



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

SKILLS & EMPLOYMENT COMMITTEE

Date: Monday, 06 November 2023

Democratic Services

Edwina Adefehinti
Interim Chief Officer Legal and Governance
Monitoring Officer

10:00 AM

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

**Civic Suite, Pathfinder House, St Mary's Street, Huntingdon
PE29 3TN**

AGENDA

Open to Public and Press

1 Apologies for Absence and Declarations of Interest

At this point Members must declare whether they have a disclosable pecuniary interest, or other interest, in any items on the agenda, unless it is already entered in the register of members' interests.

2 Minutes of the Previous Meeting and Action Log

To approve the minutes of the meeting held on 4 September 2023 and to note the Action Log.

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3	Public Questions	
	Arrangements for asking a public question can be viewed here - Public Questions - Cambridgeshire & Peterborough Combined Authority (cambridgeshirepeterborough-ca.gov.uk)	
4	Combined Authority Forward Plan	
	To note the Combined Authority Forward Plan	
5	Growth Works Programme Update (Year 3 Quarter 11)	13 - 143
6	ARU Peterborough Update	144 - 149
7	Further Education Cold-Spots Project Update	150 - 154
8	State of the Economy (Summer 2023)	155 - 208
9	Employment and Skills Board Update	
	To receive an update on the Employment and Skills Board meeting on 10 October 2023. The meeting agenda can be found on the website here: Employment & Skills Board Meeting - 10 Oct 2023	
10	Budget and Performance Report - Nov23	209 - 212
11	Skills & Employment Committee Agenda Plan	213 - 219
12	Exclusion of the Press and Public	
	To determine whether the Public and Press be excluded from the meeting in accordance with section 100(A) (4) of the Local Government Act 1972 as amended, as the following item of business has an exempt appendix and the discussion may involve the disclosure of exempt information as defined in Part 1 of Schedule 12A of the Act; information relating to the financial or business affairs of any particular person (including the Authority holding that information).	
13	Performance Review of Skills Funded Provision 2022-23	220 - 226
14	Date of next meeting: Monday, 15 January 2024	

COVID-19

The legal provision for virtual meetings no longer exists and meetings of the Combined Authority therefore take place physically and are open to the public. Public access to meetings is managed in accordance with current COVID-19 regulations and therefore if you wish to attend a meeting of the Combined Authority, please contact the Committee Clerk who will be able to advise you further.

The Skills & Employment Committee comprises the following members:

For more information about this meeting, including access arrangements and facilities for people with disabilities, please contact

Councillor Lucy Nethsingha

Vic Annells

Nitin Patel

Councillor Lynne Ayres

Councillor Ian Benney

Councillor Sam Carling

Mayor Dr Nik Johnson

Cllr James Lay

Councillor Sam Wakeford

Councillor Eileen Wilson

Clerk Name:	Joanna Morley
Clerk Telephone:	
Clerk Email:	joanna.morley@cambridgeshirepeterborough-ca.gov.uk



Skills & Employment Committee – Draft Minutes

Monday 4 September 2023

Venue:	Civic Suite, Pathfinder House, Huntingdon PE29 3TN	
Time:	11.00 to 13.00	
Present:	Councillor Lucy Nethsingha Mayor Dr Nik Johnson Councillor James Lay Councillor Lynne Ayres Councillor Eileen Wilson Councillor Ben Pitts Councillor Ian Benney Councillor Sam Carling Mr Vic Annells Mr Nitin Patel	Chair and Member for Cambridgeshire County Council CPCA Mayor East Cambridgeshire District Council Peterborough City Council South Cambridgeshire District Council Huntingdonshire District Council (Substitute Member) Fenland District Council Cambridge City Council Business Board Representative Business Board Representative
Apologies	Councillor Sam Wakeford	Huntingdonshire District Council

Minutes:

1	Announcements, Apologies for Absence and Declarations of Interest
1.1	Apologies were received from Cllr Sam Wakeford who was substituted by Cllr Ben Pitts.
1.2	No declarations of interest were made.
2	Minutes of the Skills Committee meeting on 3 July 2023 and Action Log
2.1	The minutes of the meeting on 3 July 2023 were approved as an accurate record subject to the following amendment: <ul style="list-style-type: none">On page four Councillor Sam Carling and Cllr James Lay are noted as members of Cambridge City County Council. This should be Cambridge City Council.
2.2	Updates to the outstanding actions on the action log were given and noted by the Committee. The log would be amended to reflect the updates
3	Public Questions
3.1	A public question had been received and was read out by the Governance Officer. The Chair requested that officers prepare a response to be sent to the questioner and then be published on the website. The question can be found on the website here: (CMIS > Meetings) under additional meeting documents.

<p>4</p> <p>4.1</p> <p>4.2</p>	<p>Combined Authority Forward Plan</p> <p>Fliss Miller, Assistant Director - Skills, informed the Committee that since publication of the agenda a number of updates had been made to the Forward Plan.</p> <p>There were no comments from the Committee</p> <p><u>RESOLVED:</u></p> <p>1. That the Combined Authority Forward Plan be noted.</p>
<p>5</p> <p>5.1</p> <p>5.2</p>	<p>Adult Education Budget (AEB) Impact Evaluation</p> <p>Fliss Miller, Assistant Director - Skills, introduced the report which provided members of the Committee with an update on the Impact Evaluation of the Adult Education Budget (AEB) which had been commissioned by the Combined Authority.</p> <p>The following points were raised in discussion:</p> <ol style="list-style-type: none"> a. Richard Kenny, Executive Director for Economy and Growth, cited Greater Manchester Combined Authority who had, as part of their trailblazer devolution deal, been able to demonstrate to Government and the Department for Education (DfE) how successful devolution had been. The evaluation would give the CPCA a similar opportunity to show the impact of devolution on post 16 education in the area and provide a strong argument for further devolution. b. The Committee gave positive feedback on the session that had been run prior to the meeting which had allowed them to reflect on past activity and focus on what could be done to continue the strong leadership and innovative work being done on the AEB. The Mayor requested a further one-to-one consultation session so that he could give additional feedback and also asked that his appreciation for the team's work and successes with the AEB and, as a consequence the CPCA's highly regarded status in this area, be put on record. c. As a 'client' of the AEB it was important that the views of the Business Board be taken into account as part of the Evaluation. d. The accessibility of any Adult Education training should be a priority when discussing the AEB. <p><u>RESOLVED:</u></p> <p>The Skills and Employment Committee unanimously resolved to:</p> <ol style="list-style-type: none"> 1. Note the progress made in completing an Impact Evaluation of the Adult Education Budget since devolution. 2. Participate in the Focus Group for members on 4 September 2023. <p><u>ACTION:</u></p> <ol style="list-style-type: none"> 1. Officers to arrange further consultation sessions with the Mayor and the Business Board
<p>6</p> <p>6.1</p> <p>6.2</p>	<p>Cambridgeshire & Peterborough Careers Hub Delivery Focus 2023-24</p> <p>Laura Guymer, Strategic Career Hubs Lead, introduced the report which updated the members on the delivery focus of the Careers hub for the 2023/24 academic year.</p> <p>During discussion the following comments were made:</p> <ol style="list-style-type: none"> a) Feedback from a recent contract review meeting recognised the amount of progress and impact that the Career Hub had had after operating as a full hub for the past year. b) To increase parental involvement officers would look at holding more school-based activities to help those who may not have access to the Internet.

- c) Members would welcome an opportunity for constituent councillors to be directly involved in the Careers Hubs and officers agreed to explore how this could be achieved.
- d) CPCA officers would work with constituent councils' officers to share information and would include them in invitations to any future events.
- e) Officers advised that they worked with a number of Special Education and Disabilities (SEND) schools and had taken on four more this academic year.
- f) There had been some issues with recruitment of Enterprise Advisors mainly because of churn and people moving on. There would be two events held in the next year to try and recruit more advisors. Retention would also be looked at to see how the role could be made more attractive; this could mean flexibility to do one thing well and work across a number of schools, or to take a more strategic role with one school, or to offer more remote working.
- g) Officers were looking to work with local Chambers and the Federation of Small Businesses to amplify the recruitment drive for Enterprise Advisors.

RESOLVED:

1. That the Skills and Employment Committee receive and note the update regarding the delivery focus of the Careers Hub for 2023/24

ACTION:

1. Officers to provide members with a list of the SEND schools that the Careers Hub worked with.

7 Further Education Cold-Spots Projects Update

7.1 Parminder Singh-Garcha, Senior Responsible Officer, introduced the report which provided Members with an update of the Further Education Cold-Spots projects in East Cambridgeshire and St Neots.

7.2 The following points were raised in discussion:

- a) The Chair expressed disappointment with the progress on this issue as it appeared that no significant work had been done over the last six months even though the Committee had made clear that this work was a priority.
- b) Officers assured Members that as part of the feasibility study the demand would be properly evidenced and the wider stake-holder views collected to help inform the approach.
- c) The Citizens Hubs were not a substitute for the Further Education (FE) cold-spots programme being discussed but were there to supplement any potential provision. The Hubs did however provide access to wider employment and skills opportunities in the meantime, as the FE Coldspots projects, if viable, would need a much longer time-line to be developed.
- d) There were now wider data sources available since the development of the initial project documentation, including the census data. The evidence base, and the methodology to capture it, would show both a quantitative and qualitative approach to take into account issues raised by members such as consideration of career aspirations.
- e) The Chair welcomed the Mayor's support in pressing for this issue to become a top priority for the CA.
- f) Regarding the site for an adult learning centre in Ely, the Combined Authority was working with East Cambridgeshire District Council to help source another location and would report back to the Committee on its progress.

RESOLVED:

The Skills and Employment Committee unanimously resolved to:

1. Receive an update on the FE ColdSpots projects in East Cambridgeshire and St Neots.
2. To note the revised milestones for the FE Cold-Spots projects.
3. To note the collaborative work with partners to establish new adult learning and skills provision in St Neots, Soham and Ely.

ACTIONS:

1. Officers to share the tender documents with Members.
2. A written update on the procurement of a location for a Career Hub in Ely to be provided to Members after the meeting
3. A further report on the FE Coldspots Project to be included on the agenda of the next meeting of the Committee.

8 Skills Bootcamps 2024-25 FY

8.1 Melissa Gresswell, Project Manager – Skills Bootcamps and Special Projects, introduced the report which sought a recommendation from the Committee to the Combined Authority Board to approve the submission of a grant proposal to DfE by the 30 September 2023 to secure Skills Bootcamps funding for the 2024-25 Financial Year (FY)

8.2 During discussion the following points were raised:

- a) The percentage of actual starters shown in the table at 3.6 of the report would increase in the second round of data from the DfE because the number of target starts had been varied to 845 for that financial year.
- b) The dropout rate of 14%, although higher than many other areas, was still below the KPI of 20%. There were various reasons that contributed to this dropout rate including people being successful in getting a job before they had completed the course.
- c) The DfE would issue performance figures until January 2024 and as there was a time lag on the data the Committee would see an improvement in completions over this period
- d) Members felt it would be interesting to see where the numbers were coming from in geographical terms as it could highlight where more 'groundwork' needed to be done. There had been a past paper to the Committee which had broken down the figures by region and these would be circulated to Members. The Chair added that a number of the courses were done online so whilst it would be interesting to note the geography of where people undertaking the course were living it would not necessarily show how they had learnt about the course and where they had accessed it.
- e) The 21 grant areas shown in the table included Local Enterprise Partnerships (LEPs) as well as Combined Authorities. The CPCA only received their own data and the rest was anonymised.
- f) The Chair expressed some reservation about underbidding in the grant proposal especially as knowledge of the scheme was gradually increasing. Officers assured Members that the DfE had stated they would be receptive to discussions on further funding should the CPCA find that it had more engagement than anticipated.
- g) The CPCA undertook a competitive procurement exercise to ensure best value for money for course costs but the percentage contributions paid by each party were set nationally. Whether the costs were a blocker to engagement was unknown and needed to be further examined.

RESOLVED:

That the Skills and Employment Committee:

1. Recommend that the CA Board approves the submission of a grant proposal to DfE by the 30 September 2023 to secure Skills Bootcamps funding for the 2024-25 Financial Year (FY)
2. Subject to confirmation of grant funding approval from the Department for education (DfE) recommends that the combined Authority Board delegates authority to the Executive Director for Economy and Growth to procure, enter into, award and extend contracts.

ACTIONS:

1. Officers to provide Members with a breakdown of engagement and uptake of places by geographical region.

	<p>2. Officers to investigate whether the percentage course costs for employers as shown in 3.4 of the report were a blocker to engagement, and to report back to the Committee.</p>
<p>9.</p> <p>9.1</p> <p>9.2</p>	<p>Budget and Performance Report – July 2023</p> <p>Bruna Menegatti, Finance Manager, introduced the report which provided an update of the financial position for 2023/24 and analysis against the 2023/24 budgets up to the period ending July 2023.</p> <p>During discussion, the following points were noted:</p> <ol style="list-style-type: none"> a) September marked the start of the financial planning and budgeting to develop the Medium-Term Financial Plan (MTFP). Officers were working with Leaders and Members to shape the development of the budget and asked for a steer on any opportunities, investments or savings before reporting back to the Committee in November b) The Multiply project had a very short turn around and delivery window which had led to an initially slow engagement. Although this had increased and the scheme had become more popular, the money not spent due to the slow start had been taken off the CA’s allocation and could not be used for the second year’s funding. c) The Local Schools Improvement Fund (LSIF) did not appear in the report as it was not channelled through the Combined Authority but went directly to the colleges (Cambridge Regional College being the lead college) for them to distribute. The Combined Authority and the Chamber of Commerce had, however, supported the colleges during the bidding process for this funding. d) There was a variance of circa £1m from the Wave 3 Bootcamps programme but this was ringfenced specifically for this programme and could not be used elsewhere. e) Officers had been asked to be ambitious in their bidding for Wave 3 so although it had been successful not all the monies had been used and drawn down and therefore would be returned to the DfE. f) All the Combined Authorities had sent a very strong message to the DfE that there needed to be much longer lead-in times for new schemes so that predictions and bidding could be more accurate. <p>RESOLVED:</p> <p>That the Skills & Employment Committee:</p> <ol style="list-style-type: none"> 1. Note the financial position of the Skills Division for the financial year 23/24 to July 2023. 2. Review and comment on the current Skills and Employment budgets within the Combined Authority’s Medium-Term Financial Plan and Capital Programme.
<p>10.</p> <p>10.1</p>	<p>Skills and Employment Committee Agenda Plan</p> <p>There were no comments from the Committee.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Skills and Employment Committee Agenda Plan be noted.
<p>11.</p>	<p>Exclusion of Press and Public</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the Skills and Employment Committee remain in public session.

<p>12.</p> <p>12.1</p> <p>12.2</p>	<p>UK SPF – Skills Projects Mobilisation and Succession Planning for Skills Brokerage Services</p> <p>Fliss Miller, Associate Director Skills, introduced the report which provided members with detailed proposals for the mobilisation of the three Combined Authority wide UK SPF funded people and skills projects as defined within the Combined Authority’s UKSPF Investment and Implementation Plans. The report also provided an overview of how the UKSPF projects will align with CEC funded careers hub activities to form a future Skills brokerage offering, and successor to the current Growth Works with Skills programme which was ending on 31 December 2023.</p> <p>During discussion the following points were noted:</p> <p>a) Members queried whether the employer and business communities had confidence in the Growth Works with Skills branding. CPCA officers and those of the constituent councils working on the proposals felt that although Growth Works was not as widely known as it perhaps should be, it was not perceived as having any negative associations and therefore the brand could be built up, as starting again from scratch would not be helpful.</p> <p>b) The Chair highlighted a small change to recommendation B with the delegated authority being changed to the Executive Director – Economy and Growth rather than the Assistant Director- Skills</p> <p>RESOLVED:</p> <p>1. To recommend that the Combined Authority Board delegates authority to the Executive Director – Economy and Growth to proceed to implement plans to mobilise UK Shared Prosperity Fund (SPF) People and Skills funded projects as outlined within this proposal.</p> <p>2. To 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 <i>Executive Director – Economy and Skills</i> to proceed to engage in financial, legal and procurement activities as necessary to enact mobilisation plans.</p> <p>3. To 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.</p> <p style="text-align: center;">---o0o---</p> <p>Before closing the meeting, the Chair announced that Fliss Miller, Assistant Director – Skills would be leaving the organisation and so this would be her last meeting as lead officer for the Skills and Employment Committee. The Chair, on behalf of the Committee, expressed her heartfelt thanks for all of Fliss’s hard work and support over the past two and half years and wished her well in her new endeavours.</p> <p style="text-align: center;">---o0o---</p>
<p>13</p> <p>13.1</p>	<p>Date of Next Meeting</p> <p>The date of the next meeting was confirmed as Monday 6 November 2023</p>

Meeting Ended: 12.41pm

Skills and Employment Committee Action Log

The action log records actions recorded in the minutes of Skills and Employment Committee meetings and provides an update on officer response.

