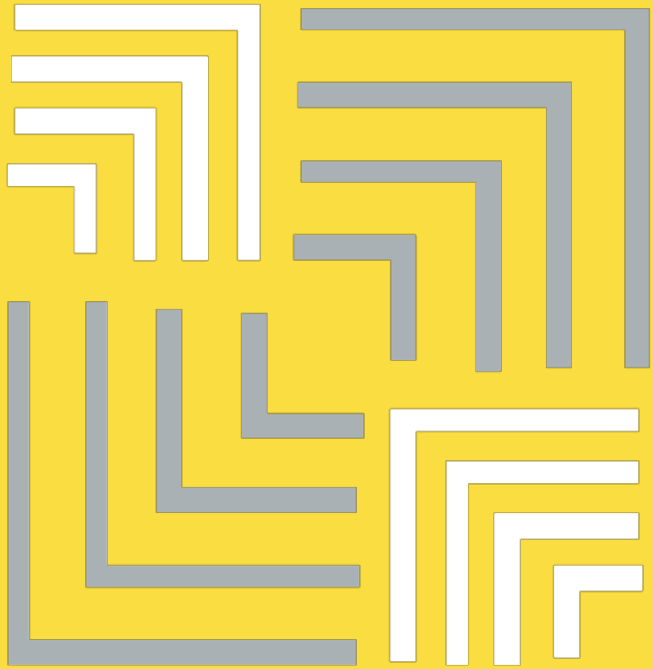
Acronym / Term	Definition
AML/KYC	Anti-Money Laundering / Know Your Customer – company checks made to build assurance
BEIS	Department for Business, Energy and Industrial Strategy – a UK Central Government entity
CEC	Careers and Enterprise Company – a contract serviced by GW for CPCA
CapEx	Capital Expenditure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

Acronym / Term	Definition
GHQ	Global Head Quarters
GVA	Gross Value Added – an economic impact calculation
GW	Growth Works – the market facing brand of Gateley Economic Growth Services
I.D.	A unique identifier reference to a particular case
IIS	Inward Investment Service – one of the four service lines GW is delivering for CPCA
LGF	Local Growth Funding
LIS	Local Industrial Strategy
MHCLG	Ministry of Housing, Communities and Local Government
P2P	Peer to Peer
PIV	Project Inception Visit - a process step in securing central government approval to disburse ESIF monies to beneficiaries
PMO	Programme Management Office
Q#	Quarter (a reporting period of three calendar months)
RAG	Red-Amber-Green - an evaluation method where green is positive, amber is neutral, and red is a cause for concern. We use metrics to assess RAG on the Performance Indicators as per the contract schedules on performance and reporting, and payments (Green >95%, Amber 75%-95% , Red <75%)
RAID Log	A management information tool for capturing, evaluating and managing Risks, Assumptions, Issues and Dependencies to delivery of contracted outcomes
SME	Small- and Medium-sized Enterprise
SPV	Special Purpose Vehicle
SS	Skills Service – one of the four service lines GW is delivering for CPCA
TDMI	Talent Development Maturity Index
TUPE	Transfer Undertakings for the Protection of Employees



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1. Programme Director's Summary

Year Two Review – Performance Summary

Year-2: 1st January to 16th December 2022

Combined Authority Colleagues,

I am delighted to be sharing the Year Two Annual Review with you for the period 1st January to 16th December 2022, now that we have closed the book for Year-2 delivery of the Business Growth Services contract. What a year!

While the outturn on jobs remains ahead of where we had hoped it would be at this stage of the programme, heading into the final year we are conscious that challenges remain that need addressing, particularly (but not solely) in the volume heavy services.

The fact we are ahead of our jobs target at the end of Year 2 is an outstanding achievement as the challenges we face are heavily influenced by external factors – most notably the economic downturn and cost of living crisis. Just as we had all hoped for the economy, and supply chains especially, to start to reset as we emerged from the pandemic, the war in Ukraine has heavily impacted energy and almost all input prices leading to historically high inflation. The Bank of England is taking steps to cool inflation (both price and wage inflation) but these measures take time to flow through into the economy.

Businesses across the patch are no different to the rest of the UK – they are not immune to these headwinds and are heavily influenced by the general economic situation. They have been telling us all year that they will pause and reflect before making decisions about how, when and where to invest their time and money – working capital is critical to their thinking. Ultimately, it is their capital decisions that lead to the creation of jobs and apprenticeships. Delivering the outcome CPCA seeks may require a recalibration of some services early in 2023, as we shared in our review paper to the Business Board at the tail end of 2022.

Growth Coaching finished the year solidly, with new capability in the team onboarded and engaging the market with notable success, especially with regards to coaching journey completions. At time of writing the PCR with DLUHC has been approved, and the team acknowledge the volume of the requirement remaining to be delivered in the year ahead.

The Inward Investment team has exceeded the original targets for jobs and new to pipeline companies supported, accounting for a great deal of the programme outperformance in jobs in Year 2. The Inward Investment team closed the year with new stretch targets linked to new money from recycled LGF funding. Delays in CPCA providing the LGF funding will continue to impact the team’s ability to deliver the increased jobs numbers, without the funds accessible the desired outcome cannot be achieved.

The Skills Service will address the shortfall in targets during 2023, especially ESF, but we are seeing an upturn in learning outcomes – although the spread of these across the patch needs balancing.

SME CapEx Grants helped a further 29 businesses meet their growth ambitions with match funded support for their capital investment programmes. Their challenge will be in delivering the jobs required.

Finally, at the end of the year a new Equity service was launched. At the time of writing (but after the 16th December cut off date) Equity had it’s first deal agreed through the Investment Secretariat and is building momentum with a healthy pipeline of companies ready to review.

As stated in our review paper to the Business Board, the economic performance of the UK will continue to impact business decision-making, and these factors are reflected in our Year-3 forecasts. The programme team remain committed to rising to meet the challenges ahead and as we head into the final year of the programme.

I look forward to discussing the past year and journey ahead with you in the Year Two Annual Review and to continued collaboration onwards to create the outcome we all want to achieve – jobs and apprenticeships!

Richard Cuda,

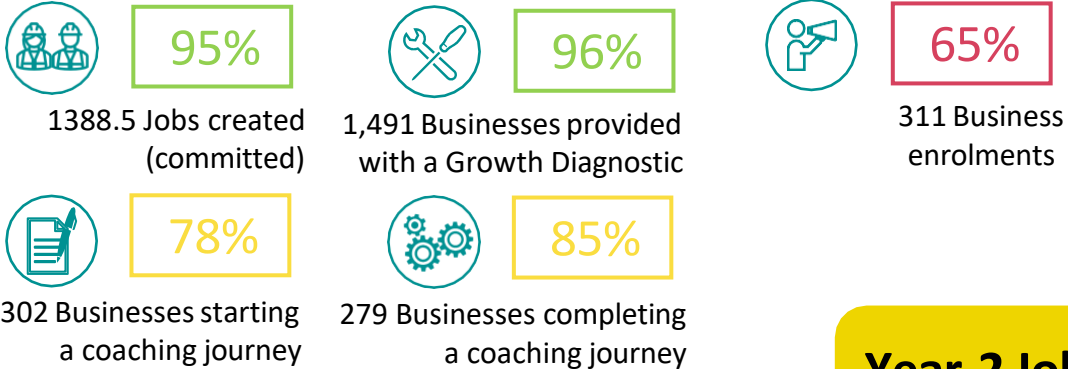
Programme Director

Year Two Review – Performance Indicator Scorecard Summary

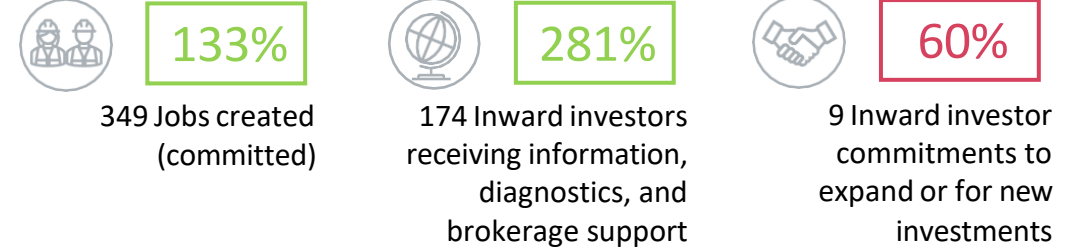
Year-2: 1st January to 16th December 2022



Growth Coaching

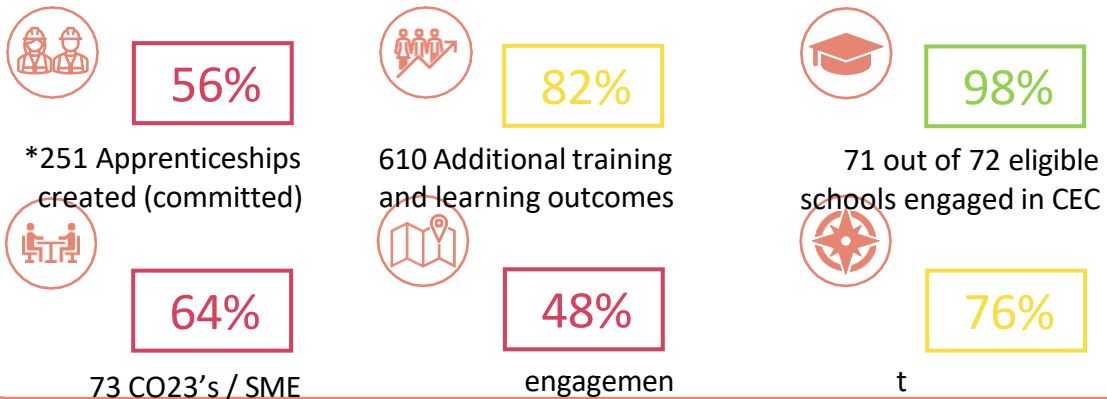


Inward Investment

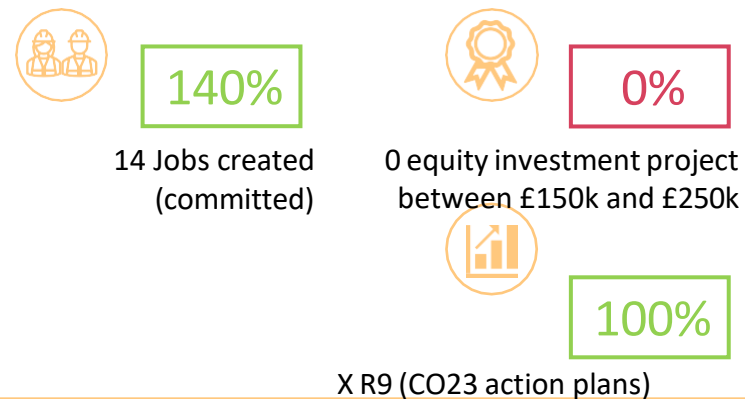


Year-2 Jobs committed | **2,201** (Target) | **2,069.5** (Actual)

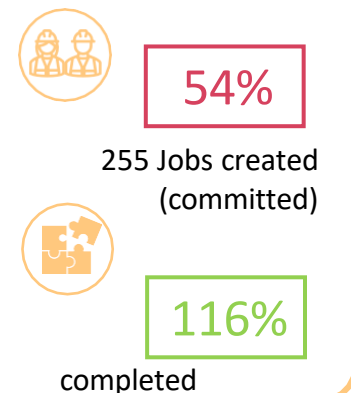
Skills



Equity



SME CapEx Grants



Year Two Review – Performance Indicator Scorecard Summary

54 out of 71 schools

Year 2: 1st January to 16th December 2022

£250k Small

29

engaged have
completed a Compass

Business

Capital

Growth

Investment

equity

Companies

receiving a grant

offer

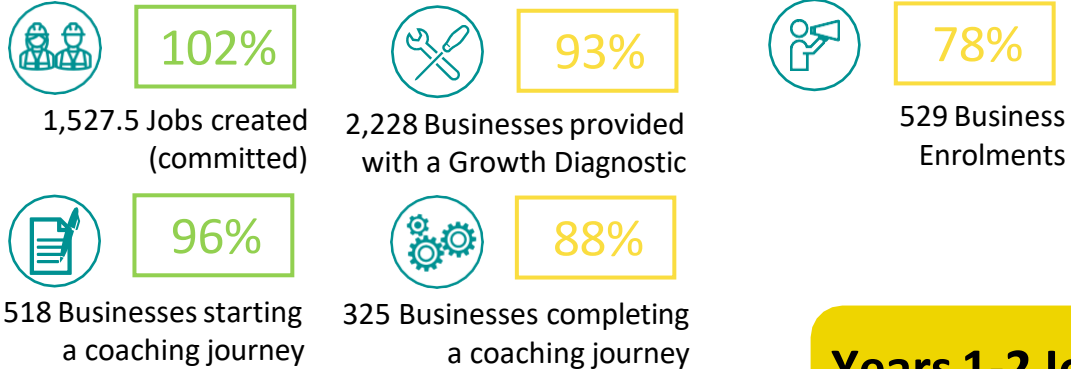


Programme to Date Review – Performance Indicator Scorecard Summary

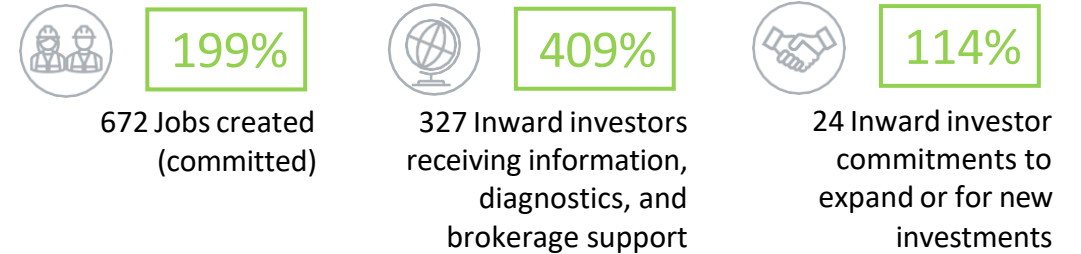
Years 1-2: 15th February 2021 to 16th December 2022