Minutes of the meeting on 4 September 2023					
Item	Report Title	Lead Officer	Action	Response	Status
5.	Adult Education Budget (AEB) Impact Evaluation	Parminder Singh Garcha	Officers to arrange further consultation sessions with the Mayor and the Business Board	Session with the Mayor completed on 4 September. Session with the Business Board and wider employer representatives completed on 20 September. Separate session completed with Chair of Business Board.	Closed
6.	Cambridgeshire & Peterborough Careers Hub Delivery Focus 2023-24	Laura Guymer	Officers to provide members with a list of the SEND schools that the Careers Hub worked with		Closed
7.	Further Education Cold Spots Project Update	Parminder Singh Garcha	<ol style="list-style-type: none"> Officers to share the tender documents with Members. Members to be provided with a written note on the progress of securing an Adult Learning Centre in Ely. A further report on the FE Cold-spots Project to be included on the agenda of the next meeting of the Committee. 	<p>RFQ documents shared with the respective councils</p> <p>Scheduled for the November Committee meeting</p>	<p>Closed</p> <p>Open</p> <p>Closed</p>
8.	Skills Bootcamps 2024-25 FY	Melissa Gresswell	<ol style="list-style-type: none"> Officers to provide Members with a breakdown of engagement and uptake of places by geographical region. Officers to investigate whether the percentage course costs for employers as shown in 3.4 of the report were a blocker to engagement, and to report back to the Committee. 	Information included in the exempt appendix to the Performance Review of Skills Funded Provision report on the November committee agenda.	Closed

Minutes of the meeting on 6 March 2023

Minute	Report Title	Lead Officer	Action	Response	Status
117.a	Adult Education Budget - Grant Funding Allocations and Policy Changes for 23-24 Academic Year	Parminder Singh Garcha	Requested case studies to show what was happening in practice and what the resources had delivered. Officers explained that case studies had been compiled and published on the website and some had been put forward for LGA reports. Officers agreed to compile the case studies into one publication.	An Annual Report for AEB is being produced including a series of case studies with learners and our learning organisations as well as performance data. The Mayor and Chair of Skills & Employment Committee have provided a Foreword. It is currently with the graphic designer and will be released when ready.	In Progress

Minutes of the meeting on 5 June 2023

Minute	Report Title	Lead Officer	Action	Response	Status
9.	Proposals for External Funding	Parminder Singh Garcha	A short briefing note on the proposed organisations to receive match funding to be circulated to the Committee prior to the July meeting.	Match funding has not been allocated to organisations to date. A further report will be tabled regarding Lottery and DWP funding once a detailed proposal has been developed with consultancy support. This has been scheduled on the agenda plan for March 2024 Committee.	Closed

Minutes of the meeting on 3 July 2023

Minute	Report Title	Lead Officer	Action	Response	Status
5.	District and Unitary Council Employment and Skills Profiles	Melissa Gresswell	Officers to report back to the Committee on the reasons the participation in Wave Skills Bootcamps was so much higher in Peterborough than in other areas.		Open

7.	UK SPF – Skills Projects and Succession Planning for Skills Brokerage Service	Alexis McCleod	The Mayor, the Chair of the Skills and Employment Committee, and the Chief Executive of the CPCA to meet to discuss the development of a strategy to create jobs within the culture sector and where that might sit within the CPCA's different workstreams.		Open
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Skills & Employment Committee		Agenda Item
6 November 2023		5
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:	Cllr Lucy Nethsingha, Lead Member for Skills and Chair of the Skills Committee	
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 th September 2023)
B	Note the draft Growth Works Programme Exit Plan (to the contract end on 31 st 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 Skills Committee 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 <u>Appendix 1</u> to this report.
1.2	To update the Skills Committee 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 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, 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 style="text-align: right;">Item 5:</p> <p>Key highlights to note in the Growth Works Programme update (end of September 2023 / Quarter 11):</p> <ul style="list-style-type: none"> • 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. • 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). • 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 handoff 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. • 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

	<p>of the consortia subcontractors, as well as physical assets supplied by Gateley to subcontractors and their timeframe for return.</p> <ul style="list-style-type: none"> • 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>
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4. Appendices

4.1	Appendix1 - The Growth Works Programme Management Update Report for Year 3, Quarter 11 (to 30 September 2023)
4.2	Appendix 2 - Client Satisfaction Survey and Net Promoter Score (NPS) for Quarter 11
4.3	Appendix 3 - The Growth Works Programme Exit Plan (September 2023)

5. Implications

Financial Implications	
5.1	<p>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.</p> <p>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.</p>
Legal Implications	
6.1	<p>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.</p> <p>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.</p>
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





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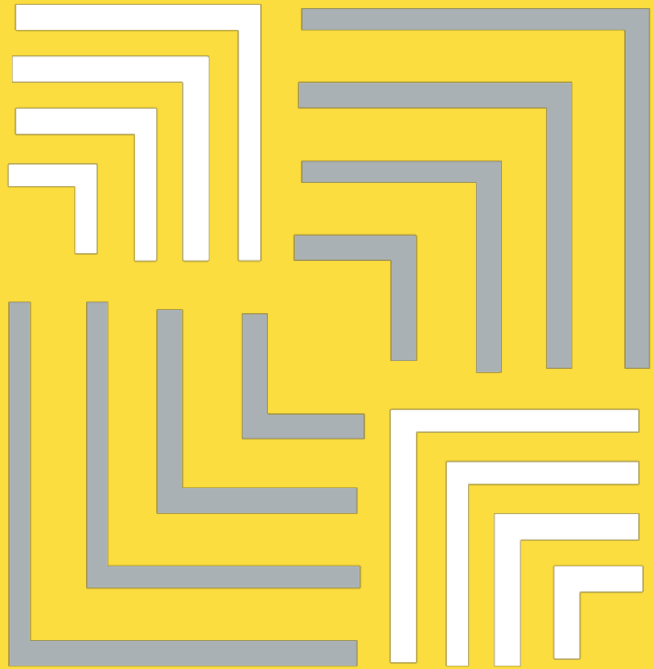
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GLOSSARY

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

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

Acronym / Term	Definition
GEG	Gateley Economic Growth Services – the legal entity delivering under the Growth Works brand
GHQ	Global Head Quarters
GVA	Gross Value Added – an economic impact calculation
GW	Growth Works – the market facing brand of Gateley Economic Growth Services
I.D.	A unique identifier reference to a particular case
IIS	Inward Investment Service – one of the four service lines GW is delivering for CPCA
LGF	Local Growth Funding
LIS	Local Industrial Strategy
P2P	Peer to Peer
PIV	Project Inception Visit - a process step in securing central government approval to disburse ESIF monies to beneficiaries
PMO	Programme Management Office
Q#	Quarter (a reporting period of three calendar months)
RAG	Red-Amber-Green - an evaluation method where green is positive, amber is neutral, and red is a cause for concern. We use metrics to assess RAG on the Performance Indicators as per the contracts 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,

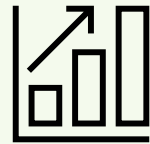
Programme Director

Summary – Programme Director’s Perspective

Year-3: Quarter-11, September 2023.

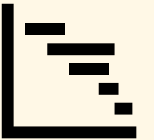
Three Things We Are Happy We’re Doing Well

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.

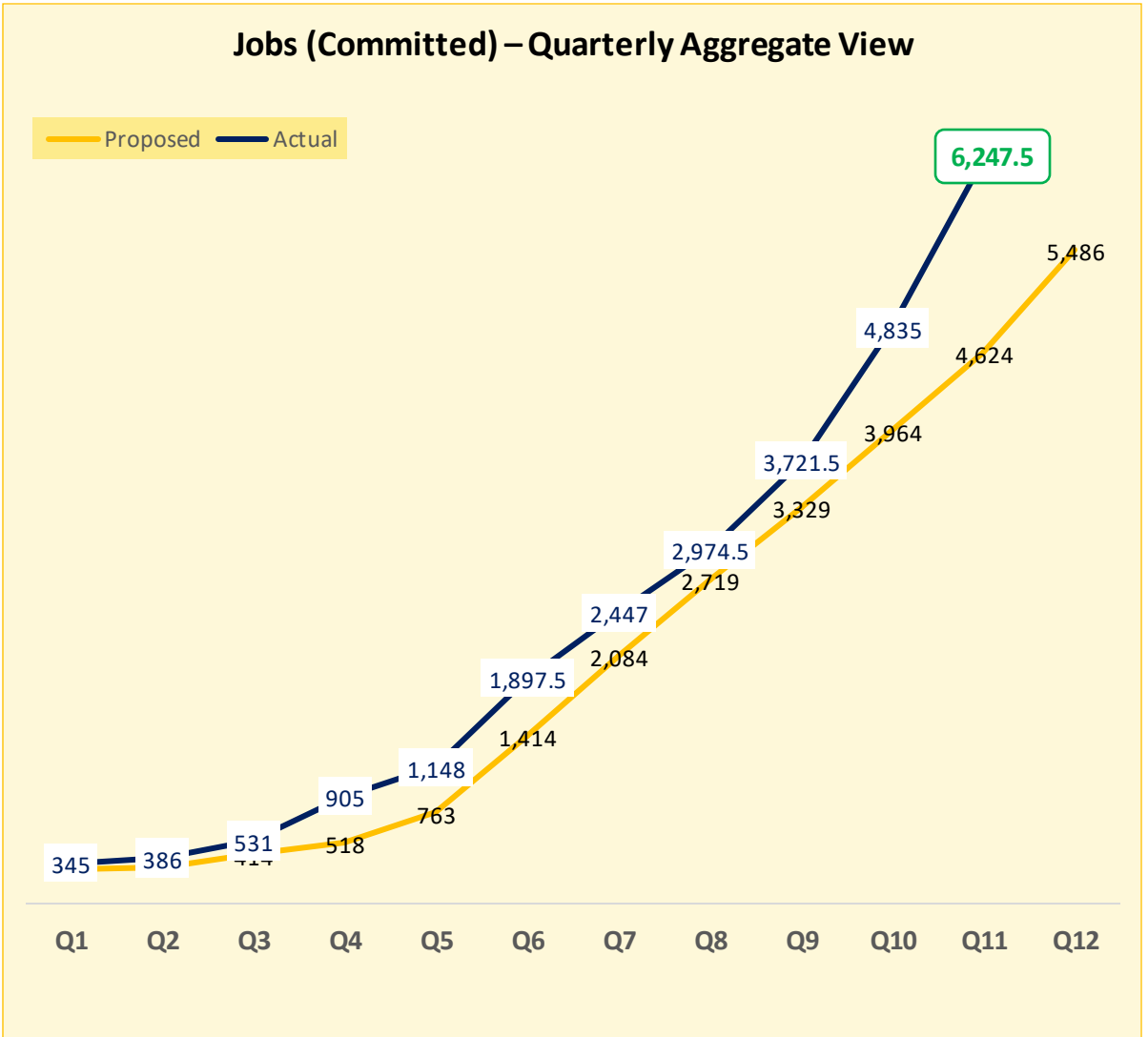
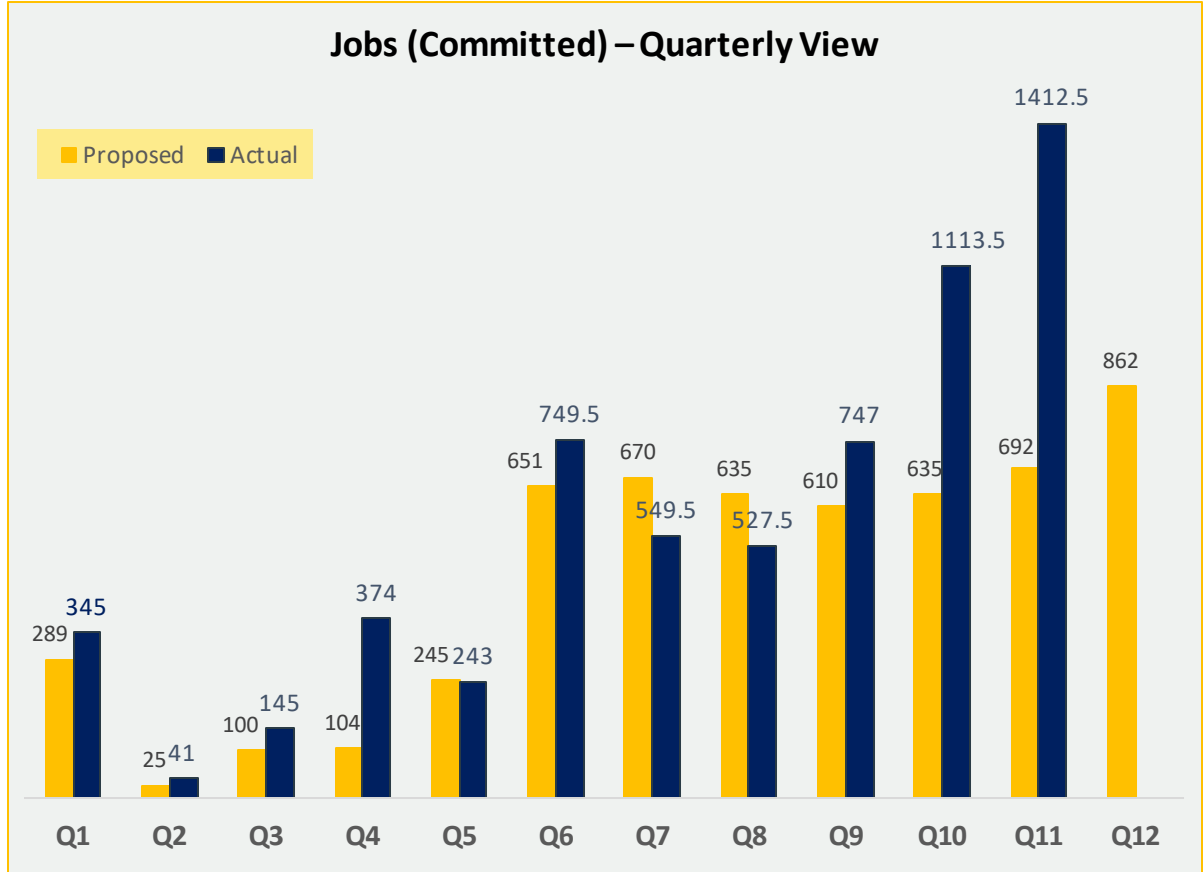
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Skills: non-job outcomes	Year 1 Target	Year 2 Target	Year 3 Target	Programme Target	Year 1 Actual	Year 2 Actual	Year 3 (01-Jan to 31-Aug)	Programme Actual (15-Feb-2021 to 31-Aug-2023)
Learning Outcomes	209	748	748	1,705	257	610	(+20) 633	1,500
Apprenticeships	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.

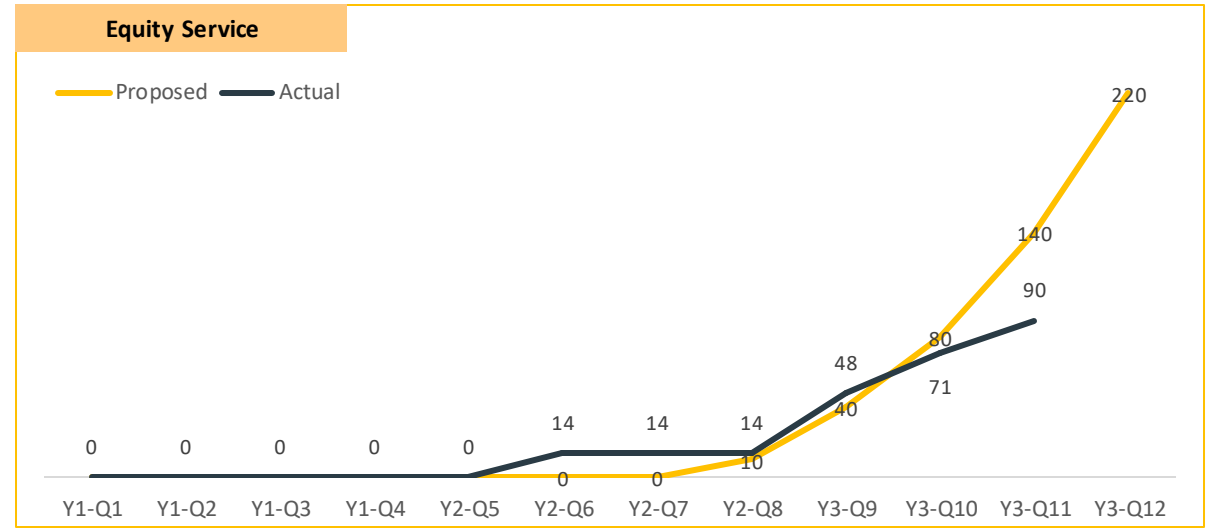
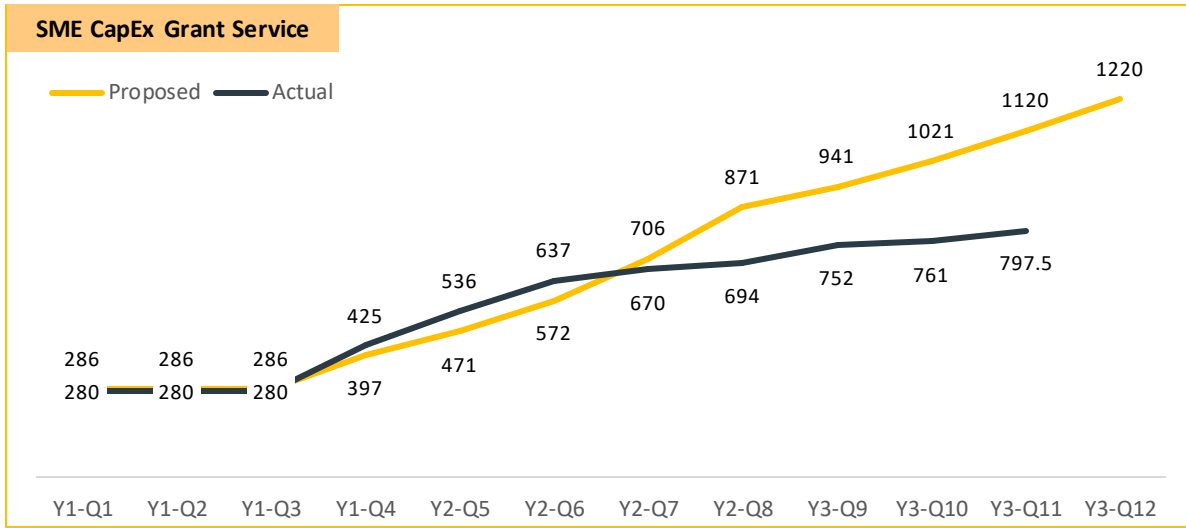
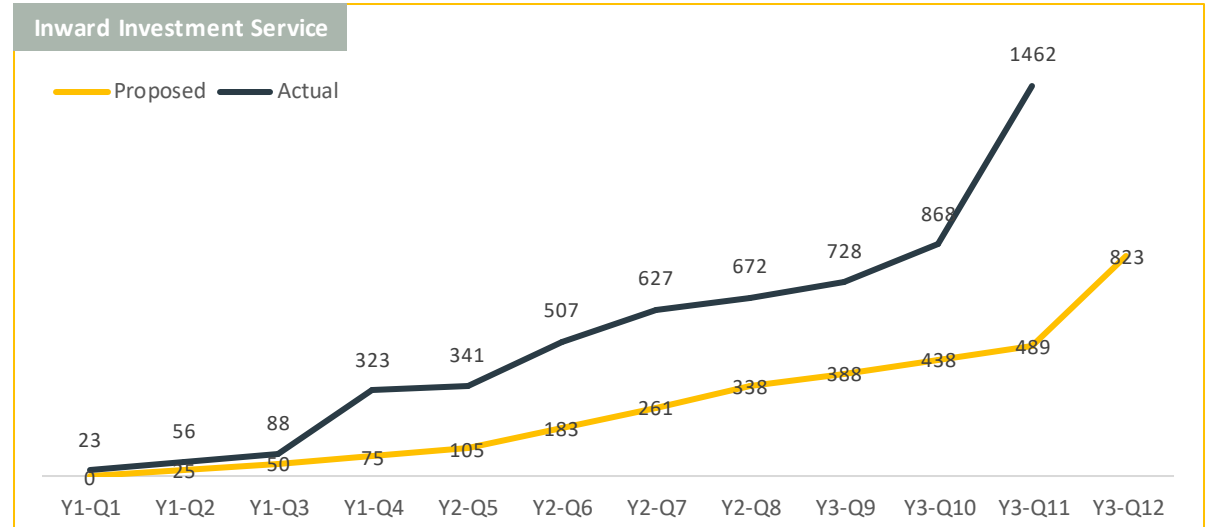
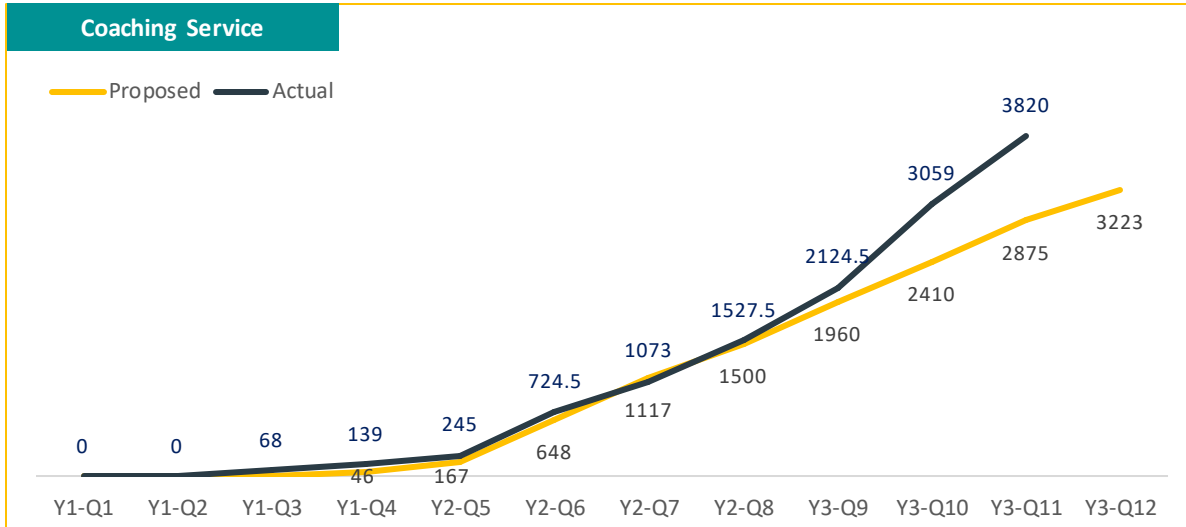
Programme Director's Summary: Year-3, Quarter-11, to 30th September 2023 – Jobs

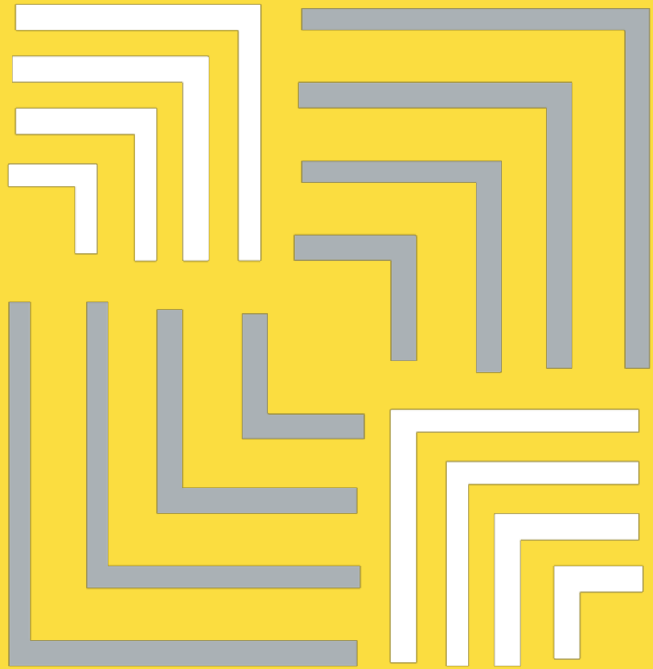


NOTE: SME CapEx Grants Tranche-1: to 31st March 2022.
 As per the qualification note explaining the position with the 32 companies awarded a CapEx Grant on 31st March 2021, we have recalibrated the Q4 data on jobs to reflect the fact that the Grants Jobs (committed) total for Year one is reset at 439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

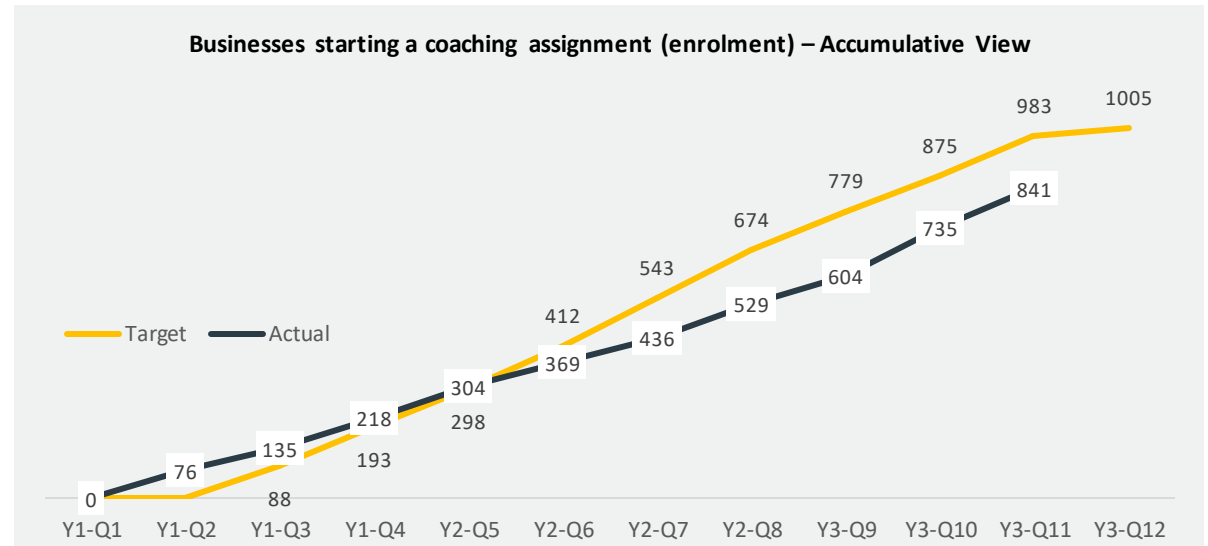
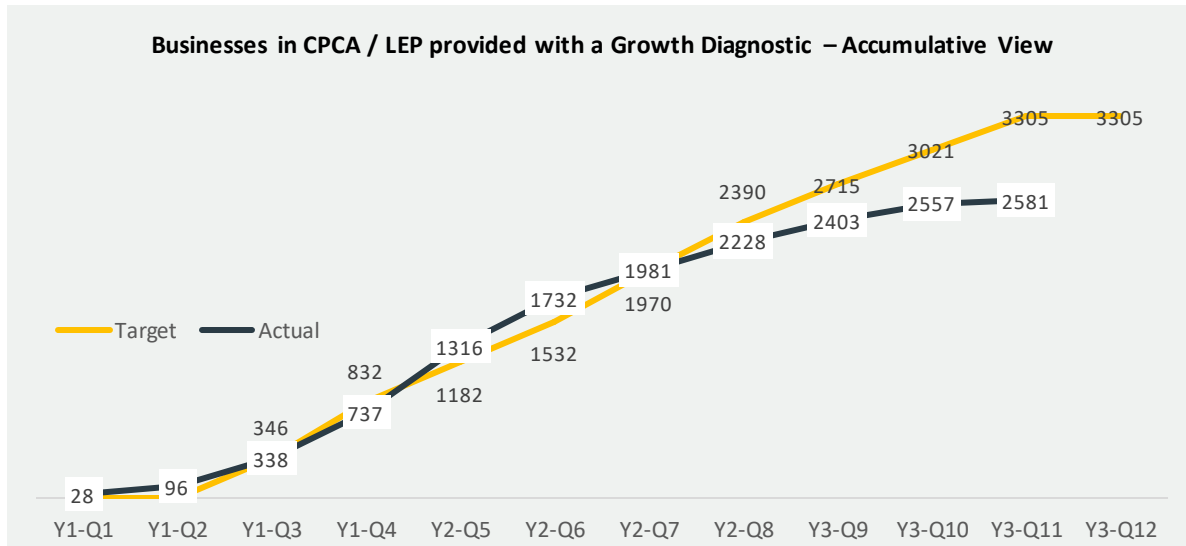
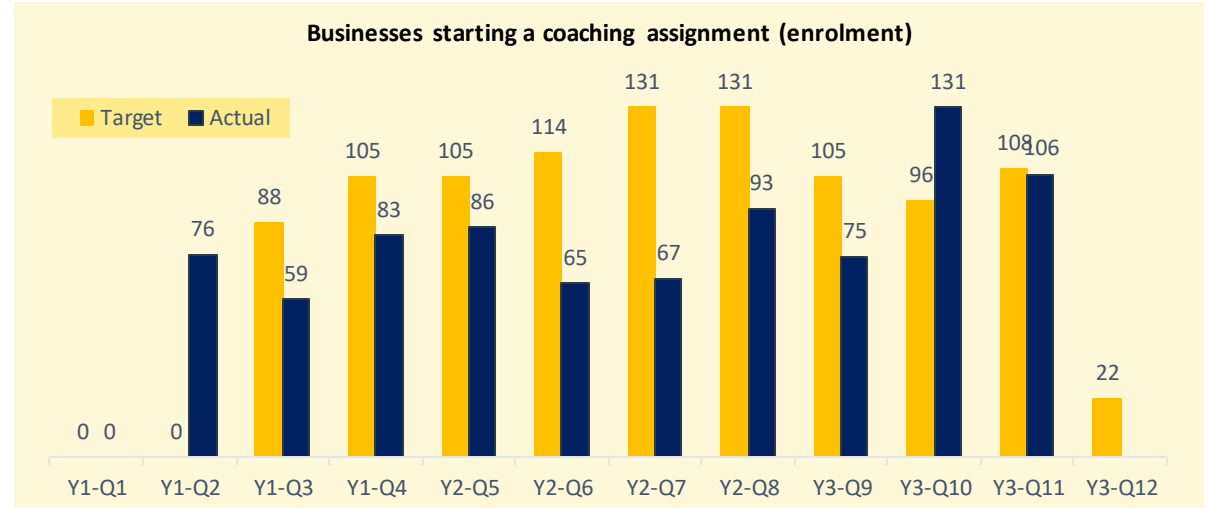
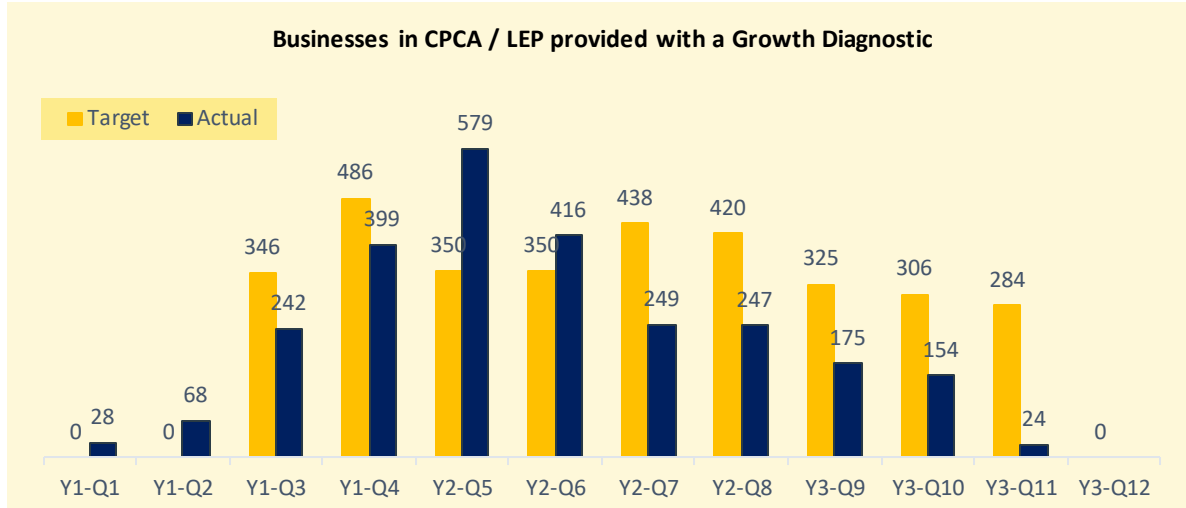
Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	Q10 Actual	(Q11) This Quarter					Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Sep 2023)	Whole of Contract 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% / 29¼% / 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.