Growth Coaching

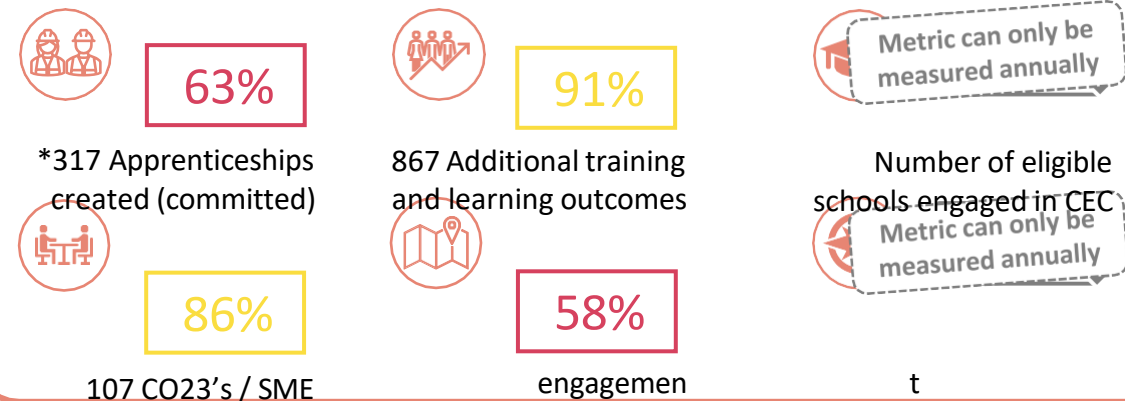


Inward Investment

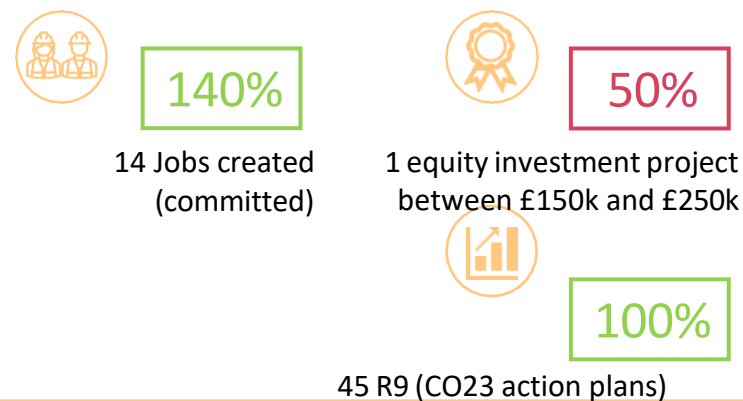


Years 1-2 Jobs committed | **2,719** (Target) | **2,974.5** (Actual)

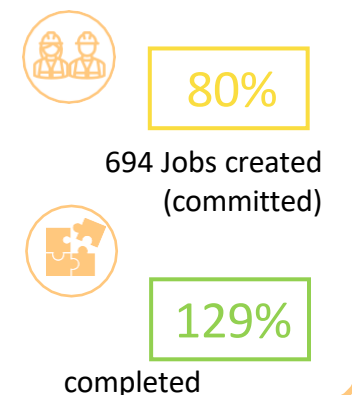
Skills



Equity



SME CapEx Grants



* At the time of reporting (our fast close was 17.00 hours on 16.12.2022), the Skills SRO and Skills Service MD are in discussion about the appropriate way to measure apprenticeships. This metric shows performance against an 'above the baseline' target but with data that shows apprenticeships the Service Line have been involved in.

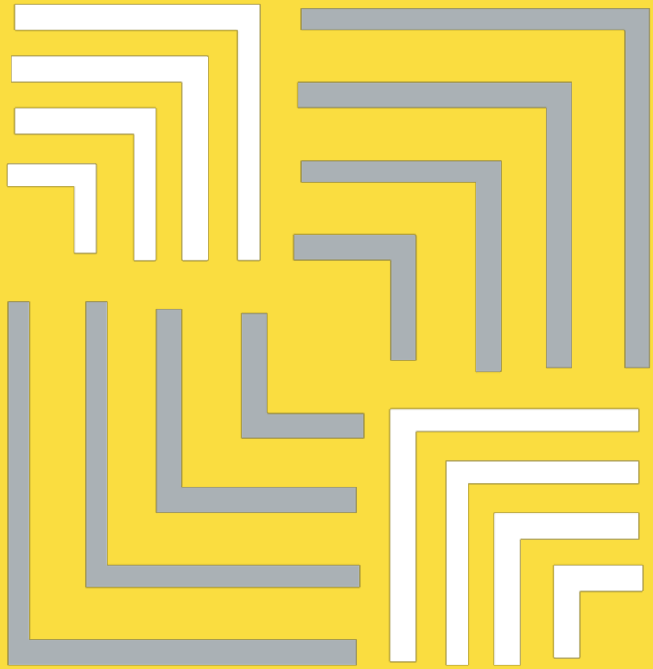
Programme to Date Review – Performance Indicator Scorecard Summary

Schools engaged
Years 1-2: 15th February 2021 to 16th December 2022
Compass

£250k Small
Business
Capital
Growth
Investment
equity

72
Companies
receiving a grant
offer





2. Year Two Performance against Performance Indicators



GROWTH WORKS

**SECTION – 2a: Performance Indicators
Outcome – Jobs, Apprenticeships and
Learning Outcomes**

Programme Director's Summary: Growth Works Outcomes – Year-2, 2022



JOB	Year 1 Target	Year 2 Target	Year 3 Target	Programme Target	Year 1 Actual	Year 2 (01-Jan to 16-Dec)	Year 3	Programme Actual (15-Feb-2021 to 16-Dec-2022)
Coaching	46	1,454	1,723	3,223	139	1,388.5		1,527.5
Inward Investment	75	*263	*485	*823	323	349		672
Grants	397	474	349	1,220	439	255		694
Equity	0	10	210	220	0	14		14
SKILLS HAS NO TARGET TO ACHIEVE FOR JOBS BUT OCCASIONALLY CREATES NEW JOBS					4	63		67
Total	518	2,201	2,767	5,486	905	2,069.5		2,974.5

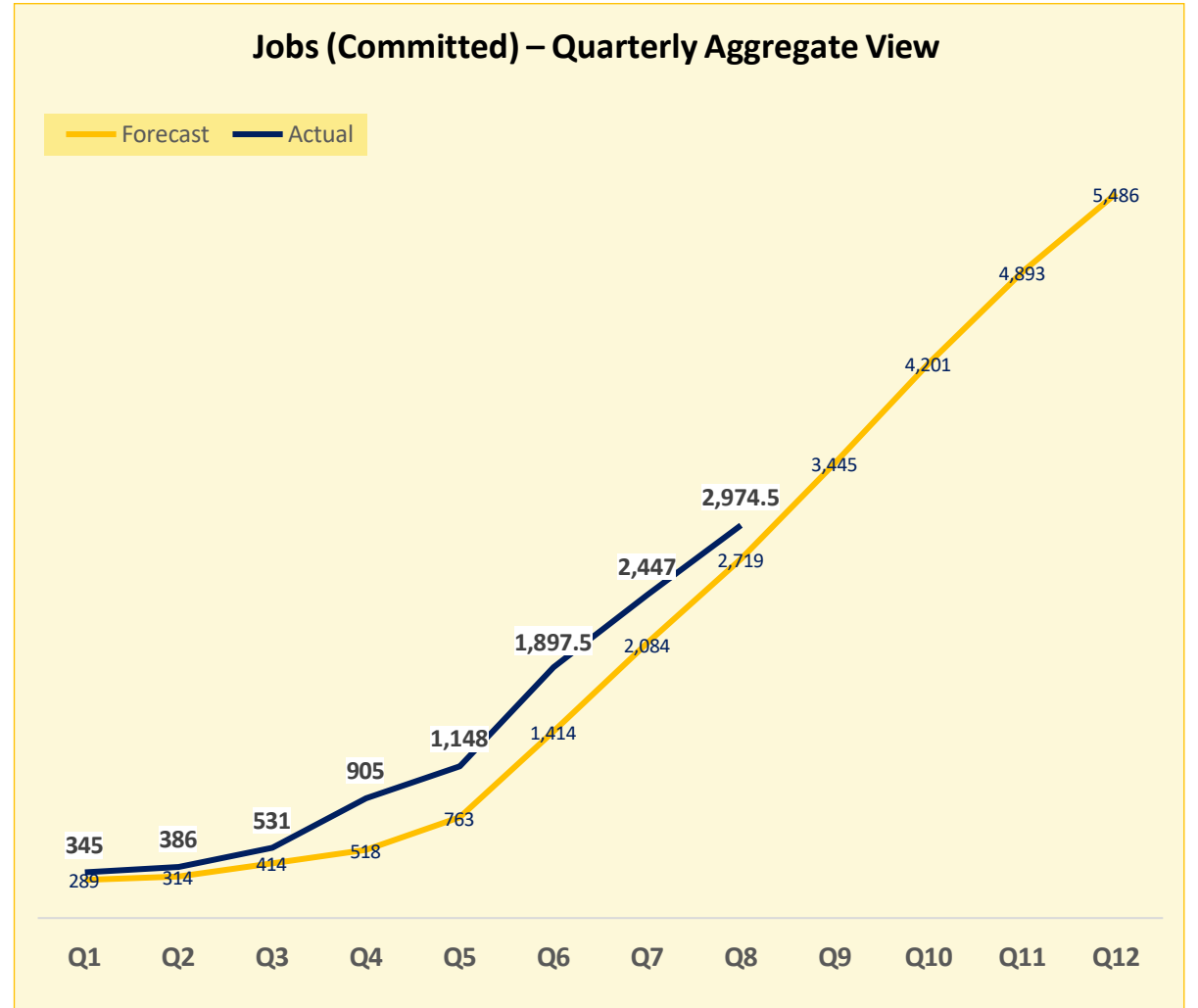
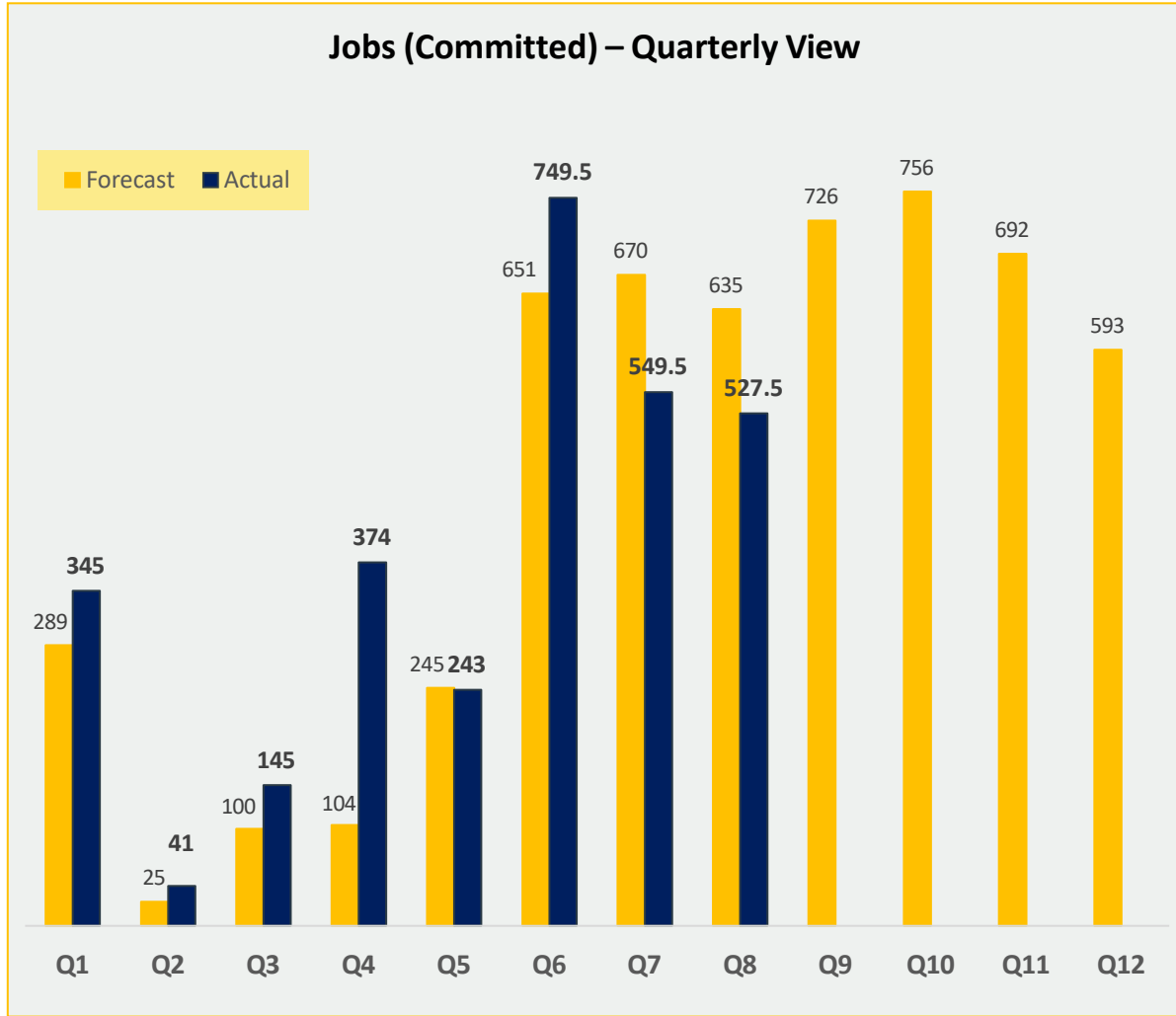
* The Inward Investment jobs target for the whole of contract has increased to 823 from 600, with year 2 moving from 175 to 263, and year 3 moving to 485 from 350.

Skills: non-job outcomes	Year 1 Target	Year 2 Target	Year 3 Target	Programme Target	Year 1 Actual	Year 2 (01-Jan to 16-Dec)	Year 3	Programme Actual (15-Feb-2021 to 16-Dec-2022)
Learning Outcomes	209	748	748	1,705	257	610		867
Apprenticeships	51	449	900	1,400	66	251		317

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

On 6th June 2022, at Growth Co request Growth Works submitted for review and discussion a point of view paper with a suggested way forward to report how the programme measures jobs forecast/committed, jobs created/evidenced, and apprenticeships above an agreed baseline. We look forward to receiving the Growth Co feedback and once agreement is reached we will proceed with producing these views.

Programme Director's Summary: Year-2, 2022 – Jobs



Service Lines: Year-2 outcome creation results broken down by district.



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

Service Line / GW Offer	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL
Coaching: nudge grants	66.5	55	190	155.5	276.5	544.5	100.5	1,388.5
Investment	285		18		20	26		349
SME CapEx Grants	33	71	21	38	52	40		255
SME Equity Investment					14			14
<i>Skills has no target to achieve for jobs but occasionally creates jobs</i>								63
Year-2 Jobs (all services)	384.5	126	229	193.5	362.5	610.5	100.5	2,069.5
Year-1 Jobs (all services)	154	267	81	79.5	188.5	77	58	905
TOTAL	538.5	393	310	273	551	687.5	158.5	2,974.5

Skills Outcome	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL
Year-2 Learning Outcomes	33	0	79	19	479	0	0	610
Year-1 Learning Outcomes	17	1	44	1	194	0	0	257
TOTAL	50	1	123	20	673	0	0	857
Year-2 Apprenticeships	85	5	25	10	116	10	0	251
Year-1 Apprenticeships	10	3	7	9	30	7	0	66
TOTAL	95	8	32	19	146	17	0	317

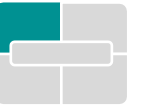


GROWTH WORKS

**SECTION – 2b: Performance Indicators
Service Lines – Outcome and Leading
Indicator Performance**

SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Year Two Performance is to 16th December 2022*.



Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Year 2 Quarterly Performance			
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 16-Dec 2022)	Q5 Actual	Q6 Actual	Q7 Actual	Q8 Actual
Jobs created (forecast / committed)	46	1454	1723	3223	139	1,388.5		1,527.5	106	*479.5	348.5	454.5
Businesses provided with (i.e. undertaken) a Growth Diagnostic	832	1558	915	3305	**737	1,491		2,228	579	416	249	247
Businesses starting a coaching assignment (enrolment)	193	481	331	1005	218	311		529	86	65	67	93
Size profile of businesses provided with a growth diagnostic, matched coach and scope of support (S/M/L in %)	67½% / 30% / 2½%	52½% / 36¼% / 11¼%	38¾% / 48¾% / 12½%	50% / 40% / 10%	52½% / 38% / 9½%	60¼% / 32¼% / 7½%		56½% / 35¼% / 8¼%	53% / 41% / 6%	54½% / 38% / 7½%	62% / 32% / 6%	69¼% / 22¼% / 8½%
Businesses starting a coaching journey	154	385	466	1005	216	302		518	88	65	72	77
Businesses completing a coaching journey	44	327	634	1005	46	279		325	83	51	33	112

* In the 'Fast to Close' process for the Year End, Growth Works pulled data at 17.00 on Friday 16th December 2022

SERVICE LINE DASHBOARD VIEW: Inward Investment Service



NOTE: Year Two Performance is to 16th December 2022*.

Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Year 2 Quarterly Performance			
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 16-Dec 2022)	Q5 Actual	Q6 Actual	Q7 Actual	Q8 Actual
Jobs created (forecast / committed)	75	263	485	823	*323	349		672	18	**166	120	45
Inward investors receiving information, diagnostics, and brokerage support)	18	62	80	160	153	174		*327	53	30	29	62
Inward investor commitments to expand or for new investments	6	15	19	40	15	9		24	2	4	1	2

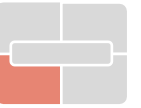
NOTES:

- The jobs total to date has increased net +4 in Year-1 (denoted by *) due to a June 2021 reported ‘win’ creating more jobs than originally thought.
- Jobs created (committed) in April were as follows: two wins (Quibim - 10 jobs, Stemcell Technologies – 6 jobs) plus 10 additional jobs for the Tumeric Company that landed in Fenland earlier this year. The (**) denotes that the number given accounts for all three of the companies
- Inward Investors receiving information pipeline adds up to 335 companies – 327 shown, denoted by the (+). Of the other 8 companies, 1 is a target not yet approached, 4 abandoned as not FDI/IIS, and 3 ‘closed out – lost’ as the engagement did not progress from a very early stage.
- Following a successful completion to the CCN process reallocating £400,000 of LGF monies, as well as the earlier CCN pivoting £80,000 of Innovation and Relocation Grant monies, the jobs total for the Inwards Investment Service will increase in total from 600 over three years to 823 (£80k=15; £400k=208).

* In the ‘Fast to Close’ process for the Year End, Growth Works pulled data at 17.00 on Friday 16th December 2022

SERVICE LINE DASHBOARD VIEW: Skills Service

NOTE: Year Two Performance is to 16th December 2022*.



Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Year 2 Quarterly Performance			
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 16-Dec 2022)	Q5 Actual	Q6 Actual	Q7 Actual	Q8 Actual
Apprenticeships created (touched by GWws)	51	449	900	1,400	66	251		317	75	60	65	51
Additional training / learning outcomes (excludes apprenticeships)	209	748	748	1,705	257	610		867	166	107	120	217
CO23s / SME Engagement	11	114	151	276	34	73		107	25	13	13	24
R9s (CO23 action plans completed)	3	75	129	207	9	36		45	11	6	9	10

CEC Contract Performance

CEC data reflects the academic year, running September to August. Therefore the data presented here reflects performance from 1st January to 31st August 2022, as well as progress to date in the current academic year – i.e., September to December 2022).

METRIC	Totals 01/01 to 31/08		Totals 01/09 to 16/12	
	No.	%	No.	%
Eligible CEC Schools & Colleges in CPCA	72	100.0%	72	100.0%
Eligible CEC Schools & Colleges Engaged	69 / 72	95.8%	71 / 72	98.6%
Compass Completions	54 / 69	75.0%	54 / 71	75.0%

* In the 'Fast to Close' process for the Year End, Growth Works pulled data at 17.00 on Friday 16th December 2022

SERVICE LINE DASHBOARD VIEW: SME CapEx Grants Service and Equity Service



NOTE: Year Two Performance is to 16th December 2022*.

SME CapEx Grants Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Year 2 Quarterly Performance			
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 16-Dec 2022)	Q5 Actual	Q6 Actual	Q7 Actual	Q8 Actual
Jobs created (forecast / committed)	397	474	349	1220	439	255		694	111	87	33	24
Companies receiving grants Grants & Investments (Small Business Capital Growth Investment Fund)*	18	26	12	56	43	29		72	11	7	6	5

NOTES:

- Jobs target of 1,455 has been split, with 220 jobs moving to Equity and 15 jobs moving from Relocation and Innovation Grants to Inwards Investment (235) leaving 1,220 for SME CapEx Grants.
- The combined position showed a Q9-Q12 quarterly set of targets as Q9-156, Q10-156, Q11-136 and Q12-136. With 235 to reallocate these have been reset as Q9-156, Q10-156, Q11-37 and Q12-0.

Equity Service Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Year 2 Quarterly Performance			
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 16-Dec 2022)	Q5 Actual	Q6 Actual	Q7 Actual	Q8 Actual
Jobs created (forecast / committed)	0	10	210	220	0	14		14	0	14	0	0
Small Business Capital Growth Investment equity (£ 000)	0	250	5,250	5,250	0	250		250	0	250	0	0
Number of equity investment projects between £150k and £250k	1	1	20	22	1	0		1	0	0	0	0

NOTES:

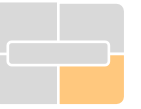
- Jobs target of 1,455 has been split, with 1,220 jobs remaining in SME CapEx Grants, 15 jobs moving from Relocation and Innovation Grants to Inwards Investment (1,235) leaving 220 for Equity.

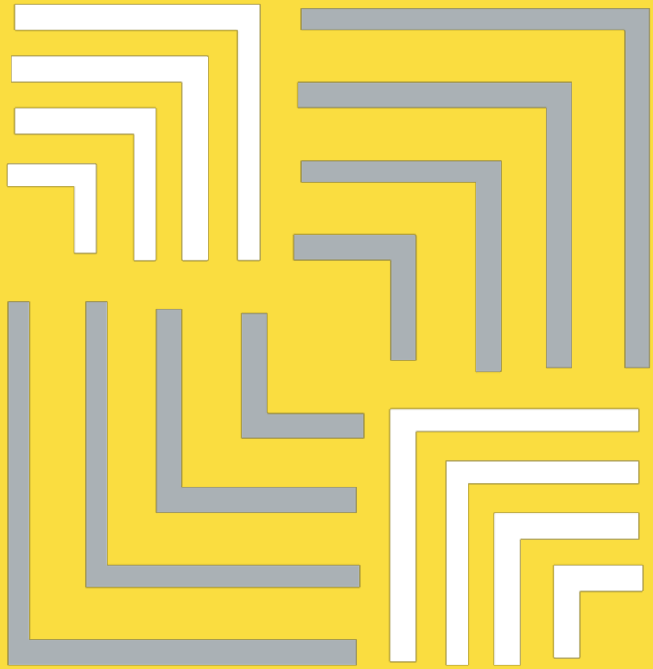
- The Q8-Q12 quarterly set of targets is as follows: Q8-10, Q9-30, Q10-40, Q11-60 and Q12-80.

SERVICE LINE DASHBOARD VIEW: SME CapEx Grants Service and Equity Service

NOTE: Year Two Performance is to 16th December 2022*.

** In the 'Fast to Close' process for the Year End, Growth Works
pulled data at 17.00 on Friday 16th December 2022*





3. Pipeline forecast for 2023 against Performance Indicators

GROWTH WORKS 2023 FORECAST VIEWS

Context:

- The following forecasts have been created by performance indicator for each service line.
- Schedule 8.1 (Governance) of the Business Growth Services contract requires that a forecast be provided as part of the Annual Review process.
- The forecasts provided in this report section are based on each service line projection of the 12 months ahead. It is their view as of 13th January 2023.
- For the purposes of creating the forecast the quarterly and month end periods do not start/end exactly in line with the start/end of the calendar month. The call out box (right) illustrates which weeks are in scope for each month in this forecast.
- Forecasts are not Key Performance Indicators
- Service Line confidence in the numbers varies by quarter. We will revisit forecasts at the start of each quarter.

Q9-2023

- January = 4 week month – weeks ending: 06/01, 13/01, 20/01, 27/01
- February 4 week month – weeks ending: 03/02, 10/02, 17/02, 24/02
- March = 5 week month – weeks ending: 03/03, 10/03, 17/03, 24/03, 31/03

Q10-2023

- April = 4 week month – weeks ending: 07/04, 14/04, 21/04, 28/04
- May = 5 week month – weeks ending: 05/05, 12/05, 19/05, 26/05, 02/06
- June = 4 week month – weeks ending: 09/06, 16/06, 23/06, 30/06

Q11-2023

- July = 4 week month – weeks ending: 07/07, 14/07, 21/07, 28/07
- August = 5 week month – weeks ending: 04/08, 11/08, 18/08, 25/08, 01/09
- September = 4 week month – weeks ending: 08/09, 15/09, 22/09, 29/09

Q12-2023

- October = 4 week month – weeks ending: 06/10, 13/10, 20/10, 27/10
- November 5 week month – weeks ending: 03/11, 10/11, 17/11, 24/11, 01/12
- December = 4 week month – weeks ending: 08/12, 15/12, 22/12, 29/12



GROWTH WORKS

SECTION – 3a:

Pipeline forecast for 2023

Growth Coaching Service

- a) Data tables**
- b) Data charts**

SERVICE LINE FORECAST VIEW: Growth Coaching Service – Data Tables



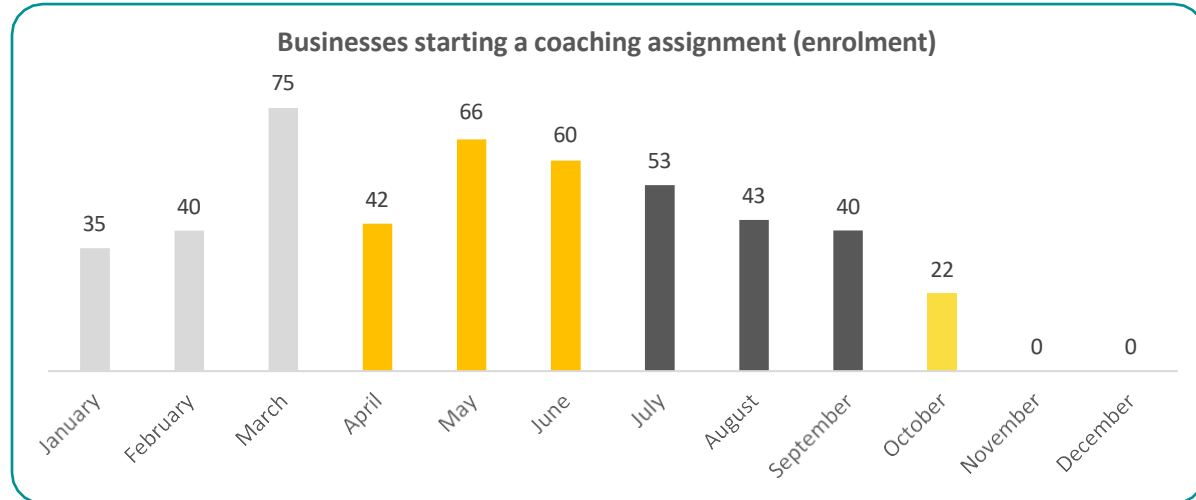
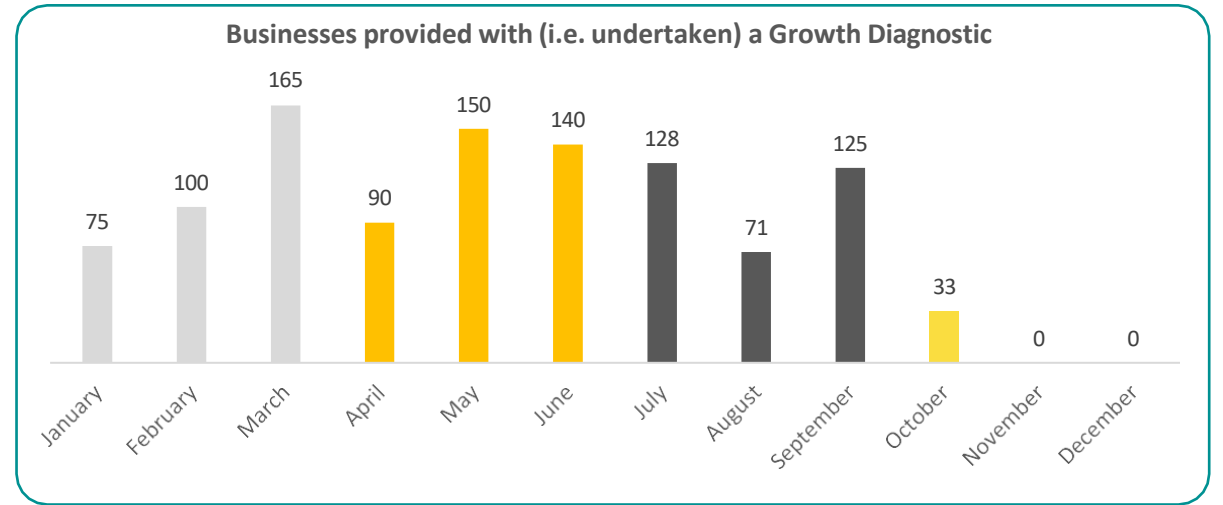
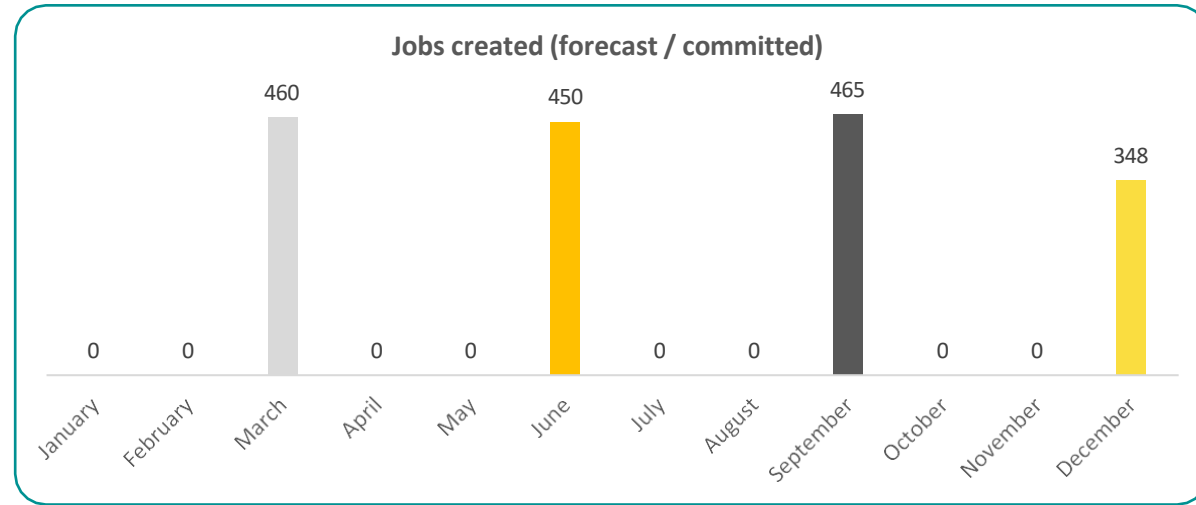
NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.