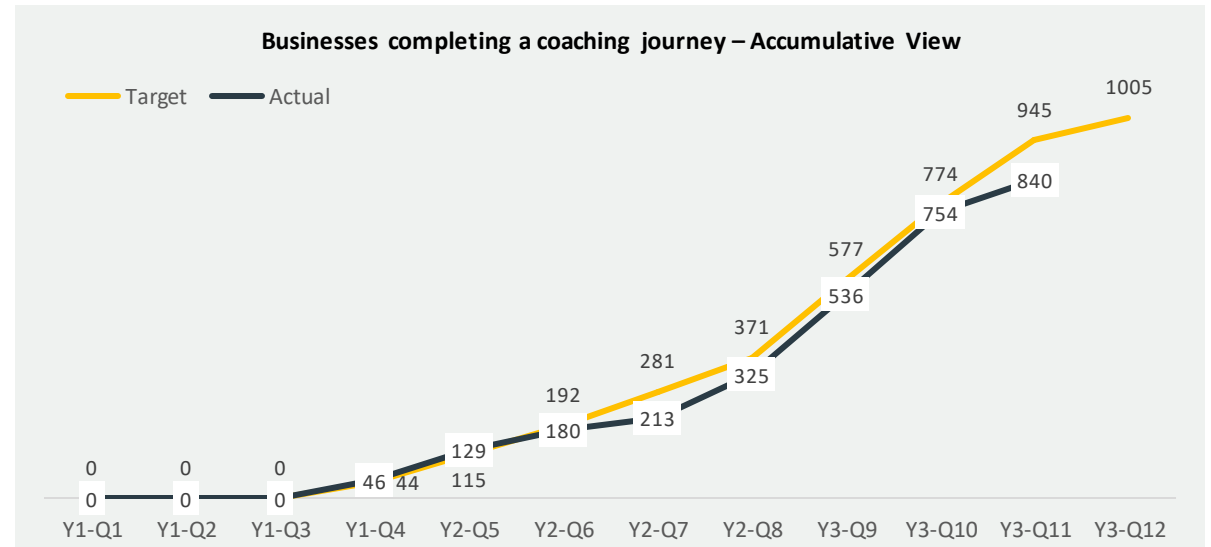
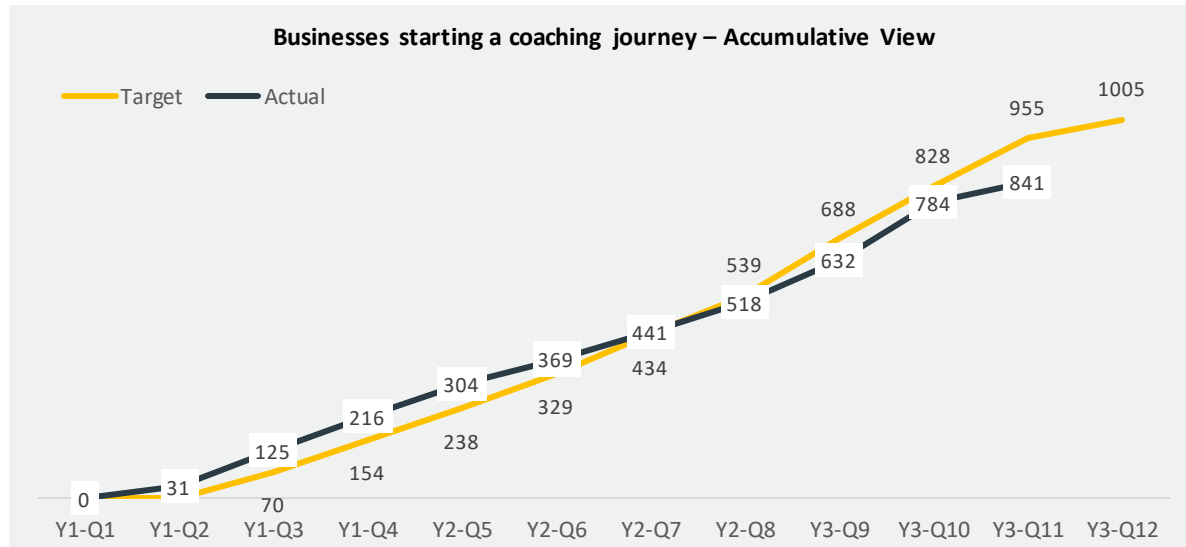
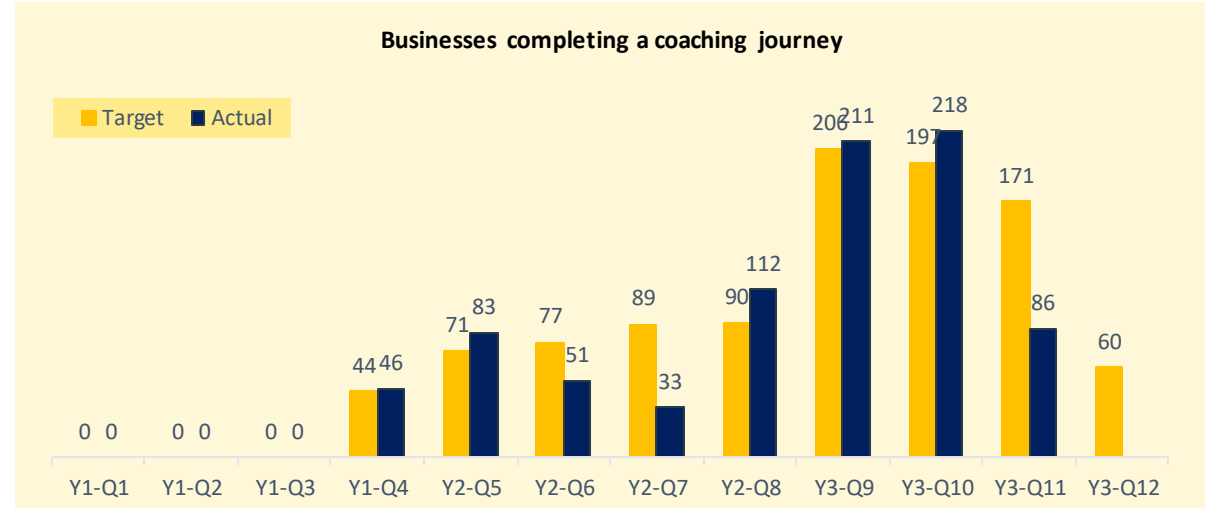
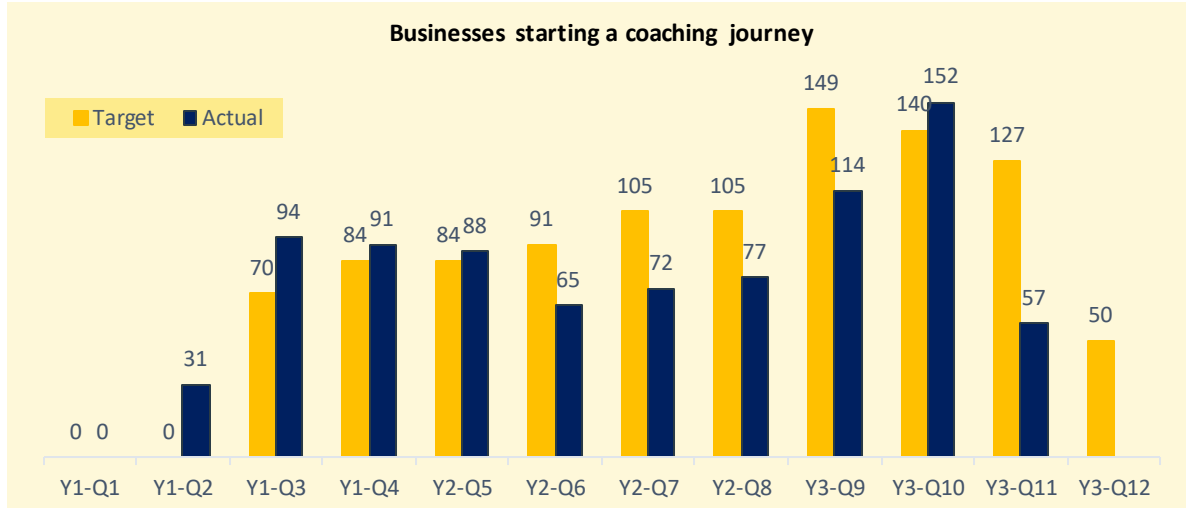
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q11 data is to 30th September 2023.



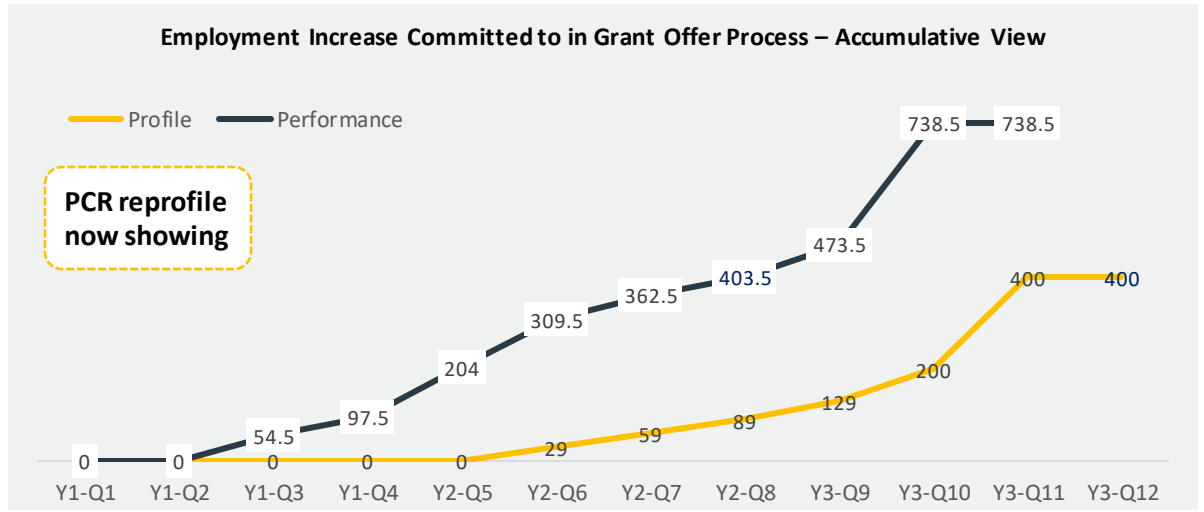
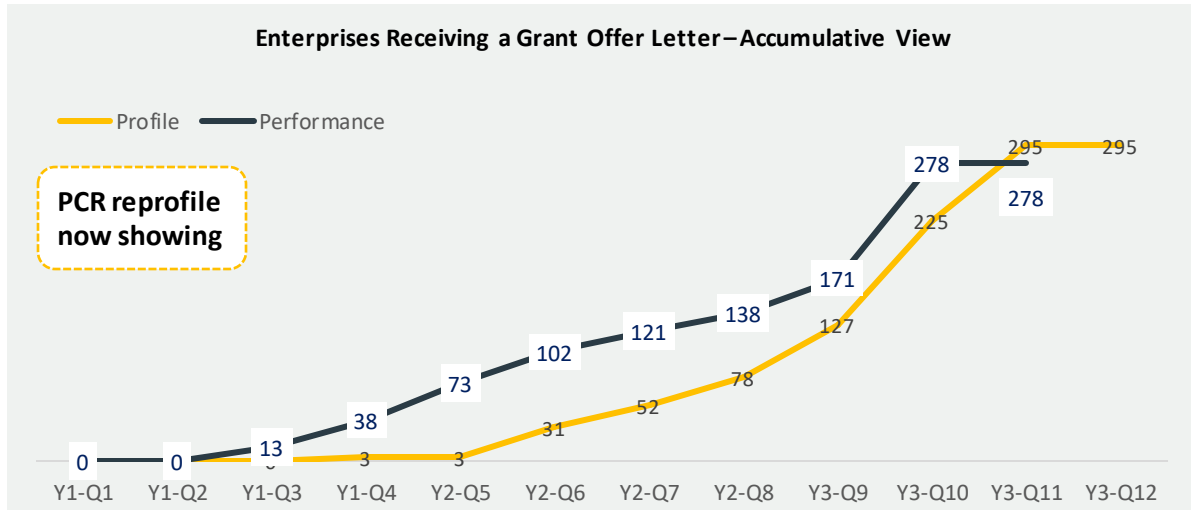
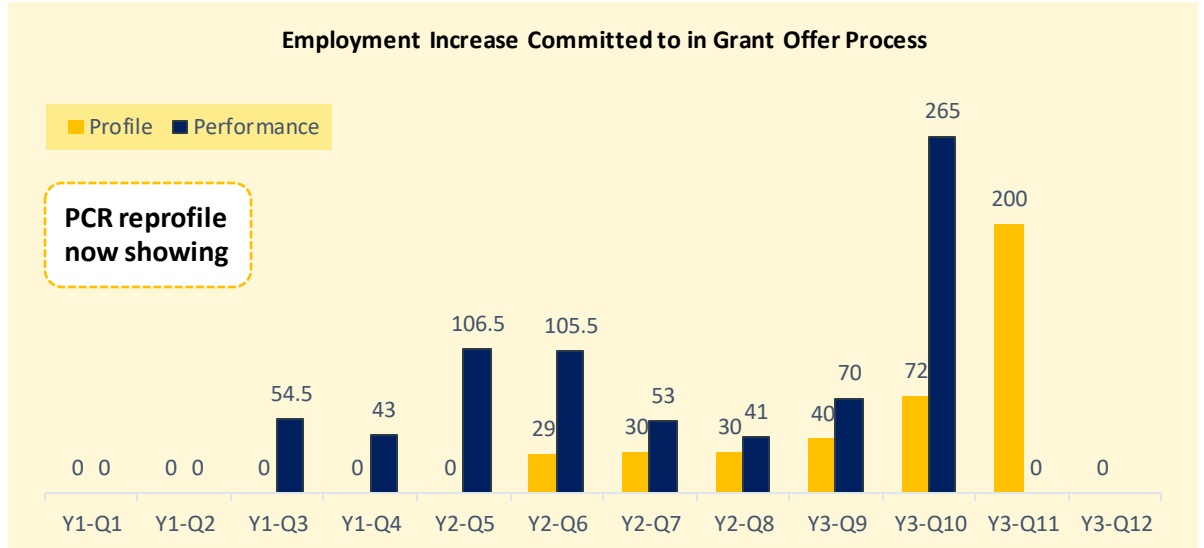
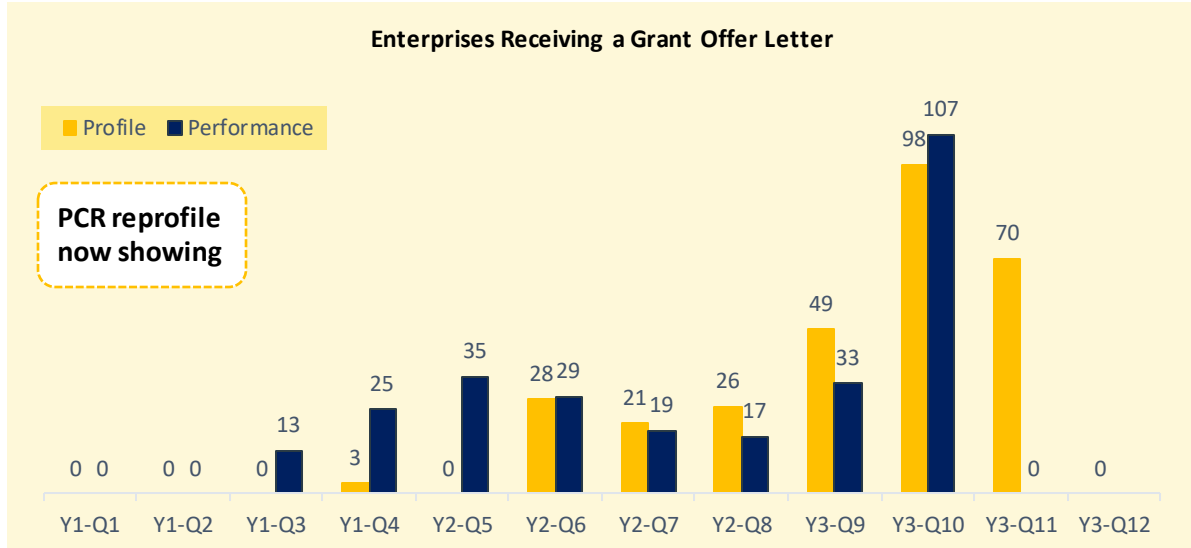
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q11 data is to 30th September 2023.



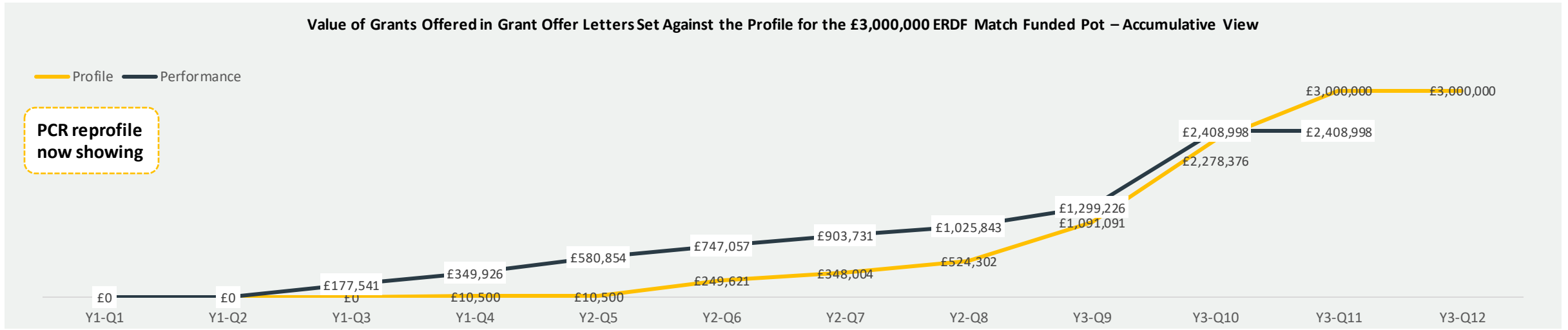
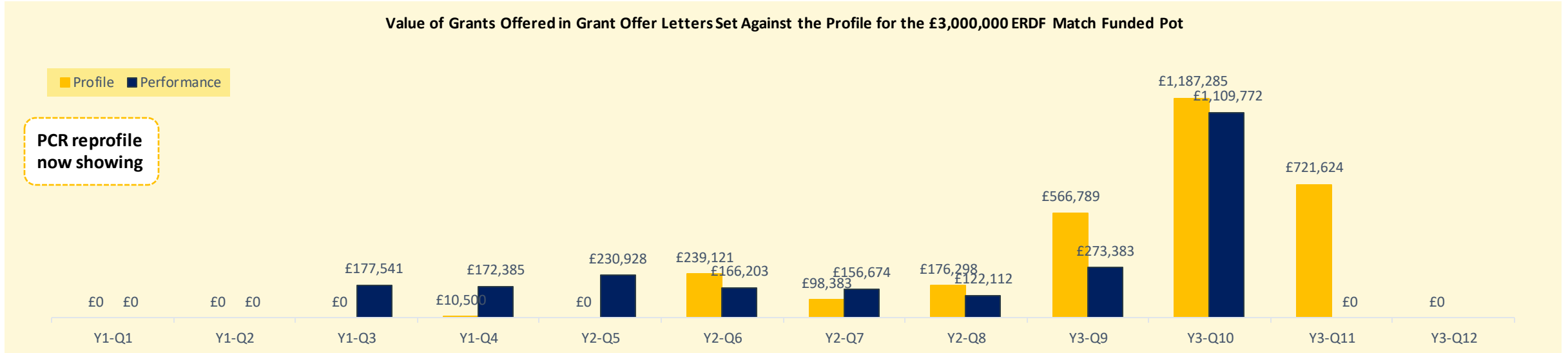
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service – ERDF Revenue / Nudge Grants (1/2)

NOTE: Q11 data is to 30th September 2023.



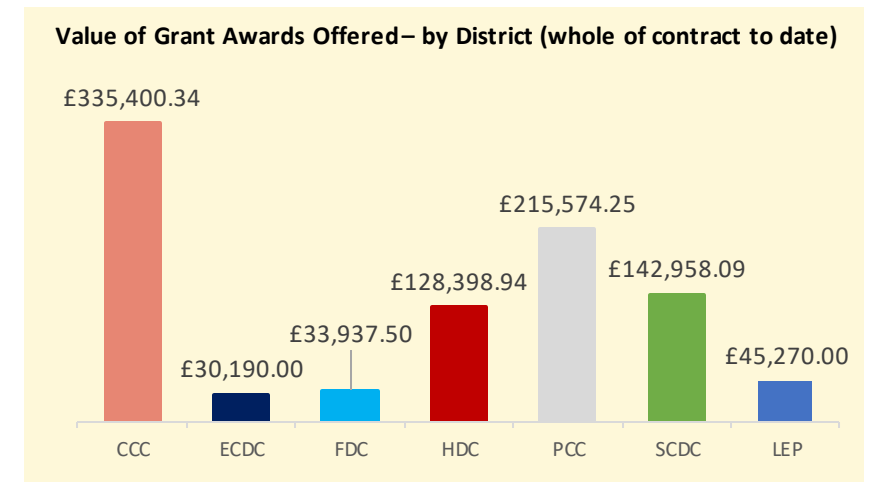
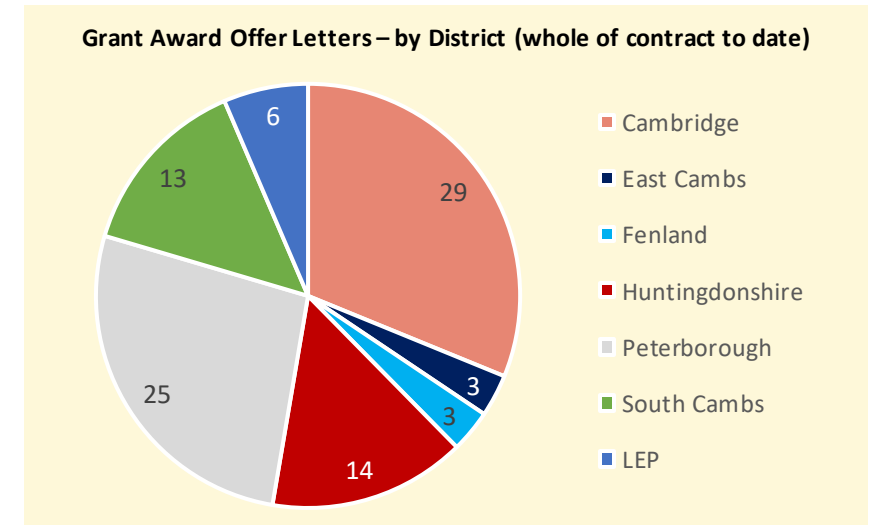
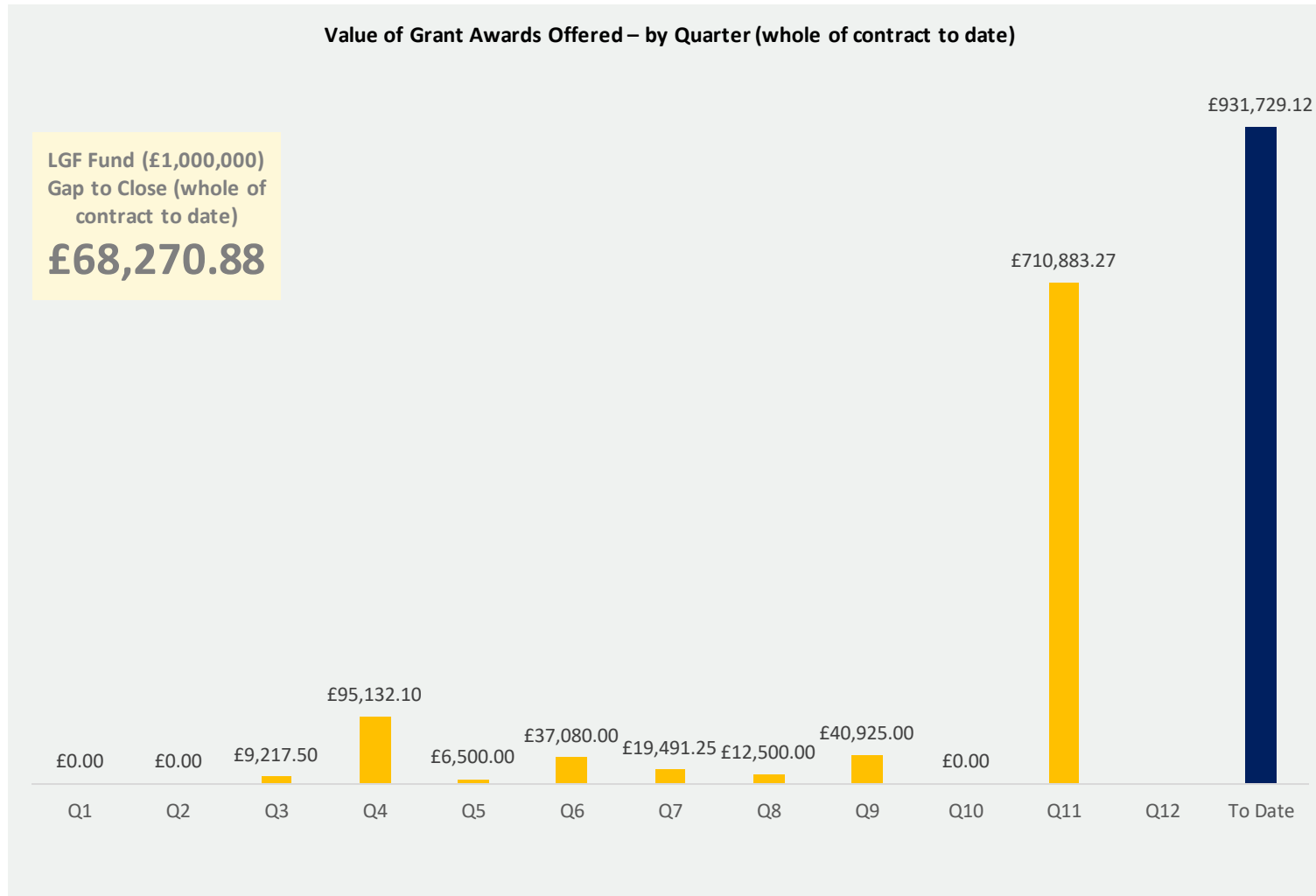
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service – ERDF Revenue / Nudge Grants (2/2)

NOTE: Q11 data is to 30th September 2023.



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

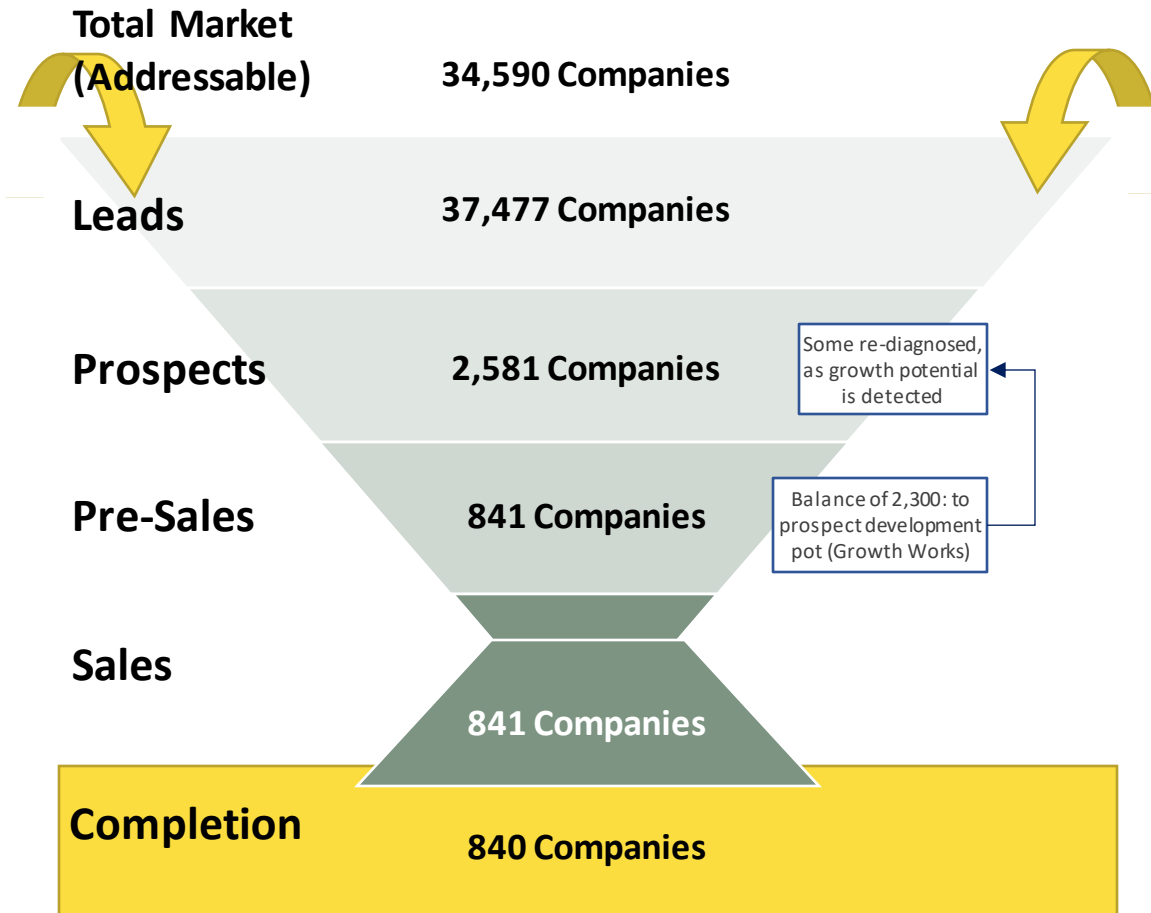
NOTE: Q11 data is to 30th September 2023.



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 VIEW



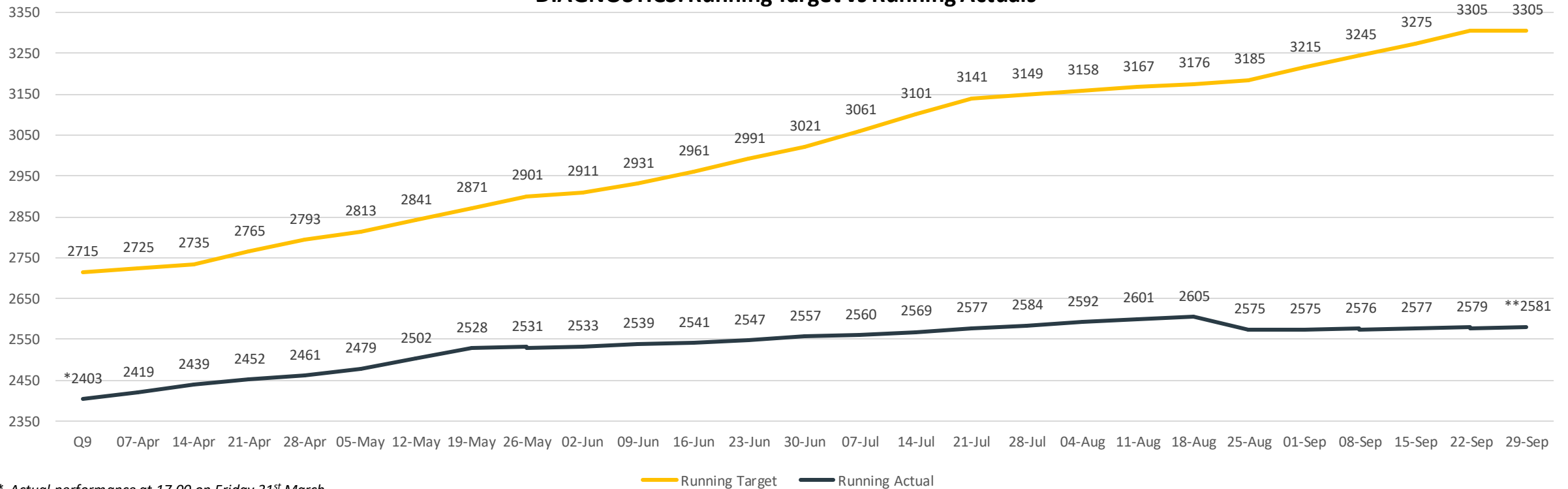
Pipeline Stage	Definition of Stage	Performance Indicator (whole of contract)	Monthly Performance	Contract to Date Performance
Total Market (Addressable)	34,590 SME companies in CPCA region (with 5+ employees) (ONS2020)	N/A • Awareness Raising • Marketing		
Leads	Evidenced connections with 8,062 mostly 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

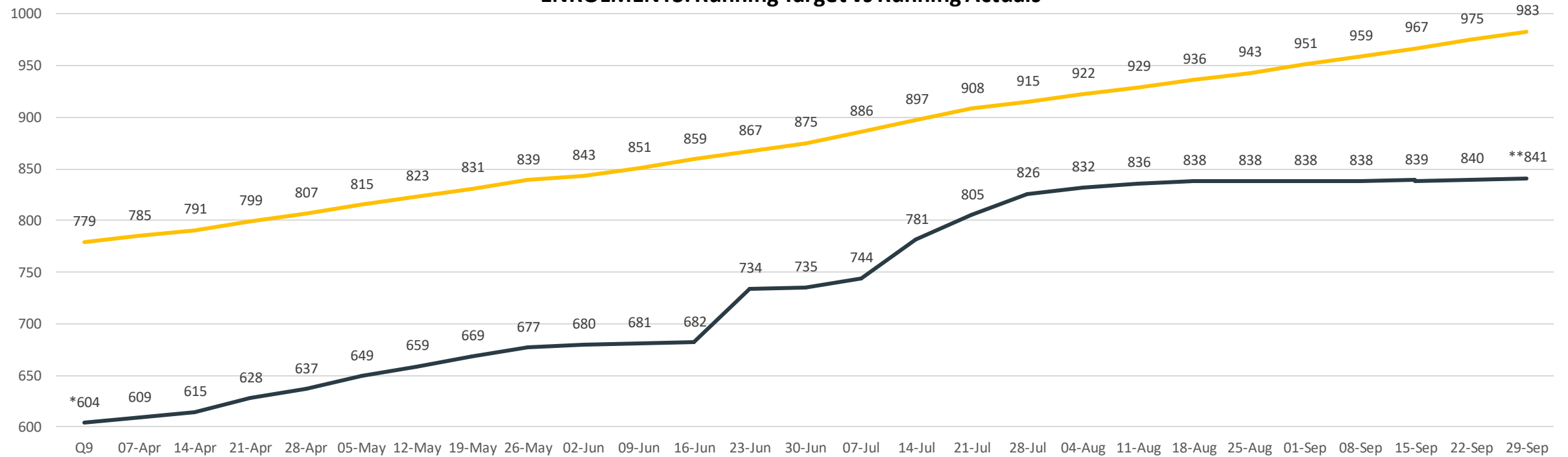
**Actual performance at 17.00 on Friday 30th September

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

ENROLMENTS: Running Target vs Running Actuals



* Actual performance at 17.00 on Friday 31st March

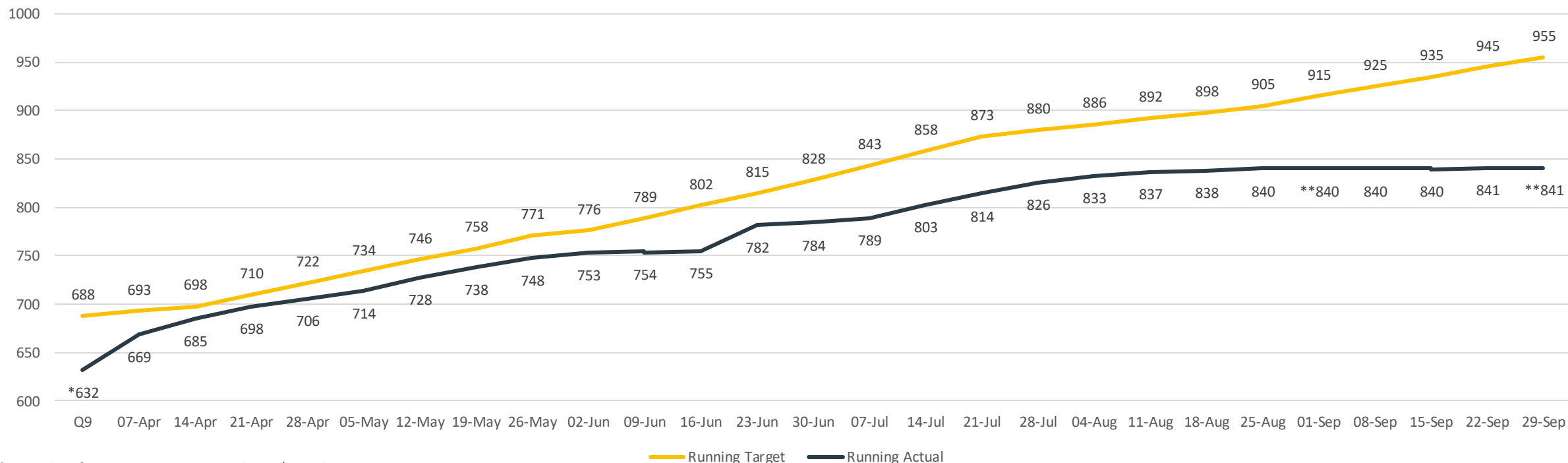
**Actual performance at 17.00 on Friday 30th September

SERVICE LINE PIPELINE VIEW: Growth Coaching Service – Weekly ‘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.