Coaching	Q9	Q10	Q11	Q12	YEAR-3
Jobs created (forecast / committed)	460	450	465	348	1,723
Coaching	Q9	Q10	Q11	Q12	YEAR-3
Businesses provided with (i.e. undertaken) a Growth Diagnostic	340	380	324	33	1,077
Coaching	Q9	Q10	Q11	Q12	YEAR-3
Businesses starting a coaching assignment (enrolment)	150	168	136	22	476
Coaching	Q9	Q10	Q11	Q12	YEAR-3
Businesses starting a coaching journey	150	160	127	50	487
Coaching	Q9	Q10	Q11	Q12	YEAR-3
Businesses completing a coaching journey	225	230	165	60	680

Coaching	January	February	March	April	May	June	July	August	September	October	November	December
Jobs created (forecast / committed)	0	0	460	0	0	450	0	0	465	0	0	348
Coaching	January	February	March	April	May	June	July	August	September	October	November	December
Businesses provided with (i.e. undertaken) a Growth Diagnostic	75	100	165	90	150	140	128	71	125	33	0	0
Coaching	January	February	March	April	May	June	July	August	September	October	November	December
Businesses starting a coaching assignment (enrolment)	35	40	75	42	66	60	53	43	40	22	0	0
Coaching	January	February	March	April	May	June	July	August	September	October	November	December
Businesses starting a coaching journey	35	40	75	40	65	55	52	35	40	48	2	0
Coaching	January	February	March	April	May	June	July	August	September	October	November	December
Businesses completing a coaching journey	45	80	100	50	100	80	69	56	40	32	28	0

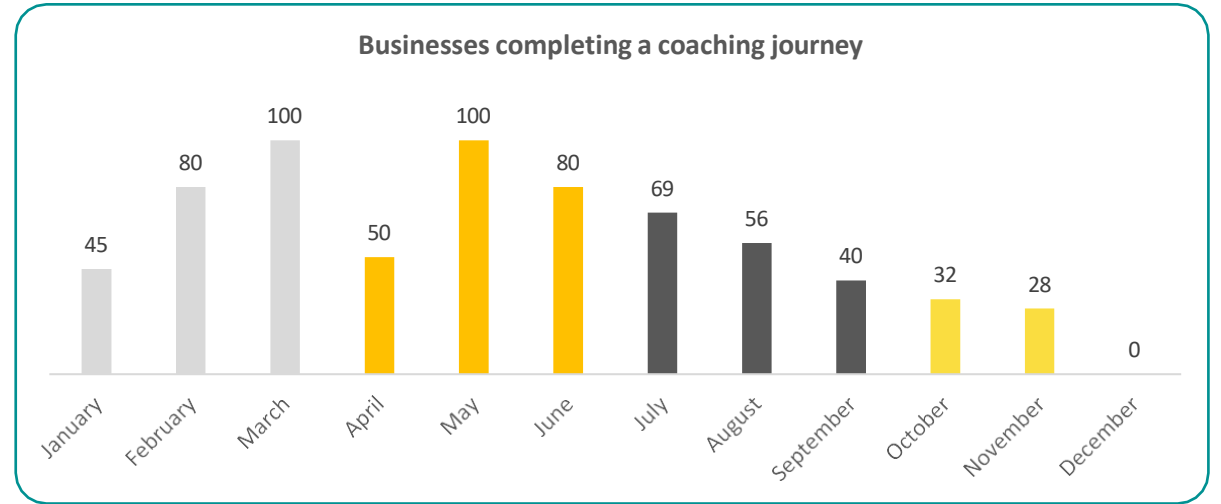
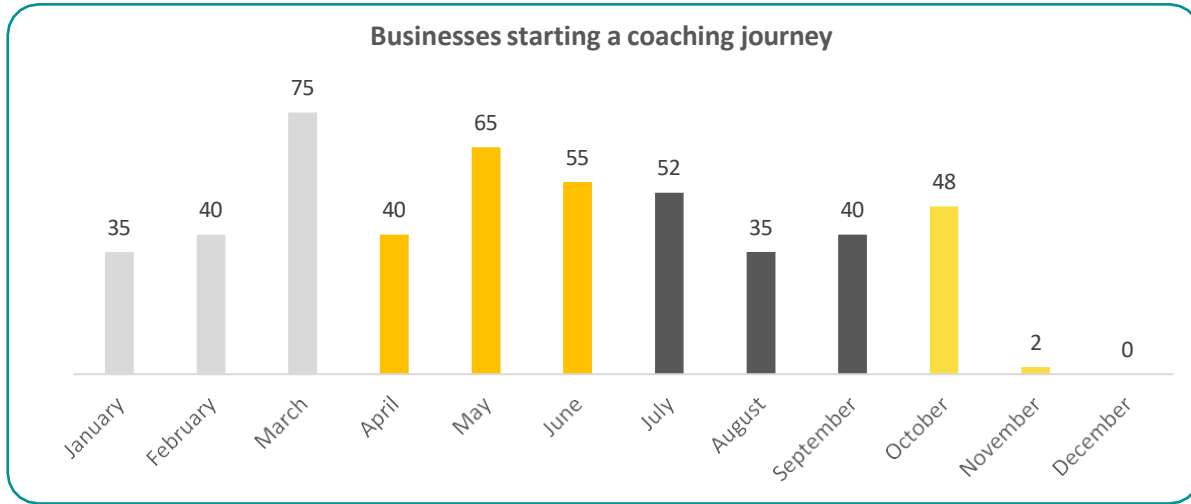
SERVICE LINE FORECAST VIEW: Growth Coaching Service – Data Charts

NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.



SERVICE LINE FORECAST VIEW: Growth Coaching Service – Data Charts

NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.





GROWTH WORKS

SECTION – 3b:

Pipeline forecast for 2023

Inward Investment Service

- a) Data tables**
- b) Data charts**

SERVICE LINE FORECAST VIEW: Inward Investment Service – Data Tables



NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.

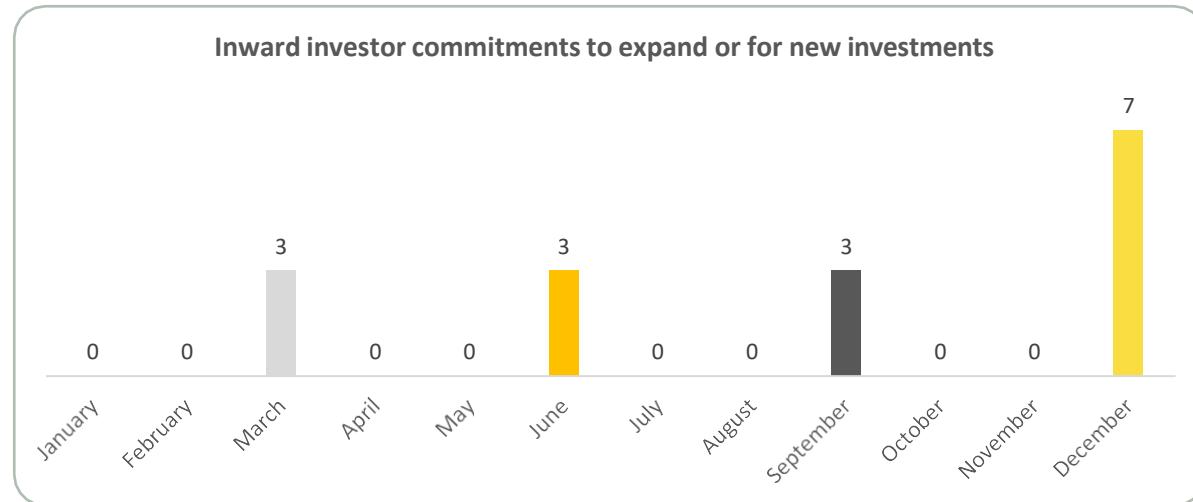
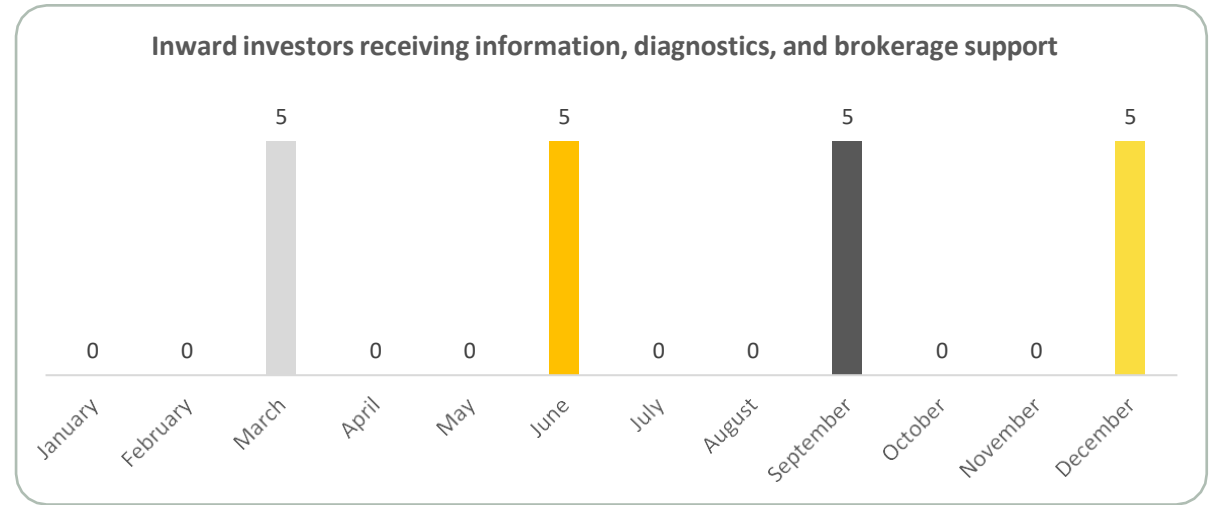
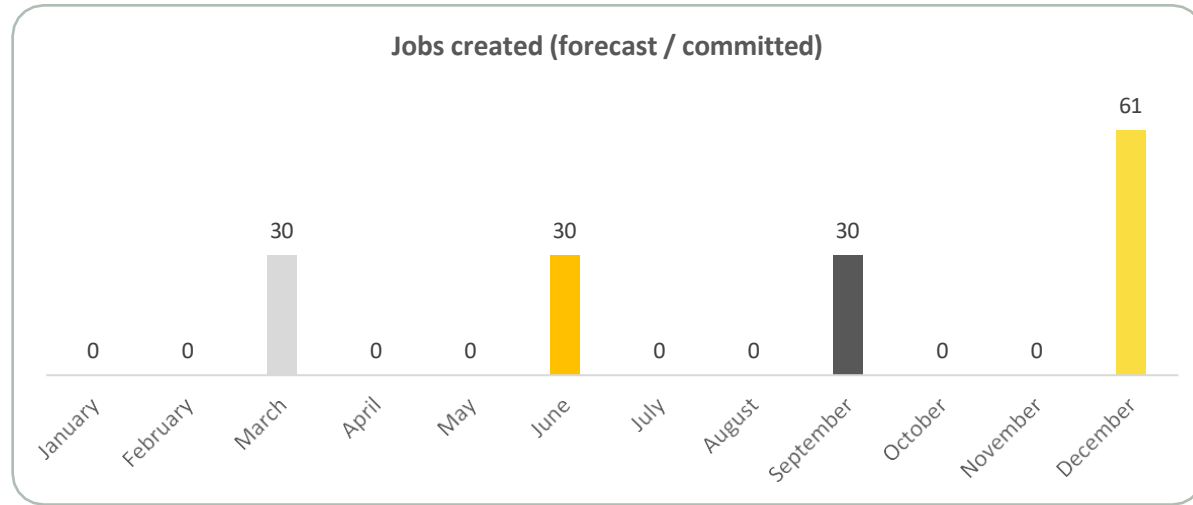
Investment	Q9	Q10	Q11	Q12	YEAR-3
Jobs created (forecast / committed)	30	30	30	61	151
Investment	Q9	Q10	Q11	Q12	YEAR-3
Inward investors receiving information, diagnostics, and brokerage support)	5	5	5	5	20
Investment	Q9	Q10	Q11	Q12	YEAR-3
Inward investor commitments to expand or for new investments	3	3	3	7	16

Investment	January	February	March	April	May	June	July	August	September	October	November	December
Jobs created (forecast / committed)	0	0	30	0	0	30	0	0	30	0	0	61
Investment	January	February	March	April	May	June	July	August	September	October	November	December
Inward investors receiving information, diagnostics, and brokerage support)	0	0	5	0	0	5	0	0	5	0	0	5
Investment	January	February	March	April	May	June	July	August	September	October	November	December
Inward investor commitments to expand or for new investments	0	0	3	0	0	3	0	0	3	0	0	7

SERVICE LINE FORECAST VIEW: Inward Investment Service – Data Charts



NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.