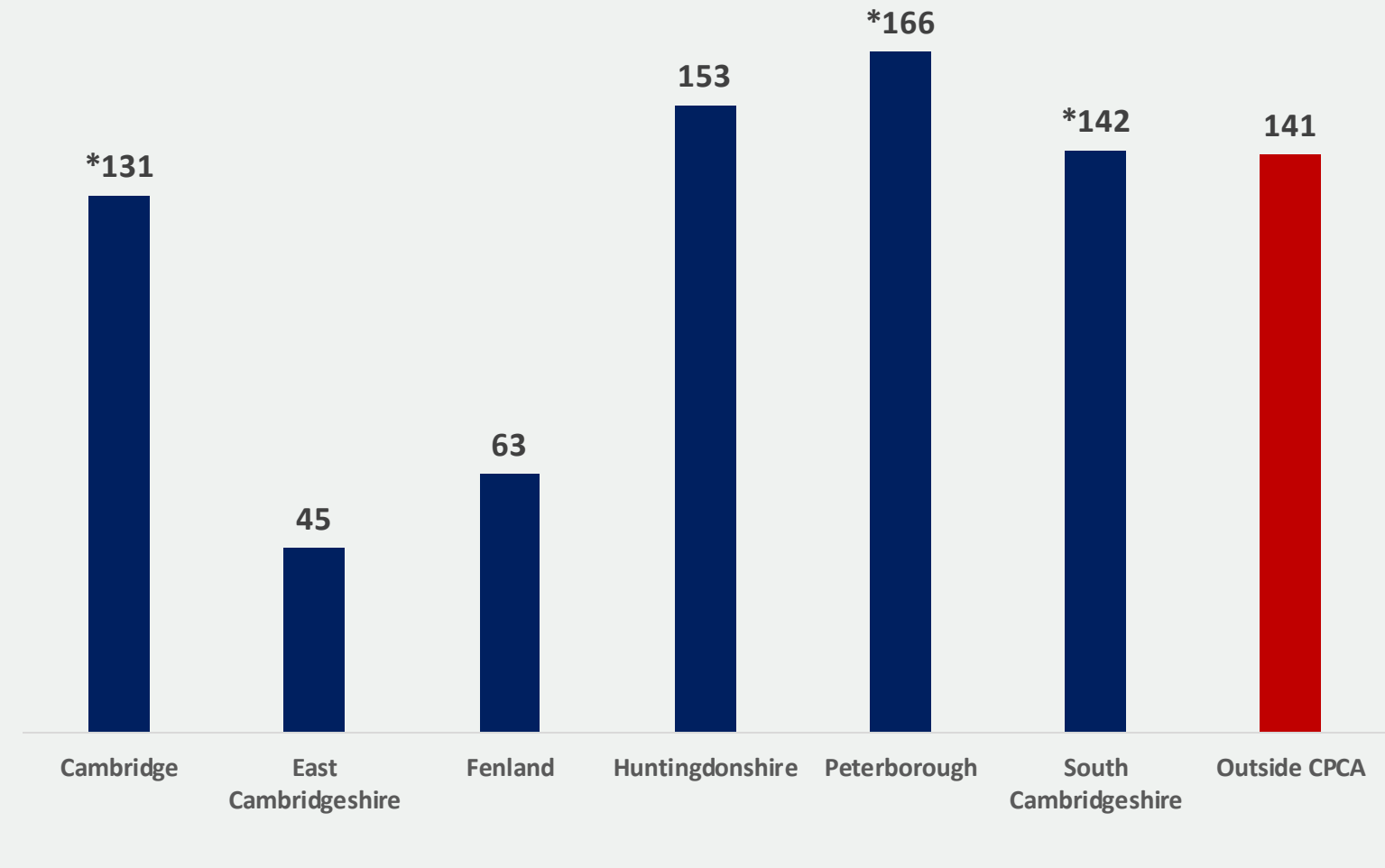
Challenge	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC
Need growth finance	139	65	78	191	201	167
Need to find the right new people	133	63	78	196	200	174
Need to improve skills deficits in current team	52	21	28	77	80	58
Need more effective people development strategy	33	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.

* denotes a postcode led readjustment



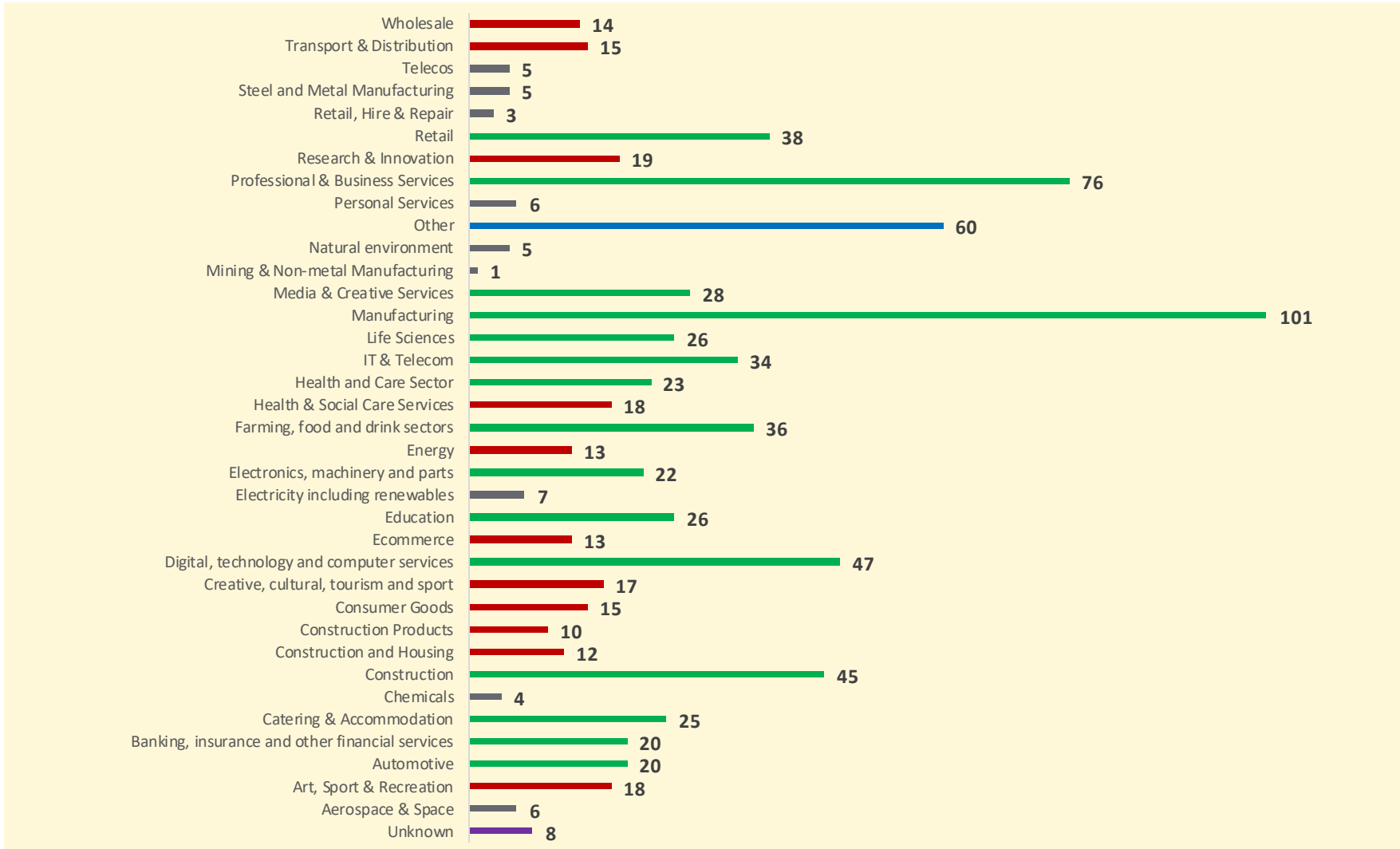
District	Count	Share
Cambridge	131	15.6%
East Cambridgeshire	45	5.4%
Fenland	63	7.5%
Huntingdonshire	153	18.2%
Peterborough	166	19.7%
South Cambridgeshire	142	16.9%
Outside CPCA/	141	16.8%
Total	841	100.0%

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.	Count
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?

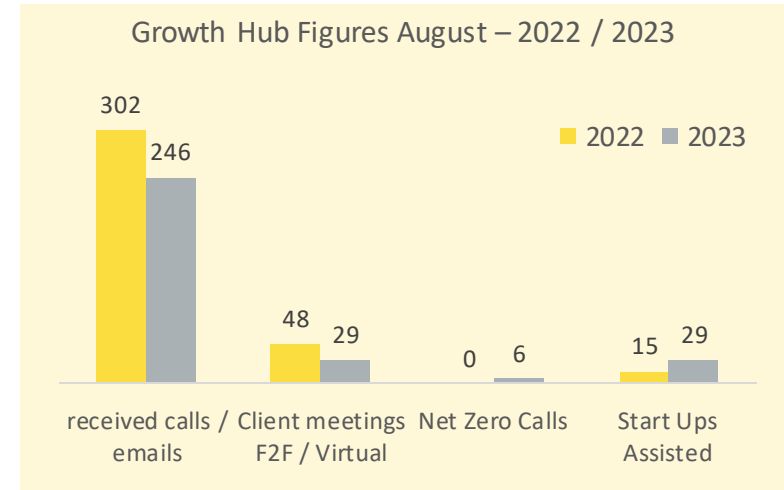
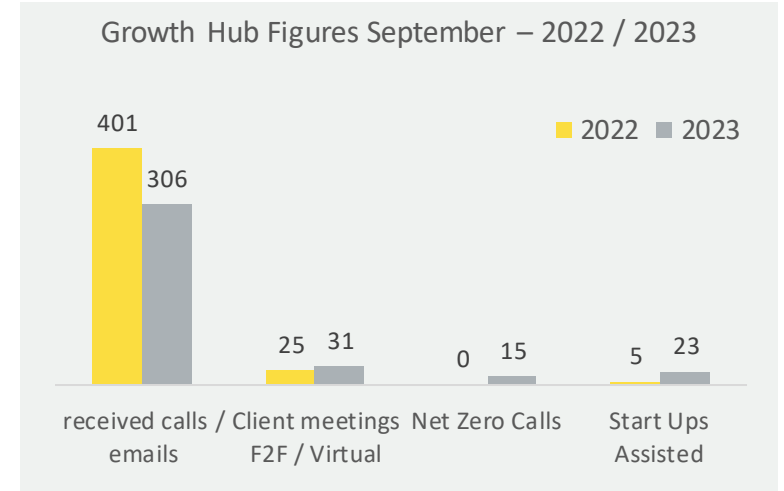
The CPCA Growth Hub is a business support one stop shop that advises and points beneficiaries towards the support they require, whether individuals with a great idea, those that have been trading for a while or need funding support to expand. The CPCA Growth Hub makes the process of finding information 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.



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

September Update

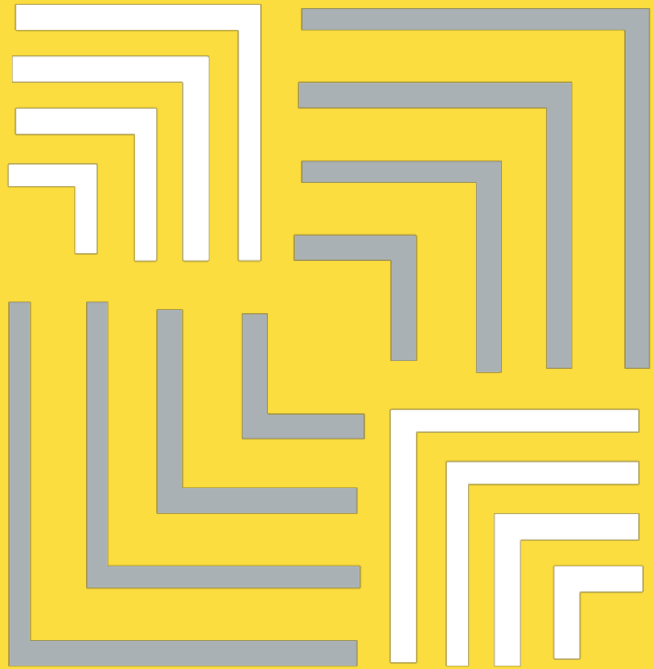
- GH delivered 27 mentoring 121`s, GH delivered 6 start up courses this month
- Attended 14 networking events across the region
- Attended 22 stakeholder meetings across the month.
- Calls slowed down this month, slowly going back to pre covid days numbers, more emails coming in asking about grant funding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

September: Digital Marketing Data Update

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

August: Digital Marketing Data Update

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



3. Inward Investment Service

SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Q11 data is to 30th September 2023.

Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	Q10 Actual	(Q11) This Quarter					Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Sep 2023)	Whole of Contract Actual (15-Feb 2021 to 30-Sep 2023)			Q11 Target (01-Jul to 30-Sep)	Actual (31/07)	Actual (31/08)	Actual (30/09)	Q11 Total to 30/09	
Jobs created (forecast / committed)	75	263	485	823	323	349	790	1,462	56	140	50	45	30	519	594	334
Inward investors receiving information, diagnostics, and brokerage support)	18	62	80	160	153	174	190	*511	61	68	20	4	47	10	61	20
Inward investor commitments to expand or for new investments	6	15	19	40	15	9	11	35	2	1	5	1	1	6	8	5

NOTES:

- 4 new companies added to the pipeline this month (+6 DBT wins). Inward Investors receiving information pipeline adds up to 519 companies – 511 shown, denoted by the (*). Of the other 8 companies, 4 were served but later qualified out as not FDI/IIS clients, and 4 were ‘abandoned / closed out – lost’ as the engagement did not progress from a very early stage.
- Following a successful completion to the CCN process reallocating £400,000 of LGF monies, as well as the earlier CCN pivoting £80,000 of Innovation and Relocation Grant monies, the jobs total for the Inwards Investment Service will increase in total from 600 over three years to 823 (£80k=15; £400k=208).
- As in Year-1, we ran a ‘Fast Close’ process where data was pulled from actual performance at 17.00 on Friday 16th December, in order to close the book on Year-2 and determine performance.