GROWTH WORKS

SECTION – 3c:

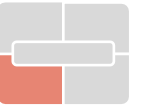
Pipeline forecast for 2023

Skills Service

- a) Data tables**
- b) Data charts**

SERVICE LINE FORECAST VIEW: Skills Service – Data Tables

NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.

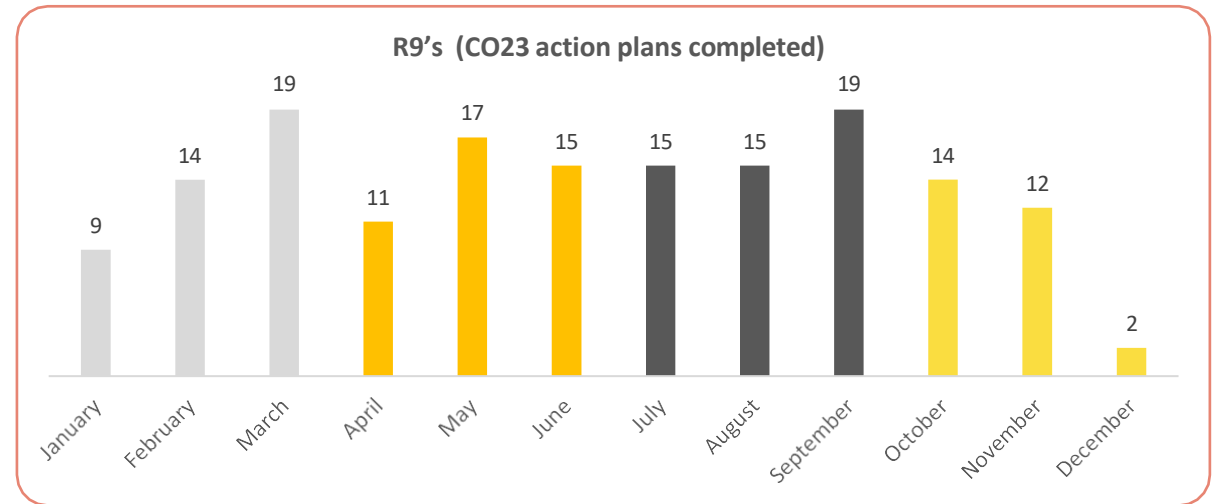
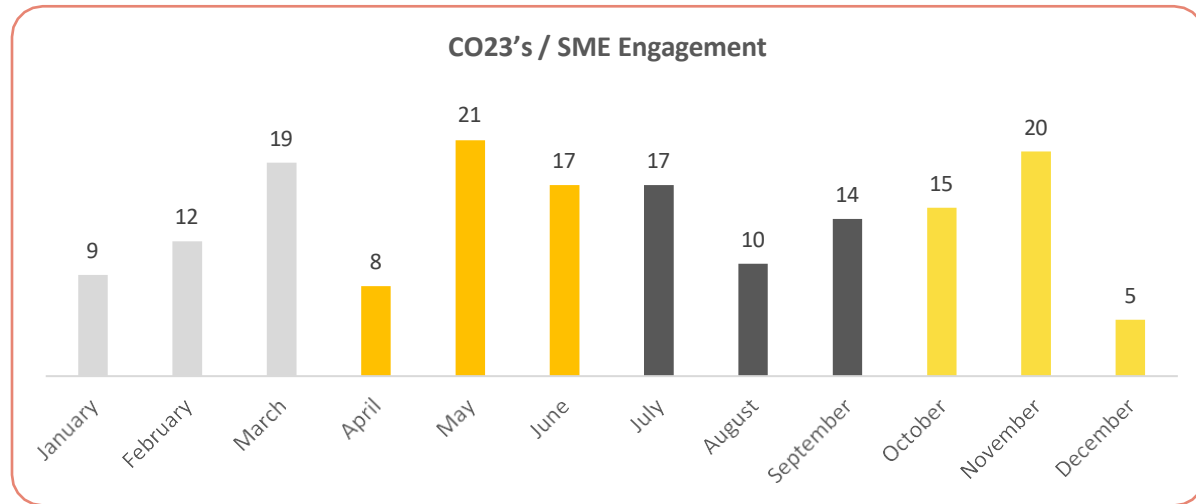
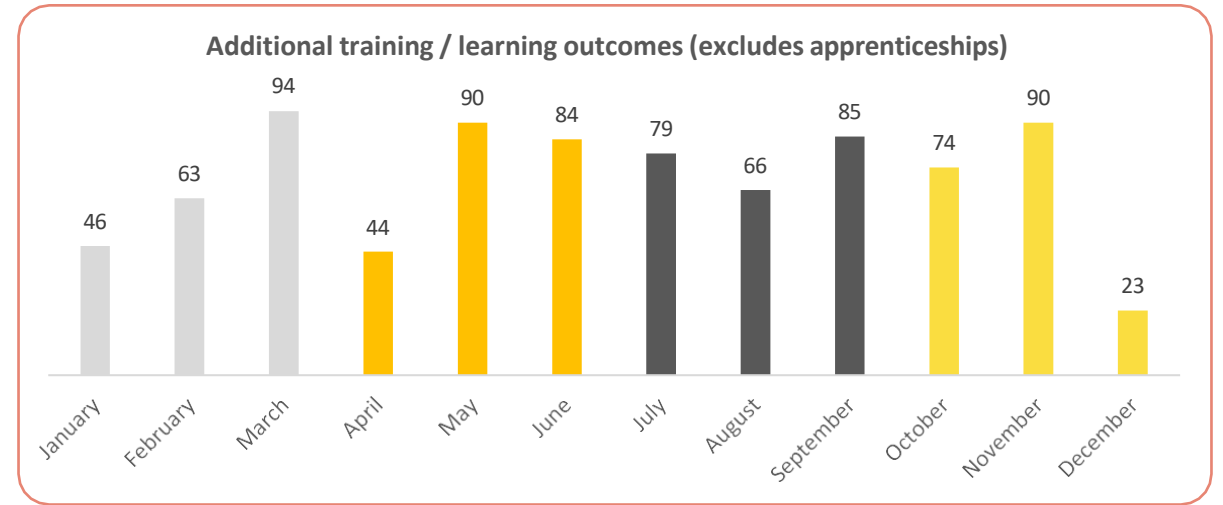
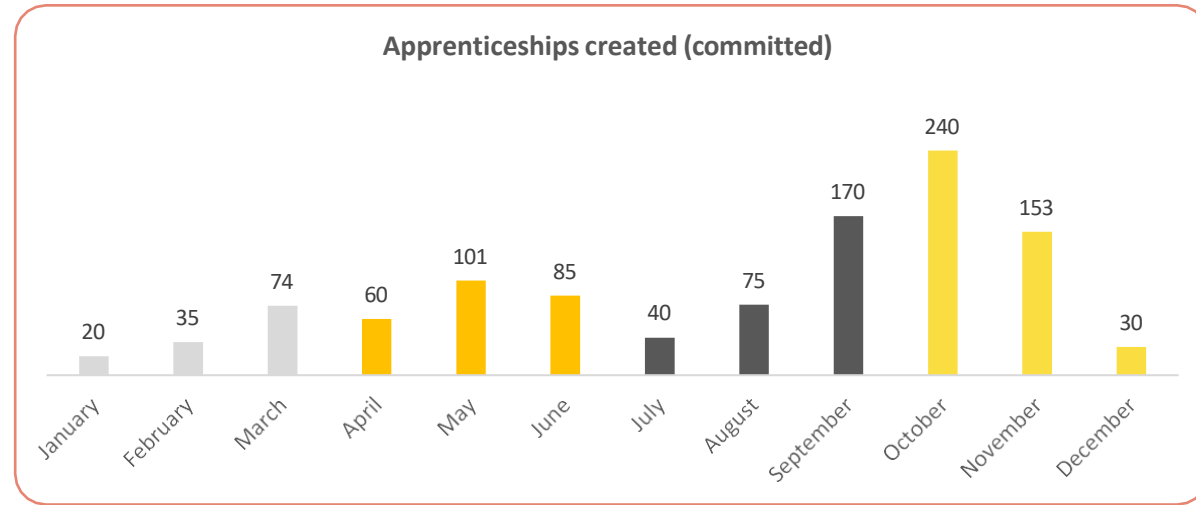
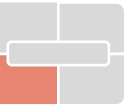


Skills	Q9	Q10	Q11	Q12	YEAR-3
Apprenticeships created (above the baseline)	129	246	285	423	1,083
Skills	Q9	Q10	Q11	Q12	YEAR-3
Additional training / learning outcomes (excludes apprenticeships)	203	218	230	187	838
Skills	Q9	Q10	Q11	Q12	YEAR-3
CO23's / SME Engagement	40	46	41	40	167
Skills	Q9	Q10	Q11	Q12	YEAR-3
R9's (CO23 action plans completed)	42	43	49	28	162

Skills	January	February	March	April	May	June	July	August	September	October	November	December
Apprenticeships created	20	35	74	60	101	85	40	75	170	240	153	30
Skills	January	February	March	April	May	June	July	August	September	October	November	December
Additional training / learning outcomes (excludes apprenticeships)	46	63	94	44	90	84	79	66	85	74	90	23
Skills	January	February	March	April	May	June	July	August	September	October	November	December
CO23's / SME Engagement	9	12	19	8	21	17	17	10	14	15	20	5
Skills	January	February	March	April	May	June	July	August	September	October	November	December
R9's (CO23 action plans completed)	9	14	19	11	17	15	15	15	19	14	12	2

SERVICE LINE FORECAST VIEW: Skills Service – Data Charts

NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.





GROWTH WORKS

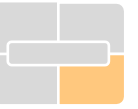
SECTION – 3d:

Pipeline forecast for 2023

**SME CapEx Grants Service and Equity
Service**

- a) Data tables**
- b) Data charts**

SERVICE LINE FORECAST VIEW: SME CapEx Grants Service and Equity Service – Data Tables



NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.

SME CapEx Grants	Q9	Q10	Q11	Q12	YEAR-3
Jobs created (forecast / committed)	70	35	0	0	105
SME CapEx Grants	Q9	Q10	Q11	Q12	YEAR-3
Companies receiving grants Grants & Investments (Small Business Capital Growth Investment Fund)	8	5	0	0	13

SME CapEx Grants	January	February	March	April	May	June	July	August	September	October	November	December
Jobs created	0	0	70	0	0	35	0	0	0	0	0	0
SME CapEx Grants	January	February	March	April	May	June	July	August	September	October	November	December
Companies receiving grants Grants & Investments (Small Business Capital Growth Investment Fund)	0	0	8	0	0	5	0	0	0	0	0	0

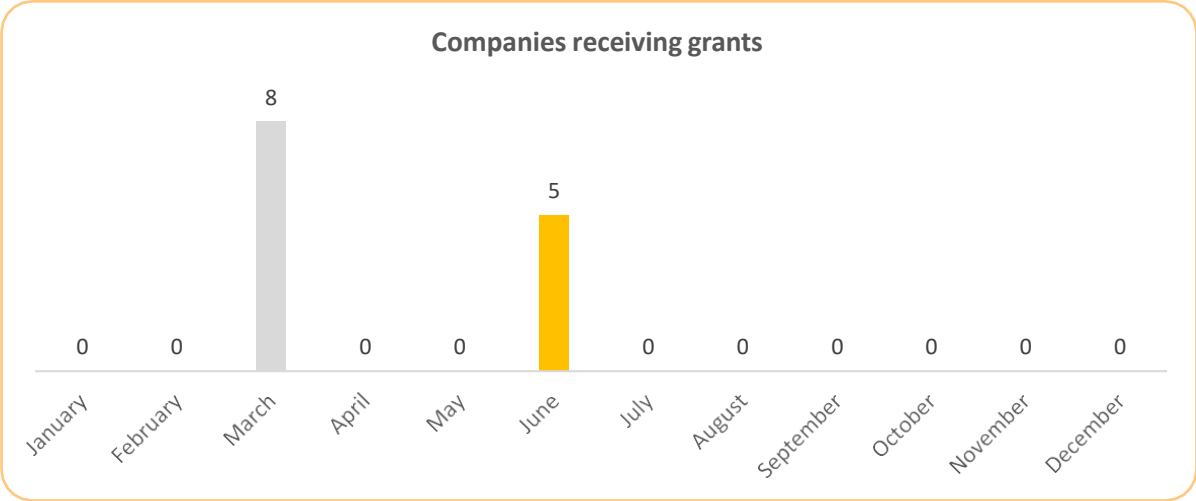
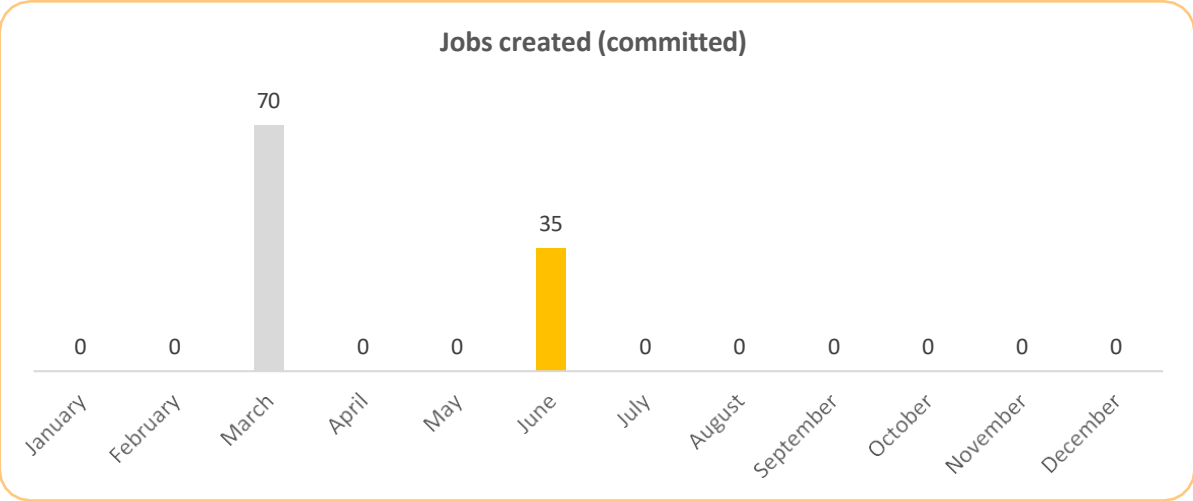
Equity	Q9	Q10	Q11	Q12	YEAR-3
Jobs created (forecast / committed)	30	40	60	80	210
Equity	Q9	Q10	Q11	Q12	YEAR-3
Small Business Capital Growth Investment equity (£ 000)	£750	£1,000	£1,500	£2,000	£5,250
Equity	Q9	Q10	Q11	Q12	YEAR-3
Number of equity investment projects between £150k & £250k	5	5	5	5	20

Equity	January	February	March	April	May	June	July	August	September	October	November	December
Jobs created	0	0	30	0	0	40	0	0	60	0	0	80
Equity	January	February	March	April	May	June	July	August	September	October	November	December
Small Business Capital Growth Investment equity (£ 000)	0	0	£750	0	0	£1,000	0	0	£1,500	0	0	£2,000
Equity	January	February	March	April	May	June	July	August	September	October	November	December
Number of equity investment projects between £150k & £250k	0	0	5	0	0	5	0	0	5	0	0	5

SERVICE LINE FORECAST VIEW: SME CapEx Grants Service – Data Charts

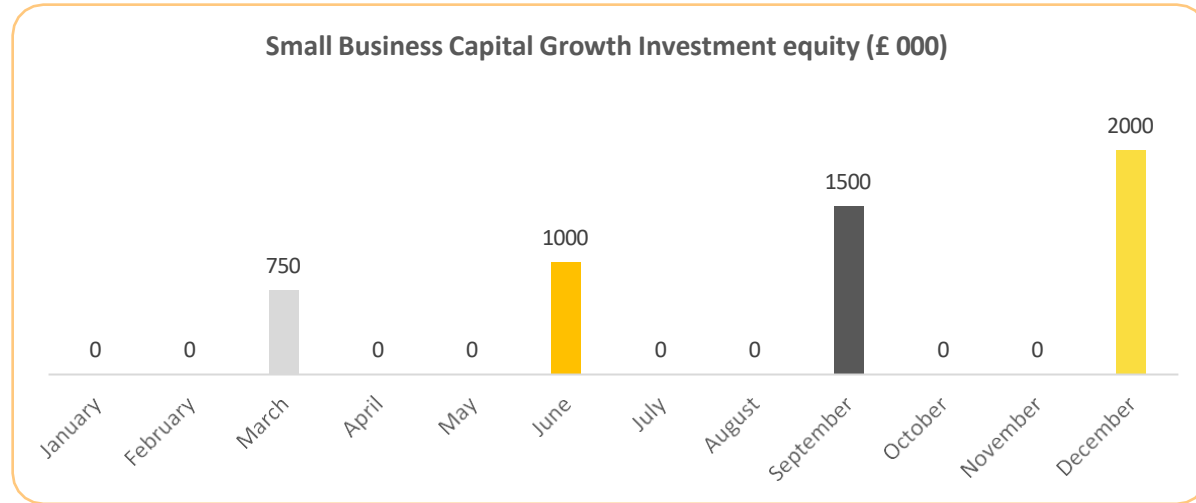
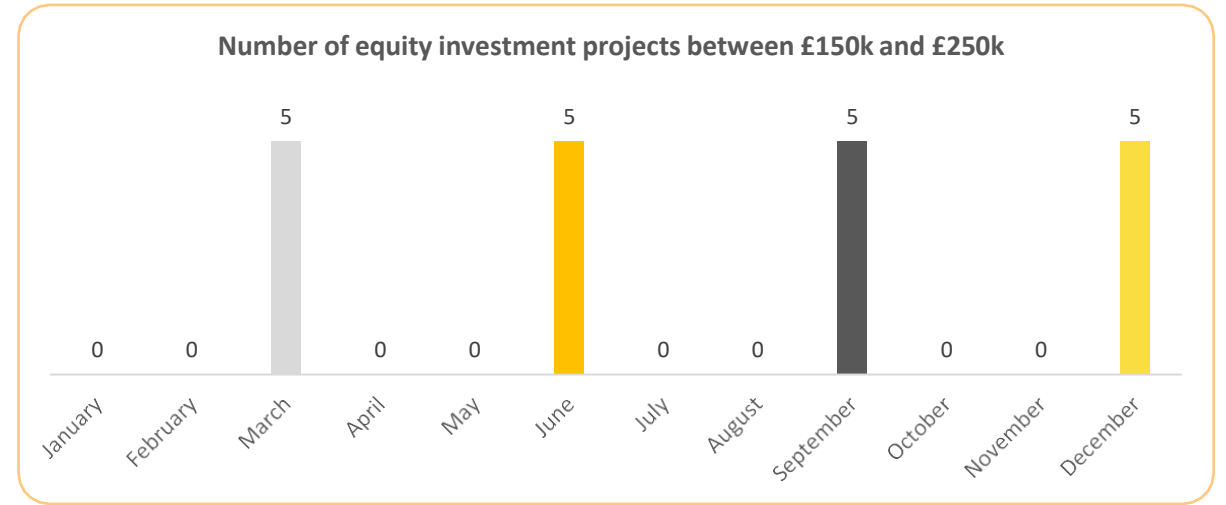
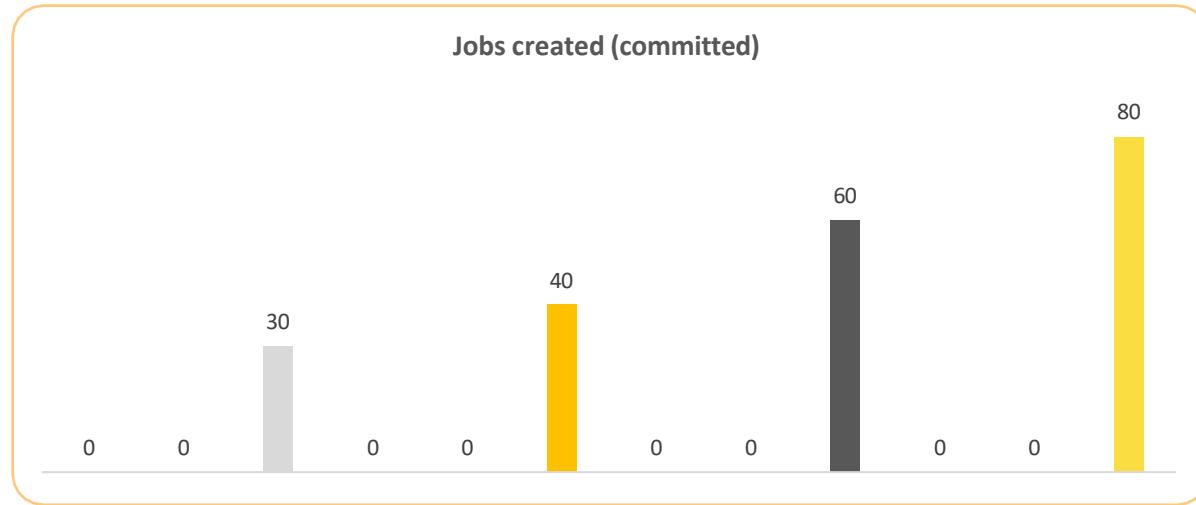
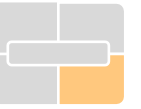


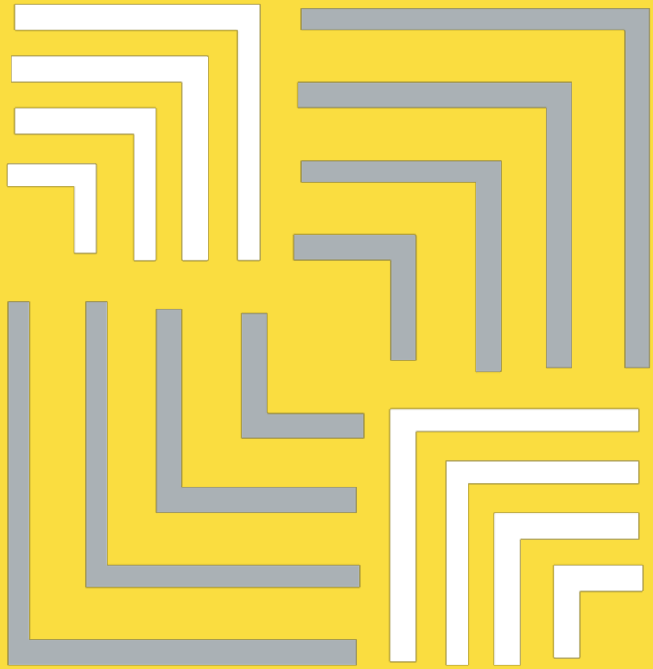
NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.



SERVICE LINE FORECAST VIEW: Equity Service – Data Charts

NOTE: the data is forecast only, not a KPI, and based on an expected performance at the moment in time it has been created.





4. Innovation and Collaboration

Collaboration and Innovation – Coaching and Grants Service (36)

Collaboration

Working in partnership is key to YTKO's delivery activities and is the cornerstone of our company values.

Building on our initial efforts in Year11, we have continued to invest time in researching and growing a comprehensive list of business partners and have evolved this into a wider community of stakeholders who we not only keep informed via our social media and newsletter channels but also form the basis of our Community Events; one which took place at Longstowe Hall in the Summer of 2022 and another planned for Q9 of 2023. Stakeholders include contacts at various different levels in all District Councils, business networks, banks and professional services, industry associations, business and sector specific networks, technology parks, accelerators, incubators and innovation centres.

We also maintain a database of “Experts”, who not only provide services directly to SMEs in the region, but also write blogs for inclusion in our fortnightly newsletters. These efforts have enriched the service we provide to SMEs in the region.

Regarding the District Councils, we have established much closer ties with the majority of EDOs, meet with them regularly and distribute information quarterly as to the impact we have in their District. We also gather feedback from them as to how we can help them better.

We enhanced our working relationship with the Skills Service Line in 2022. Diagnosed customers, who have Skills requirements are automatically connected with the Skills team.

Field operatives from both teams work together on joint customer accounts and are able to pre-qualify leads for each other. As a result, we present ourselves as “One Growth Works” in front of our customers wherever possible.

Finally, in order to create more brand awareness for Growth Works, and thereby create more leads for our Business Partners, we engaged KISS Communications in Cambridge to run campaigns employing the very latest in digital measurement techniques.

These resulted in very pleasing open, response and click-through rates with target business leaders in the region.

Collaboration and Innovation – Coaching and Grants Service (37)

Innovation

Internally, in the late Summer of 2022, we reorganised the Coaching and Grants Service Line to be even more focused on our business partners by creating a Business Development and Adviser team under Gary Parker. Our Business Development and Marketing efforts are fully aligned and provide a much closer and more supportive service to our Business Partners.

Again internally, some strategic hires were made in the Service Line Management Team and in Data Analysis, to further strengthen our capability to execute the business and to be able to use data more effectively in measurement and planning.

Externally, we continue to develop the Growth Champions Community with improvements in the calibre of and use of our “Experts”, running the launch event in the Summer, regular blog posting, etc. This is a work in progress, with the ultimate aim of providing a network of businesses and other entities that can work together to solve all kinds of business problems and foster growth across the entire region. A kind of “one-stop-shop” network for solutions.

All activities are designed to help "nudge" growing companies to understand the significant benefits that can come when you have external support, whether formally or informally, and to encourage a shift in mindset in their willingness to take this support.

Inclusion

We strive to be as inclusive as possible in all our service delivery activities. Women are very underrepresented in business, at best being calculated at 23% of the total SME business population. Within the high growth sector, the gender gap is naturally even greater, as the range of factors which deter or thwart growth ambition are even stronger inhibitors to achieving gender equality.

Concerning our Growth Works customers, we continue to be delighted that the proportion of female clients enrolled in the GS Service is ~40%, and ~30% in the GSA Service.

In the Coaching and Grants Service Line, the proportion of women is 47% overall and 40% in the Management Team.

Regarding our hiring principles, simply put, we hire based upon the anticipated ability of an individual to bring value to the team and to our customers.

Collaboration and Innovation – Skills Service (38)

Our Approach - Strategic Engagement with Employers:

Our ambition continues to see us engage strategically and collaboratively with employers across the Combined Authority area to identify and address the issues faced in seeking the skills and talent they need to grow.

During Q6 and Q7 we evolved our model to a Key Account Management approach, allowing more strategic engagement with key employers, district councils, multipliers and stakeholders (including providers) at both regional and local level.

As we move into Year-3 we will continue to innovate, adopting a more proactive and collaborate approach, working with the wider team and partners to deliver and integrate the service to create multiple engagement points for businesses and employers.

We start the year committed to a range of collaborative activities such as Skills Showcase Event, Regional Round Table discussions and the roll out of Local Skills Surgeries and workshops.

Organisational Structure – Integrated approach

We have positioned two senior team members across our education and employer functions to ensure we maximise opportunities across both internal delivery functions and wider GW service channels; mitigating risks of siloed, reactive service delivery.

In addition we have adopted a collaborative approach with CPCA to coordinate comms and campaigns linked to ‘Flagship’ projects and funded priorities e.g. Multiply, Bootcamps and other provision.

We’re also committed to exploring the benefits of adding further capacity to the leadership team, better positioning the service with providers and anchor institutions.

Development Digital Talent Platform / Diagnostics & support for businesses, individuals, and providers:

We have improved usability and functionality of the platform and Talent Development Maturity Index (TDMI) and through listening, adapting and evolving will continue to do so throughout Yr3.

We have found that completion of the Talent Development Maturity Index, which provides diagnostic analysis of an organisation’s approach to people management, enables a far richer more productive conversation with businesses.

Until recently the TDMI has been undertaken alongside one of our team, however we have enabled easier access to the tool, allowing organisations to ‘self-serve’ and access the corresponding report.

Collaboration and Innovation – Skills Service (39)

This supports a greater number of organisations to better understand the issues they face and identify solutions that are most likely to work. Making it easier, to support organisations to engage in strategic conversations about talent and growth.

Connecting education with industry / enterprise – Calendar Functionality

The Schools Events Calendar with enhanced functionality allows schools to list events that employers can volunteer to support.

Our calendar provides a more sustainable, innovative solution to employer engagement and links volunteering opportunities for businesses and individuals with 'Talent Pledge', allowing wider engagement for volunteering across the region.

It aligns closely with the ambitions of the Careers Hub that will launch in January 2023 and will be overseen by the EC's and CPCA CEC Leadership.