NOTE: September Jobs and Successes

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

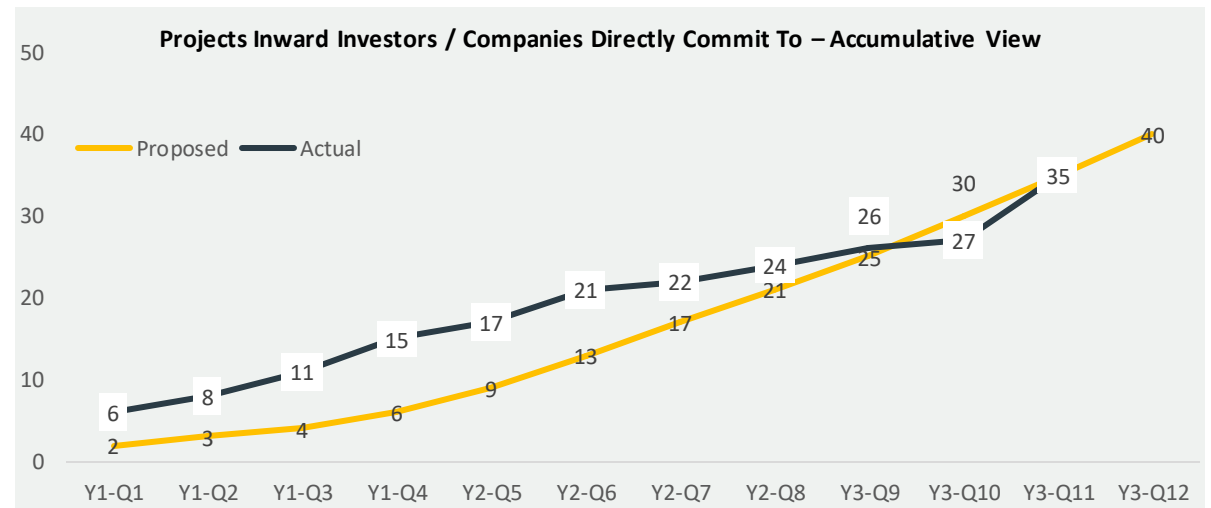
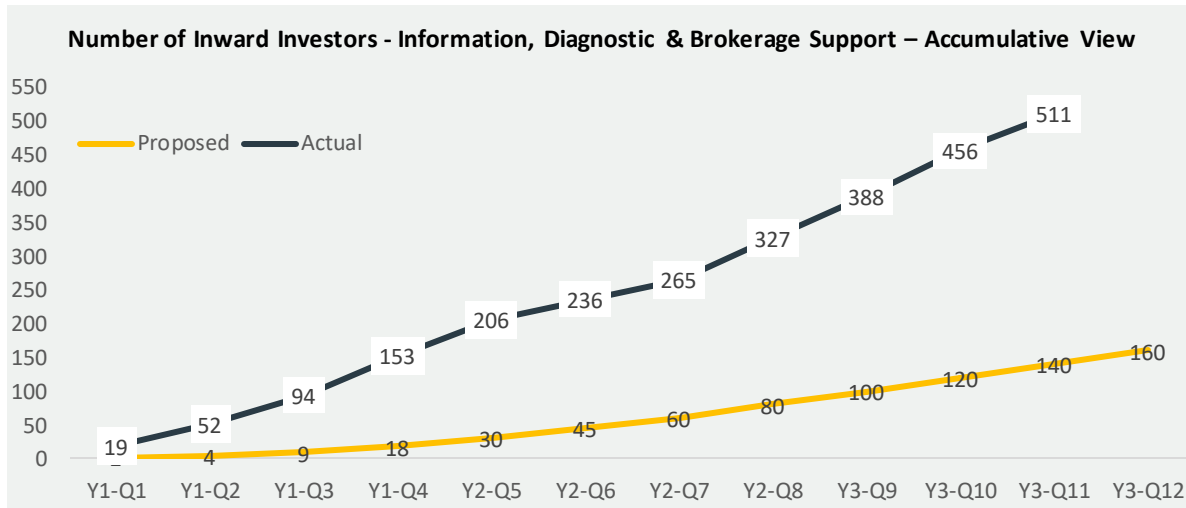
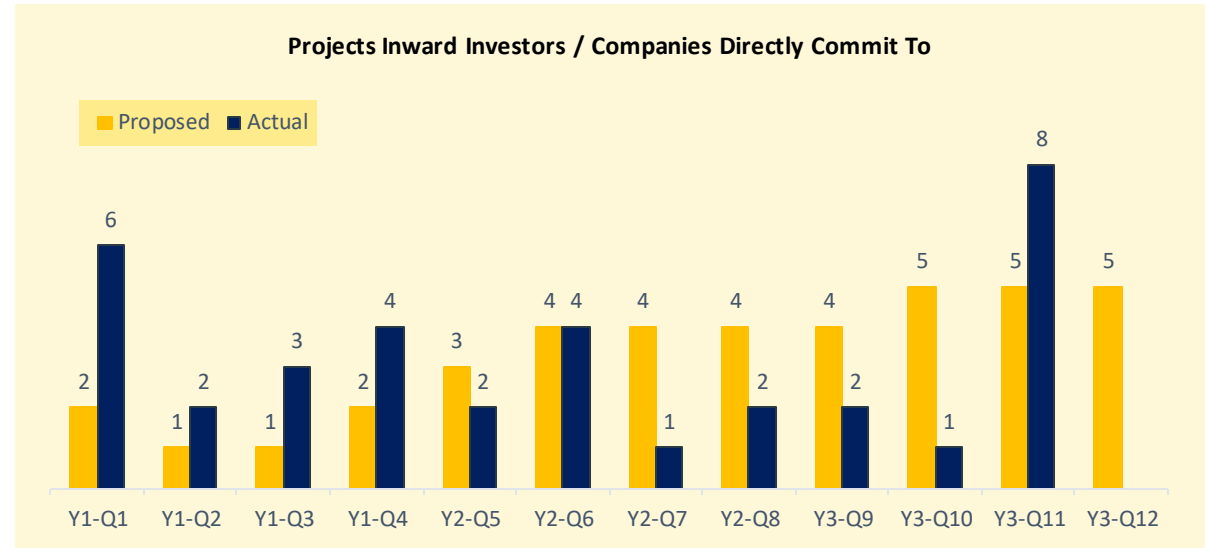
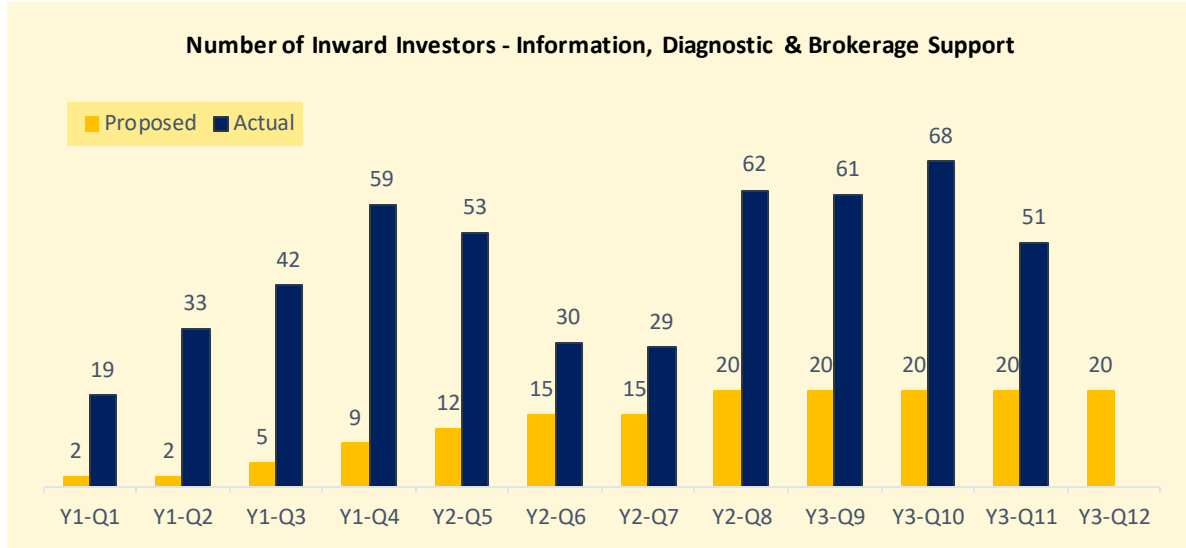
Through this process DBT flagged with us six (6) successes with 519 jobs that the Growth Works IIS team supported, and which have been formally claimed by DBT over the course of the life of the Business Growth Services contract.

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

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

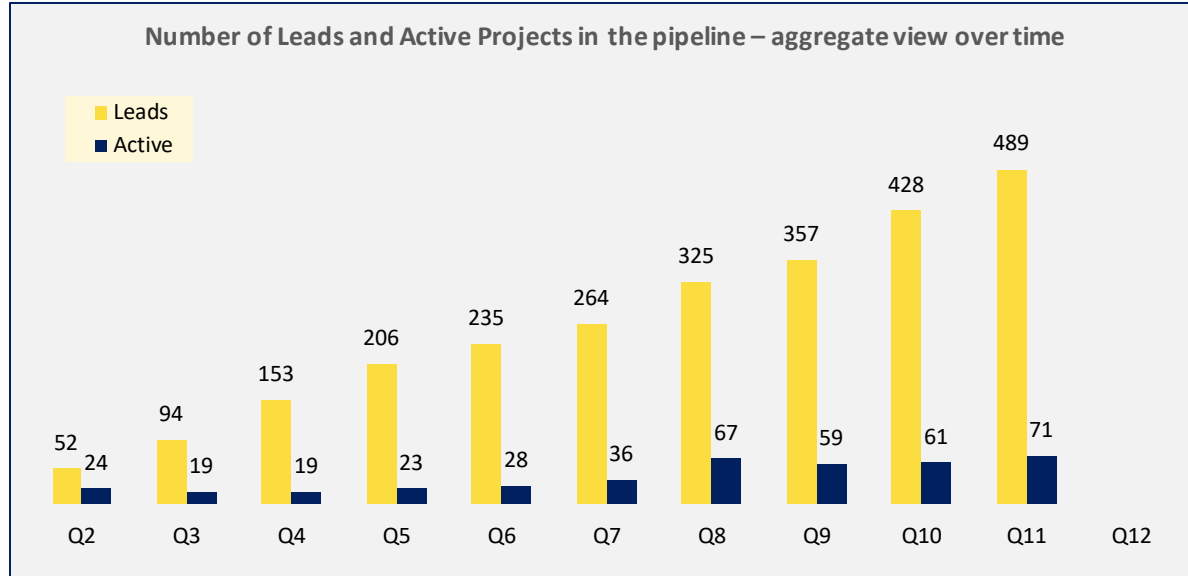
SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Q11 data is to 30th September 2023.



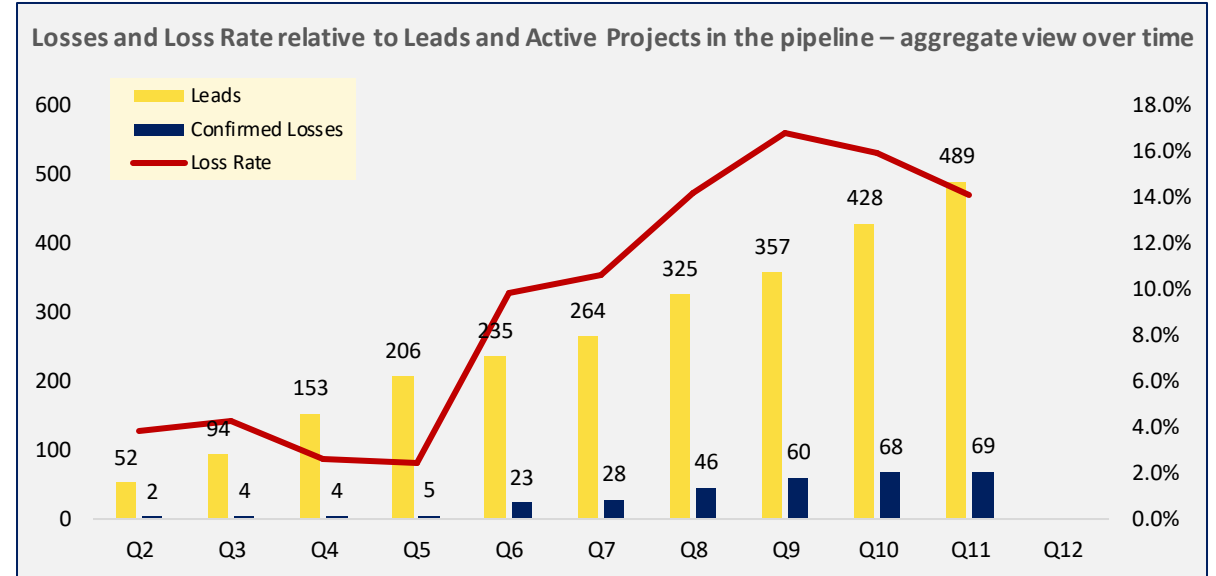
SERVICE LINE DASHBOARD VIEW: Inward Investment Service – opportunity cost

NOTE: The ability to pursue leads and convert them into active projects, where an investor considers a location in the patch as a strong contender to be their destination, is critical to securing the job creating investment successes the team. Q11 data is to 30th September 2023.



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

Aggregate position at contract period	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Active Projects (% of Leads)	46.2%	20.2%	12.4%	11.2%	11.9%	13.6%	20.5%	16.5%	14.3%	14.5%	



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

Aggregate position at contract period	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Losses (% of Leads)	3.8%	4.3%	2.6%	2.4%	9.8%	10.6%	14.2%	16.8%	15.9%	14.1%	

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

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

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

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.



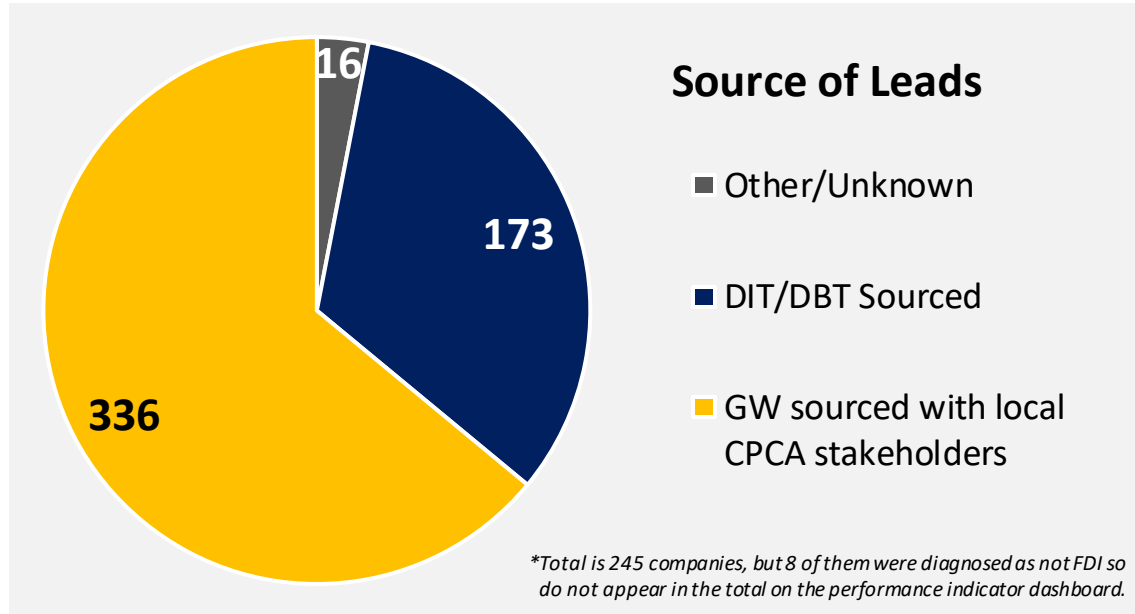
INDIA

- 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.

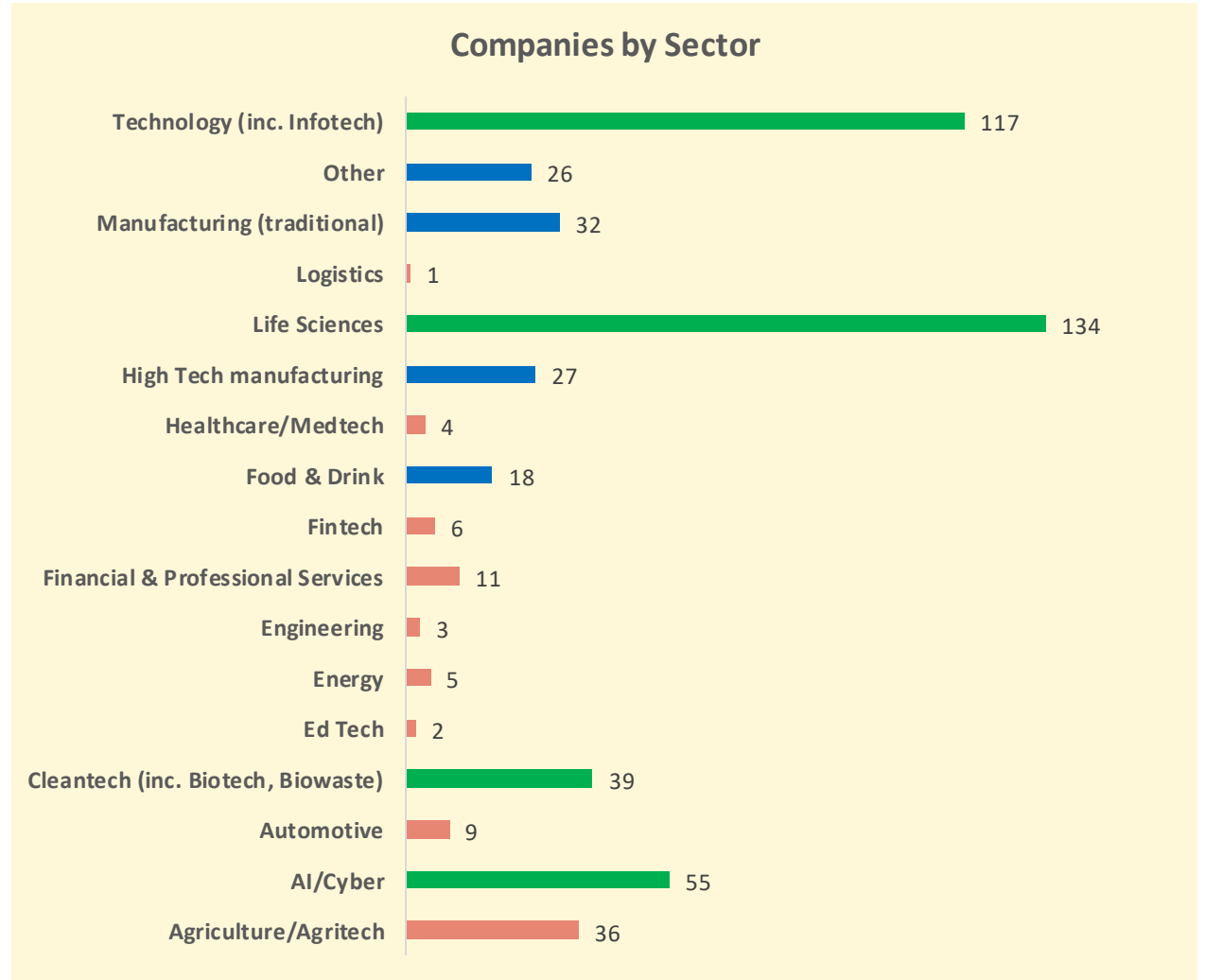
SERVICE LINE VIEW: Inward Investment Service – origin of leads and sector coverage of leads

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.