Collaboration and Innovation – Inward Investment Service (40

Collaboration

Throughout Year-2 we have engaged extensively with local partners across the region, and will continue to build on this into Year-3 delivery:

- Peterborough: included Smart Manufacturing Alliance (SMA) in an Inward Investment programme to host an international delegation of innovative start-ups, including smart manufacturing companies, supported by the Confederation of Indian Industry and DIT. The objective was to explain about the thriving regional ecosystem and the role that SMA play in supporting the industry in the region and Peterborough.
- East Cambridgeshire: Engaged on a site search for a hotel and leisure park development inward investment enquiry for a 12-hectare site on which to build a £200m 500 – 600 key family hotel resort and indoor leisure water park development employing 750 people. Also, collaborated on the updating of the DIT Funding and Incentives tool.
- South Cambridgeshire: Collaborated to identify suitable property options for Optalysys, a very innovative UK Semiconductor company.
- Cambridge City: Engaged in relation to two new R&D investments from semiconductor companies SiFive and Codasip that established in Cambridge. Collaborated on ARG funded project to offer support to 30+ Cambridge companies through Cambridge Go Global programme.
- Fenland: Collaborated on-site search for Prathista Industries and worked closely with FDC, including their CEO, to secure this high value investment opportunity for Fenland.
- Huntingdonshire: Collaborated on the updating of the DIT Funding and Incentives tool. Engaged with Huntingdonshire District Council to identify potential sites for Navtek Solutions, Ceylon Detergents, Prathista Industries, Al Rawasy and an Confidential Indian fashion and jewellery e-commerce business. Introduced to potential investor EMGuidance. Attended Battery Sector Workshop organised to get a better understanding about the offering for potential investors in the industry.
- All DCs: All DCs were approached in relation to a wider number of investment opportunities including Astron Electric, Confidential hydrogen R&D testing facility, Üner Plastik AS, Unique Norfolk Venues, etc. looking for potential sites in CPCA.

Collaboration and Innovation – Inward Investment Service (41

Innovation

Market Access Programmes

In support of the levelling up agenda, in Year-2 we ran a Market Access Programme for the Advanced Manufacturing sector. The objective was to promote the regional capabilities in the industry on the global stage to encourage and support companies looking at expanding internationally to establish in CPCA, which is a region that is not as well known in Advanced Manufacturing as it is in other industries like Life Sciences or AI.

Inward Investment engaged with OP, SMA, HDC and ECDC to involve them in the preparation of the programme. Furthermore, the event took place on the 6th December 2022 and the team is now in the process of following up with the participants and wider applicants (+30), process that will likely end up with specific potential opportunities for the above DCs.

We want to build on the success of this programme, and plan to run a programme to promote the strengths of Fenland to attract Agri-tech investments. In 2022, Inward Investment commissioned a piece of Research to NIAB to articulate the Agri-tech market opportunity in CPCA with a focus on Fenland.

Over the past few months, we have engaged with all the DCs so that they can have the opportunity to input on this piece of work that is going to be used to market the opportunity nationally and internationally and to promote the Agri-tech Market Access Programme.

Cambridge Tech Week

Collaboration with Cambridge Wireless and Cambridge& regarding potential joint marketing of Cambridge Tech Week to an audience of international investors.

Year 3

We will continue to engage all local partners and authorities giving them the opportunity to promote their offering in all DIT sector propositions, input into DIT opportunities, client presentations, and to meet potential investors that are a good fit.

Collaboration and Innovation – Equity Service

Innovation

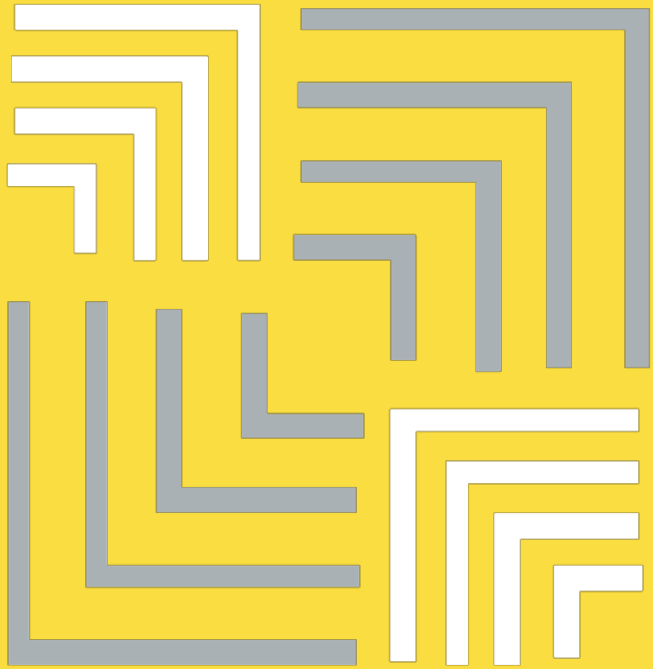
Having successfully relaunched the Growth Works with Equity offering in Autumn 2022, we are continuing to generate a strong pipeline of high-quality applicants that meet our eligibility criteria. Key milestones to date include the transition to an online application form which has significantly streamlined the application process for potential investee companies and quickly allows our team to assess the suitability and viability of the investment proposition.

In early 2023 we will further develop this online form including the development of additional functionality that will produce an indicative score based on the responses submitted. We will also look to develop the way we present potential equity investments to the Investment Panel based on feedback provided when presenting NoBacz and Credenxia.

The revised format will include a more consistent approach to the presentation of key documentation and supporting information to enable panel members to quickly digest large amounts of detailed information. Following a re-evaluation of the level of due diligence required to make informed decisions, we have rationalised and agreed appropriate checks and balances with the CPCA to ensure appropriate levels of due diligence are sourced during the scrutiny process.

Collaboration

Our ability to generate strong demand for Growth Works with Equity is dependent on the equity service working collaboratively with both external partners and internal Growth Works colleagues. In 2023 we are looking to successfully leverage relationships with multipliers by running joint pitch competitions events to raise awareness of the Growth Works with Equity offer to both potential applicant companies and VCs, Fund Managers and Angel Investors looking to source co-investment. We are also looking to integrate the equity service offering into the inward investment proposition to companies considering expanding into the Cambridgeshire and Peterborough region from overseas or elsewhere in the UK. We are also continuing to seek out opportunities to work more closely with the professional services firms in the region who can promote our offer to their customers.



5. Area Performance Packs



GROWTH WORKS

SECTION – 2a:

Partner Performance Pack

Cambridge City Council



Year Two Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.



Our performance against the leading contracted metrics...

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

To support coaching some SMEs benefited from a revenue grant.



66½ Jobs created (committed)



74 Businesses provided with a Growth Diagnostic



24 Businesses starting coaching assignments



22 Businesses starting a coaching journey



15 Businesses completing a coaching journey

Stated Challenge	Responses Cited
Need growth finance	56
Need to find the right new people	50
Need to improve skills deficits in current team	14
Need more effective people development strategy	10
Need new equipment	30
Need bigger premises	30
Need to improve productivity	13
Need more effective marketing	38
Need more effective sales	26
Need more effective growth strategy	26
Need more effective leadership and management	6
Other	20

TOTAL BY GEOGRAPHY 319



12 Revenue grant awards made to local firms

SME Revenue Grant Awards

£87,873




Awarded in Revenue Grants

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





Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.





Inward Investment performance against the leading contracted metrics...

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

Skills performance against the leading contracted metrics...

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

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

-  **33** Jobs created (committed) from CapEx grant awards
-  **3** SME CapEx grant awards made to local firms

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

CCC

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.

Inward Investment Successes

-  Netherlands
• Life Sciences
-  Germany
• Life Sciences
-  Turkey
• Food & Drink
-  United States
• Technology



(Aug) 13 Of 14 eligible schools
(Dec) 14 engaged in CEC



(Aug) 8 Of schools engaged have
(Dec) 11 completed a Compass

SME Capital Growth Awards



£207,214

Awarded in Capital Growth
Funding to local Small Businesses

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants (50 /2)



Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	11	£81,373.37	£7,397.58	38.5	£2,113.59
Revenue Grant (LGF)	1	£6,500.00	£6,500.00	1	£6,500.00
SME CapEx Grant	3	£207,213.95	£69,071.32	33	£6,279.21
	16	£295,087.32	£19,672.49	72.5	£4,070.17

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Cambridge Gan Devices	CapEx	£72,105.00	10	£7,210.50	Feb-22
Jacks Gelato	CapEx	£88,696.99	16	£5,543.56	Mar-22
Smart Solutions	CapEx	£46,411.96	7	£6,630.28	Mar-22
		£207,087.32	33	£6,070.17	

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants (51 /2)



Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
The Cambridge Food Company	LGF	£6,500.00	1	£6,500.00	Apr-22
Essential Parent	ERDF	£6,250.00	3	£2,083.33	Feb-22
Sorex Sensors	ERDF	£6,600.00	1	£6,600.00	Feb-22
52 North Health	ERDF	£6,406.37	1	£6,406.37	Mar-22
Go Glass	ERDF	£7,622.50	1	£7,622.50	Mar-22
IOTAS	ERDF	£7,075.00	1	£7,075.00	Apr-22
SimSage	ERDF	£5,950.00	4.5	£1,322.22	Apr-22
Socrates	ERDF	£10,000.00	7	£1,428.57	Jul-22
Douce	ERDF	£8,490.00	8	£1,061.25	Aug-22
Fitzbillies	ERDF	£6,379.50	5	£1,275.90	Oct-22
Ellutia	ERDF	£4,100.00	2	£2,050.00	Nov-22
SenSage	ERDF	£12,500.00	5	£2,500.00	Dec-22
		£87,873.37	39.5	£2,224.64	



**GROWTH
WORKS**

SECTION – 2b:

Partner Performance Pack

East Cambridgeshire District Council



Year Two Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.



Our performance against the leading contracted metrics...



55 Jobs created (committed)



79 Businesses provided with a Growth Diagnostic



16 Businesses starting coaching assignments



13 Businesses starting a coaching journey



16 Businesses completing a coaching journey

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

Stated Challenge	Responses Cited
Need growth finance	64
Need to find the right new people	59
Need to improve skills deficits in current team	22
Need more effective people development strategy	7
Need new equipment	47
Need bigger premises	31
Need to improve productivity	23
Need more effective marketing	25
Need more effective sales	18
Need more effective growth strategy	21
Need more effective leadership and management	12
Other	19

TOTAL BY GEOGRAPHY 348

To support coaching some SMEs benefited from a revenue grant.



2 Revenue grant awards made to local firms

SME Revenue Grant Awards

£12,091




Awarded in Revenue Grants

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





Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.



Inward Investment performance against the leading contracted metrics...

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

Skills performance against the leading contracted metrics...

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

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

-  **71** Jobs created (committed) from CapEx grant awards
-  **7** SME CapEx grant awards made to local firms

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

ECDC

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022

CEC Contract - 8 Schools / Colleges

Inward Investment Success



(Aug) 8 Of 8 eligible schools

(Dec) 8 engaged in CEC



(Aug) 8 Of schools engaged have

(Dec) 7 completed a Compass



SME Capital Growth Awards

£329,262

Awarded in Capital Growth Funding to local Small Businesses

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



NOTE: data is to 16th December 2022.

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	2	£12,091.00	£6,045.50	6	£2,015.17
Revenue Grant (LGF)	0	£0.00	£0.00	0	£0.00
SME CapEx Grant	7	£329,262.14	£47,037.45	71	£4,637.49
	9	£341,353.14	£37,928.13	77	£4,433.16

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Assynt	CapEx	£24,102.92	4	£6,025.73	Jan-22
Biologic	CapEx	£53,032.51	20	£2,651.63	Apr-22
Biologic Tech	CapEx	£53,032.51	20	£2,651.63	Jan-22
Silver Oak	CapEx	£100,000.00	12	£8,333.33	May-22
Sigma Embroidery and Printing Ltd	CapEx	£22,966.20	4	£5,741.55	Aug-22
VIP Polymers	CapEx	£46,128.00	7	£6,589.71	Aug-22
Ely Skip Hire	CapEx	£30,000.00	4	£7,500.00	Dec-22
		£346,716.98	61	£5,683.16	

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
OGPM	ERDF	£6,750.00	1	£6,750.00	Mar-22
Ely Skip Hire	ERDF	£5,341.00	5	£1,068.20	Nov-22
		£12,091.00	6	£2,015.17	



**GROWTH
WORKS**

SECTION – 2c:

Partner Performance Pack

Fenland District Council




Year Two Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.



Our performance against the leading contracted metrics...

 **190** Jobs created (committed)

 **168** Businesses provided with a Growth Diagnostic

 **23** Businesses starting coaching assignments

 **23** Businesses starting a coaching journey


 **18** Businesses completing a coaching journey

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


Stated Challenge	Responses Cited
Need growth finance	61 
Need to find the right new people	60 
Need to improve skills deficits in current team	19 
Need more effective people development strategy	10 
Need new equipment	52 
Need bigger premises	28 
Need to improve productivity	20 
Need more effective marketing	32 
Need more effective sales	22 
Need more effective growth strategy	29 
Need more effective leadership and management	4 
Other	19 

TOTAL BY GEOGRAPHY 356

To support coaching some SMEs benefited from a revenue grant.

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

SME Revenue Grant Awards

 **£20,686**

Awarded in Revenue Grants

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





Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.



Inward Investment performance against the leading contracted metrics...

-  **18** Jobs created (committed)
-  **1** Inward Investment successes landed locally
-  **0** Active projects with this DC as the preferred UK location

Skills performance against the leading contracted metrics...

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

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

-  **21** Jobs created (committed) from CapEx grant awards
-  **3** SME CapEx grant awards made to local firms

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

FDC

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022



UK Inbound
• Food & Drink



(Aug) 6 Of 6 eligible schools
(Dec) 6 engaged in CEC



(Aug) 6 Of schools engaged have
(Dec) 6 completed a Compass



SME Capital Growth Awards

£144,718

Awarded in Capital Growth
Funding to local Small Businesses

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



NOTE: data is to 16th December 2022.

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	5	£20,686.04	£4,137.21	16	£1,292.88
Revenue Grant (LGF)	0	£0.00	£0.00	0	£0.00
SME CapEx Grant	3	£144,718.00	£48,239.33	21	£6,891.33
	8	£165,404.04	£20,675.51	37	£4,470.38

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
South & Son	CapEx	£27,225.00	4	£6,806.25	Mar-22
StocksAG Ltd	CapEx	£93,628.00	13	£7,202.15	May-22
Fenland Leisure	CapEx	£23,865.00	4	£5,966.25	Oct-22
		£144,718.00	21	£6,891.33	

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Hair and Beauty Hub Ltd	ERDF	£5,905.00	1	£5,905.00	Apr-22
Chokshi	ERDF	£7,440.00	12	£620.00	May-22
Lilac HR	ERDF	£2,387.50	1	£2,387.50	May-22
Qualitetch Components	ERDF	£1,153.54	1	£1,153.54	Jun-22
South and son	ERDF	£3,800.00	1	£3,800.00	Jul-22
		£20,686.04	16	£1,292.88	



**GROWTH
WORKS**

SECTION – 2d:

Partner Performance Pack

Huntingdonshire District Council



Year Two Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.



Our performance against the leading contracted metrics...

155½ Jobs created (committed)

354 Businesses provided with a Growth Diagnostic

56 Businesses starting coaching assignments

55 Businesses starting a coaching journey

44 Businesses completing a coaching journey

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

Stated Challenge	Responses Cited
Need growth finance	160
Need to find the right new people	166
Need to improve skills deficits in current team	65
Need more effective people development strategy	35
Need new equipment	121
Need bigger premises	56
Need to improve productivity	58
Need more effective marketing	139
Need more effective sales	72
Need more effective growth strategy	89
Need more effective leadership and management	25
Other	64

TOTAL BY GEOGRAPHY 1,050

To support coaching some SMEs benefited from a revenue grant.

16 Revenue grant awards made to local firms

SME Revenue Grant Awards

£92,697

Awarded in Revenue Grants

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

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.

HDC

Inward Investment performance against the leading contracted metrics...



0 Jobs created (committed)



0 Inward Investment successes landed locally



0 Active projects with this DC as the preferred UK location

Skills performance against the leading contracted metrics...



10 Apprenticeships created (committed)



19 Additional training and learning outcomes



15 CO23's in place / SME engagement



10 R9 (CO23 action plans) completed

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



38 Jobs created (committed) from CapEx grant awards



4 SME CapEx grant awards made to local firms

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

HDC

Performance Indicator Scorecard Summary for the period 1 January to 16th December 2022

CEC Contract 10 Schools / Colleges

SME Capital Growth Awards

Inward Investment Success



(Aug) 8 Of 10 eligible schools
(Dec) 9 engaged in CEC



(Aug) 7 Of schools engaged have
(Dec) 7 completed a Compass



£287,560

Awarded in Capital Growth Funding to local Small Businesses

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants (66 /2)

HDC

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	15	£86,197.13	£5,746.48	56	£1,539.23
Revenue Grant (LGF)	1	£6,500.00	£6,500.00	2.5	£2,600.00
SME CapEx Grant	4	£287,559.50	£71,889.88	38	£7,567.36
	20	£380,256.63	£19,012.83	96.5	£3,940.48

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Paragraf	CapEx	£150,000.00	20	£7,500.00	Jan-22
Global Partnerships Ltd	CapEx	£41,200.00	5	£8,240.00	Jul-22
AC Composites	CapEx	£33,609.50	4	£8,402.38	Dec-22
Photofab	CapEx	£62,750.00	9	£6,972.22	Dec-22
		£287,559.50	38	£7,567.36	

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants (67 /2)

HDC

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
River Tea Rooms	LGF	£6,500.00	2.5	£2,600.00	Apr-22
Spetses Ltd	ERDF	£6,000.00	3	£2,000.00	Jan-22
Waterworx Plumbing and Heating Services Ltd	ERDF	£5,000.00	3	£1,666.67	Jan-22
Nicholas Hythe	ERDF	£2,275.00	2	£1,137.50	Mar-22
Positive Futures Recruitment	ERDF	£2,760.00	4	£690.00	Mar-22
Prestons Health	ERDF	£5,598.13	2	£2,799.07	Apr-22
Emotive AI Solutions	ERDF	£6,490.00	4	£1,622.50	May-22
42 Technology Ltd	ERDF	£5,562.00	2	£2,781.00	May-22
Faux Creation	ERDF	£7,500.00	3	£2,500.00	May-22
Titan Boat Canopies Ltd	ERDF	£6,000.00	1	£6,000.00	May-22
42 Technology Ltd	ERDF	£5,562.00	7	£794.57	Jun-22
Titan Motorsport	ERDF	£7,410.00	2	£3,705.00	Jun-22
VHS Cleaning	ERDF	£4,500.00	15	£300.00	Jun-22
Active Food Systems t/a Synergy Grill	ERDF	£5,310.00	3	£1,770.00	Jul-22
Avarta Ltd (Tea cups London)	ERDF	£4,000.00	1	£4,000.00	Nov-22
Paragraf	ERDF	£12,230.00	4	£3,057.50	Dec-22
		£92,697.13	58.5	£1,584.57	



**GROWTH
WORKS**

SECTION – 2e:

Partner Performance Pack

Peterborough City Council




Year Two Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.



Our performance against the leading contracted metrics...

 **276½** Jobs created (committed)

 **354** Businesses provided with a Growth Diagnostic

 **64** Businesses starting coaching assignments

 **58** Businesses starting a coaching journey


 **64** Businesses completing a coaching journey

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


Stated Challenge	Responses Cited
Need growth finance	209 
Need to find the right new people	227 
Need to improve skills deficits in current team	90 
Need more effective people development strategy	60 
Need new equipment	141 
Need bigger premises	77 
Need to improve productivity	70 
Need more effective marketing	198 
Need more effective sales	120 
Need more effective growth strategy	118 
Need more effective leadership and management	49 
Other	69 

TOTAL BY GEOGRAPHY 1,428

To support coaching some SMEs benefited from a revenue grant.

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

SME Revenue Grant Awards

 **£231,130**




Awarded in Revenue Grants

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



Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.

PCC

Inward Investment performance against the leading contracted metrics...

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

Skills performance against the leading contracted metrics...

-  **116** Apprenticeships created (committed)
-  **479** Additional training and learning outcomes
-  **33** CO23's in place / SME engagement
-  **17** R9 (CO23 action plans) completed

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

-  **66** Jobs created (committed:
 - 52 = SME CapEx Grants
 - 14 = Equity placement
-  **7** SME CapEx grant awards made to local firms
-  **1** £250,000 Small Business Capital Growth Investment equity placement confirmed

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

PCC

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022

CEC Contract 21 Schools / Colleges

SME Capital Growth Awards



UK Inbound
• Financial &
Professional
Services



(Aug) 21 Of 21 eligible schools
(Dec) 21 engaged in CEC



(Aug) 17 Of schools engaged have
(Dec) 16 completed a Compass



£558,435

Awarded in Capital Growth
Funding to local Small Businesses

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants (72 /3)

PCC

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	28	£196,488.50	£7,017.45	58.5	£3,358.78
Revenue Grant (LGF)	6	£34,641.25	£5,773.54	15	£2,309.42
SME CapEx Grant	7	£308,435.29	£44,062.18	52	£5,931.45
	41	£539,565.04	£13,160.12	125.5	£4,299.32

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Fisherprint Ltd	CapEx	£60,000.00	13	£4,615.38	Jan-22
GH Displays Ltd	CapEx	£27,850.00	4	£6,962.50	Jan-22
Recoup	CapEx	£20,009.29	3	£6,669.76	Feb-22
Alrose Products	CapEx	£20,076.00	4	£5,019.00	Apr-22
Photocentric	CapEx	£105,000.00	15	£7,000.00	May-22
AGN	CapEx	£25,500.00	3	£8,500.00	Jul-22
Flexi Print Shop	CapEx	£50,000.00	10	£5,000.00	Sep-22
		£308,435.28	52	£5,931.45	

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Gurkha Durbaar	LGF	£6,500.00	8	£812.50	Feb-22
GGM Accounting	LGF	£4,350.00	1	£4,350.00	Apr-22
Henson Crisp	LGF	£4,300.00	1	£4,300.00	Apr-22

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants (73 /3)

PCC

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Aim a little higher	LGF	£4,563.75	2	£2,281.88	Jul-22
EF Engineering	LGF	£10,000.00	2	£5,000.00	Jul-22
Hera Beauty	LGF	£4,927.50	1	£4,927.50	Sep-22
Projekt Rising	ERDF	£5,110.00	2	£2,555.00	Jan-22
Calmababy	ERDF	£6,500.00	1	£6,500.00	Feb-22
DT Architects	ERDF	£6,480.00	3	£2,160.00	Feb-22
Innate Essence	ERDF	£6,500.00	1	£6,500.00	Feb-22
Instant Homes	ERDF	£6,500.00	3	£2,166.67	Feb-22
Moto Broking Ltd	ERDF	£6,500.00	4	£1,625.00	Feb-22
Playfords	ERDF	£6,500.00	2	£3,250.00	Feb-22
RECOUP	ERDF	£2,750.00	1	£2,750.00	Feb-22
DC Norris and Co	ERDF	£6,600.00	5	£1,320.00	Mar-22
Jack & Grace	ERDF	£3,075.00	0.5	£6,150.00	Mar-22
Alrose	ERDF	£4,875.00	1	£4,875.00	Apr-22
Secret Source	ERDF	£6,500.00	1.5	£4,333.33	Apr-22
C Braithwaites Ltd	ERDF	£4,250.00	1.5	£2,833.33	May-22
J E Coakley Ltd (t/a RxSport)	ERDF	£6,500.00	3	£2,166.67	May-22
Circle Fire Electrical	ERDF	£5,950.00	3.5	£1,700.00	Jul-22
Ideal Power	ERDF	£9,982.50	2	£4,991.25	Jul-22
IPM Global Mobility Ltd	ERDF	£10,000.00	2	£5,000.00	Jul-22
Olympus Automation Ltd t/a OAL Group	ERDF	£6,692.00	2	£3,346.00	Jul-22

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants (74 /3)

PCC

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
G7th	ERDF	£10,000.00	1.5	£6,666.67	Aug-22
Hydromarque	ERDF	£10,000.00	3	£3,333.33	Aug-22
Soak Rochford	ERDF	£6,500.00	2	£3,250.00	Oct-22
Hapi Hemp	ERDF	£10,500.00	1	£10,500.00	Dec-22
Young Technicians Academy	ERDF	£9,750.00	2	£4,875.00	Dec-22
Dalrod	ERDF	£8,955.00	2	£4,477.50	Sep-22
ECVA	ERDF	£9,600.00	4	£2,400.00	Sep-22
Opperman Plans Lts	ERDF	£9,944.00	1	£9,944.00	Sep-22
Media Matters	ERDF	£5,825.00	1	£5,825.00	Nov-22
Stamford Bespoke Kitchens	ERDF	£4,150.00	2	£2,075.00	Nov-22
		£231,129.75	73.5	£3,144.62	



**GROWTH
WORKS**

SECTION – 2f:

Partner Performance Pack

South Cambridgeshire District Council



Year Two Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.



Our performance against the leading contracted metrics...

544½ Jobs created (committed)

223 Businesses provided with a Growth Diagnostic

71 Businesses starting coaching assignments

64 Businesses starting a coaching journey

75 Businesses completing a coaching journey

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

Stated Challenge	Responses Cited
Need growth finance	203
Need to find the right new people	212
Need to improve skills deficits in current team	59
Need more effective people development strategy	49
Need new equipment	96
Need bigger premises	60
Need to improve productivity	54
Need more effective marketing	148
Need more effective sales	118
Need more effective growth strategy	102
Need more effective leadership and management	33
Other	51

TOTAL BY GEOGRAPHY 1,185

To support coaching some SMEs benefited from a revenue grant.

22 Revenue grant awards made to local firms

SME Revenue Grant Awards

£199,887

Awarded in Revenue Grants

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

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022.

Inward Investment performance against the leading contracted metrics...



26

Jobs created (committed)



3

Inward Investment successes landed locally



0

Active projects with this DC as the preferred UK location

Skills performance against the leading contracted metrics...



10

Apprenticeships created (committed)



0

Additional training and learning outcomes



8

CO23's in place / SME engagement



1

R9 (CO23 action plans) completed

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



40

Jobs created (committed) from CapEx grant awards



5

SME CapEx grant awards made to local firms

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

SCDC

Performance Indicator Scorecard Summary for the period 1st January to 16th December 2022

Inward Investment Successes

 Netherlands
• Technology

 Canada
• Life Sciences

 Spain
• Life Sciences



(Aug) 13 Of 13 eligible schools
(Dec) 13 engaged in CEC



(Aug) 8 Of schools engaged have
(Dec) 7 completed a Compass



SME Capital Growth Awards

£214,093

Awarded in Capital Growth
Funding to local Small Businesses

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

NOTE: data is to 16th December 2022.

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	21	£158,759.66	£7,559.98	84	£1,890.00
Revenue Grant (LGF)	1	£8,680.00	£8,680.00	0.4	£21,700.00
SME CapEx Grant	5	£214,093.34	£42,818.67	40	£5,352.33
	27	£381,533.00	£14,130.85	124.4	£3,066.99

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
NET LED LTD	CapEx	£70,487.35	10	£7,048.74	Jan-22
CEG Rent	CapEx	£30,000.00	4	£7,500.00	May-22
KISS Comms	CapEx	£72,479.00	19	£3,814.68	May-22
The Cambridge Food Company	CapEx	£20,126.99	4	£5,031.75	Jul-22
Angiahearing	CapEx	£21,000.00	3	£7,000.00	Oct-22
		£41,126.99	7	£5,875.28	

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Wysing Arts Centre	LGF	£8,680.00	0.4	£21,700.00	Jun-22
Antiverse Ltd	ERDF	£6,500.00	4	£1,625.00	Jan-22
Cambridge Fruit Company Ltd	ERDF	£4,432.00	1	£4,432.00	Jan-22
Munro Leisure investments ltd	ERDF	£7,000.00	3	£2,333.33	Jan-22
Reach Cambridge	ERDF	£4,999.00	1	£4,999.00	Jan-22

SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants (3/3)



NOTE: data is to 16th December 2022.

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
R H Building Consultancy Ltd	ERDF	£4,000.00	2	£2,000.00	Jan-22
angliEAR Hearing and Tinitus Solutions Limited	ERDF	£6,534.00	2	£3,267.00	Feb-22
To the Moon and Back	ERDF	£5,500.00	3	£1,833.33	Feb-22
VividQ	ERDF	£34,235.00	18	£1,091.94	Feb-22
Archipelago	ERDF	£6,430.00	6	£1,071.66	Mar-22
Crayfish	ERDF	£4,922.67	1	£4,922.67	Mar-22
Delta-T Devices Ltd	ERDF	£4,999.00	1	£4,999.00	Mar-22
Signapse	ERDF	£6,600.00	9	£733.33	Mar-22
Ambie Media Limited	ERDF	£6,050.00	11	£550.00	Apr-22
Pockit Diagnostics	ERDF	£6,500.00	2	£3,250.00	Apr-22
KISS communications	ERDF	£6,795.00	1	£6,795.00	May-22
Cambridge Wireless	ERDF	£10,000.00	3	£3,333.33	Jun-22
Electron RX	ERDF	£9,062.00	6	£1,510.33	Jun-22
Fen EP Ltd	ERDF	£3,000.00	3	£1,000.00	Jun-22
Sensoriis	ERDF	£10,000.00	5	£2,000.00	Jul-22
Fresh & Well	ERDF	£1,350.99	1	£1,350.99	Dec-22
Layrd Design	ERDF	£9,850.00	2	£4,925.00	Dec-22
		£167,439.66	84.4	£1,983.88	



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