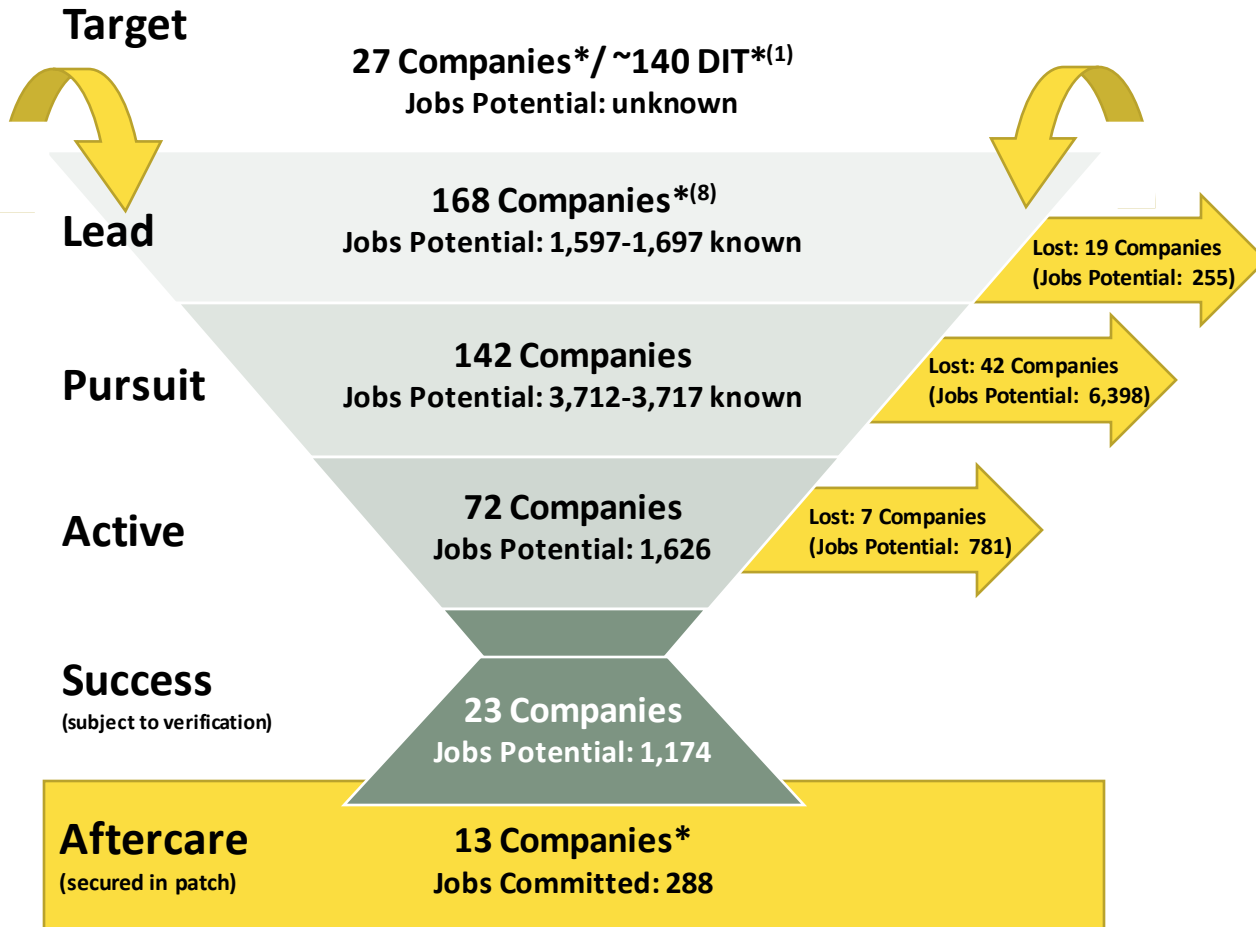
District	Successes	Jobs Committed (+Grants*)	Sectors	Countries of Origin
Cambridge	15	840 (+5 Grants*)	<ul style="list-style-type: none"> Financial Services Life Sciences x7 Technology x4 Food & Drink AI/Cyber Other 	<ul style="list-style-type: none"> Netherlands Netherlands x2, South Korea, Canada, 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 VIEW

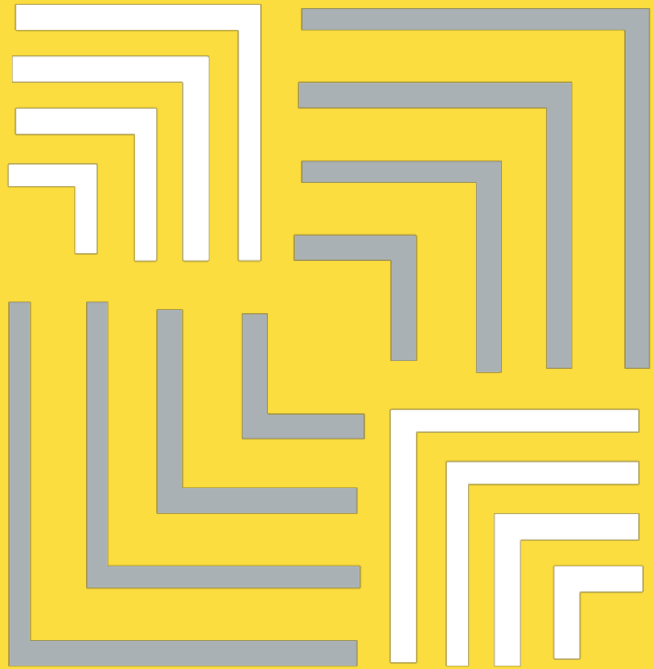


PIPELINE	
Stage	Notes
Target	27 companies to be actively engaged. One was lost at this stage shown here as *(1):
Lead	Jobs potential on 150 of these is currently unknown. In addition, there are eight shown here as *(8): <ul style="list-style-type: none"> • 4 served but later qualified out as FDI clients (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 16th 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

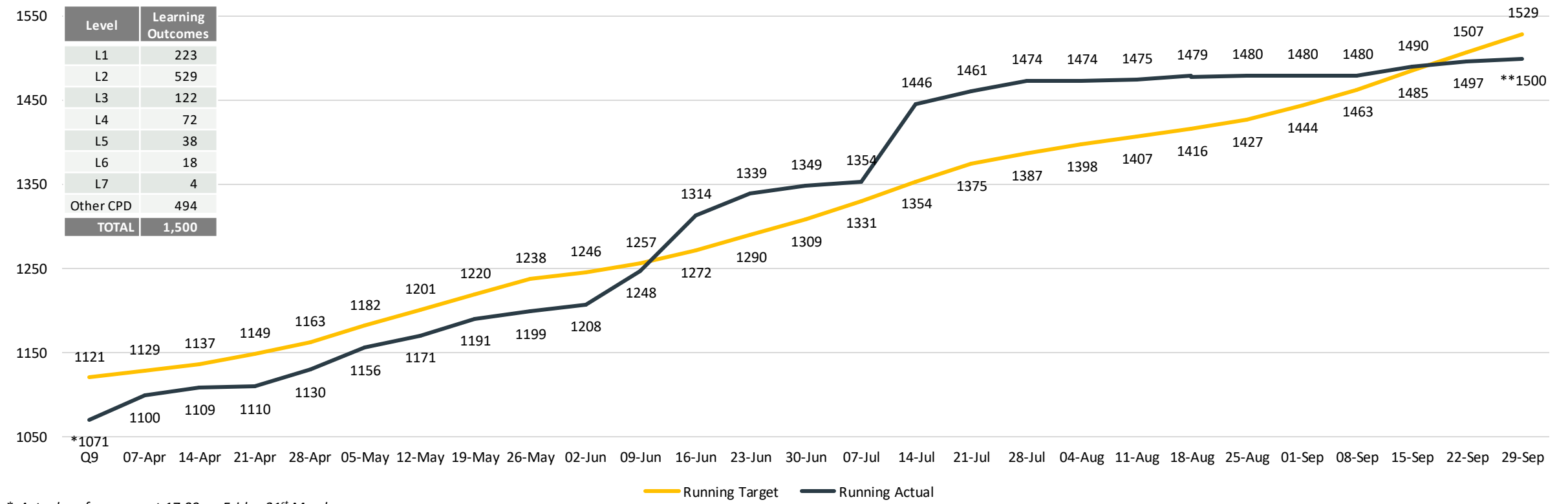
R9s claimed in September by district = Cambridge x 0, East Cambs x 3, Fenland x 2, Huntingdonshire x 1, Peterborough x 1, South Cambs x 0 = 7

- 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.

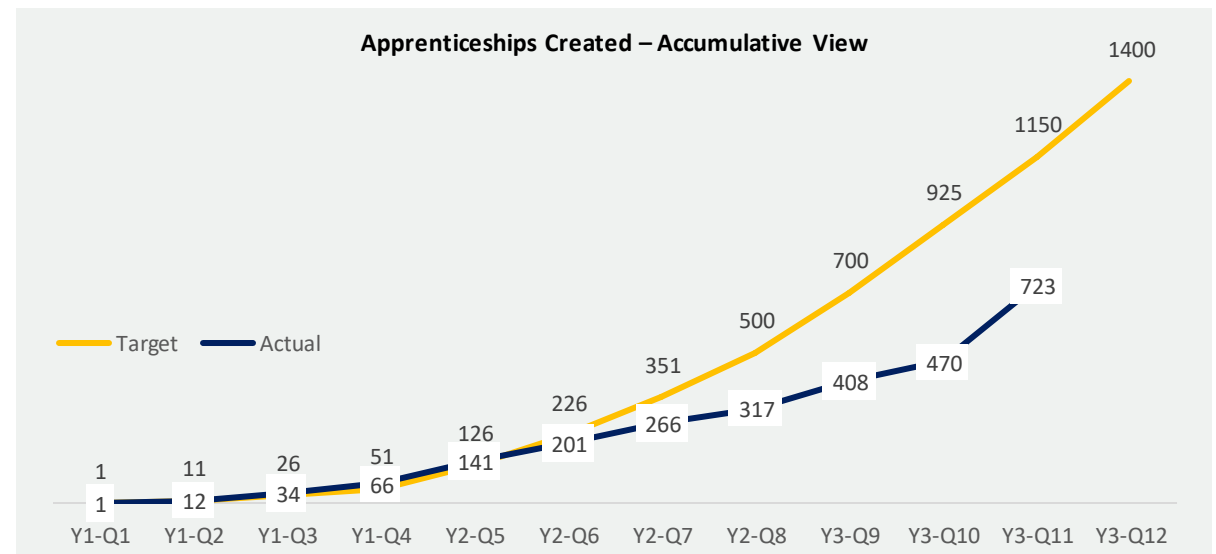
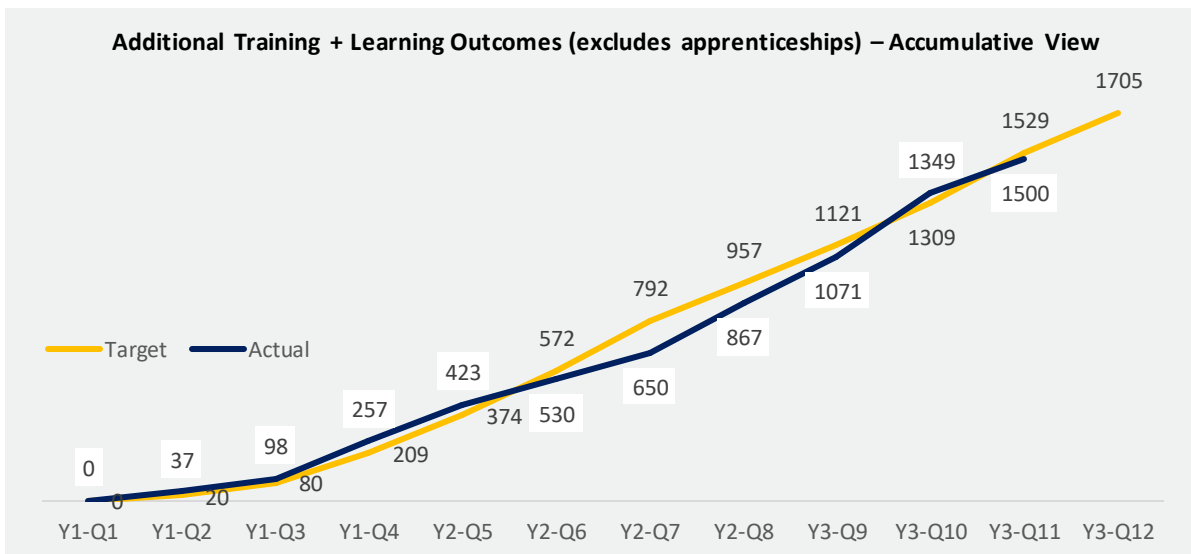
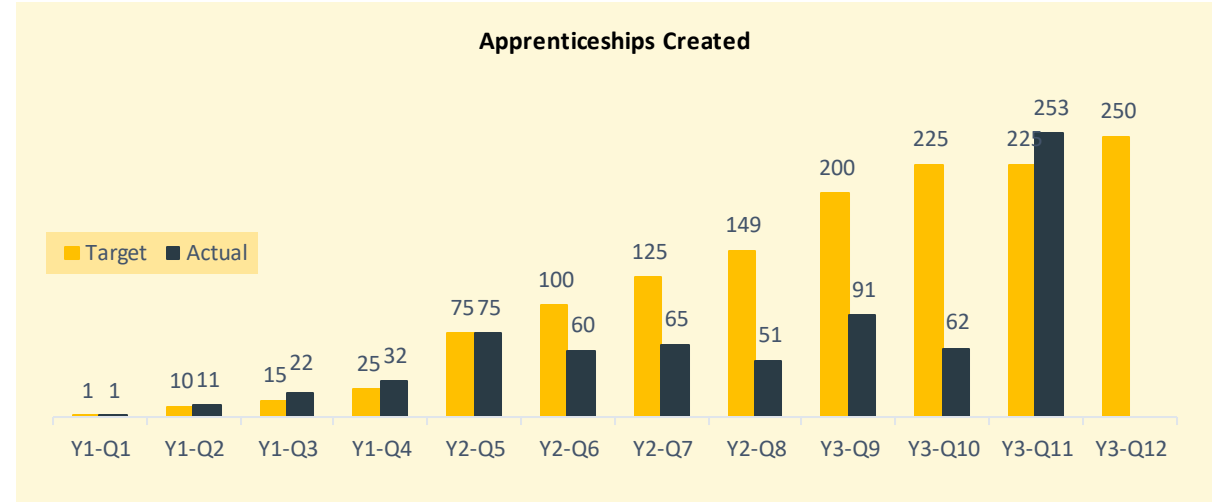
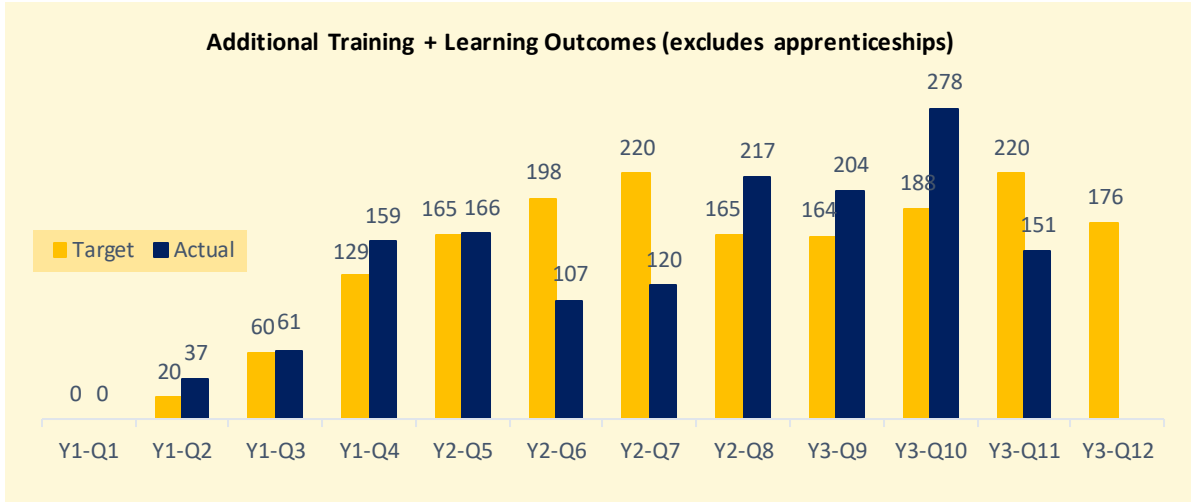
Week Ending	Year-1	Q9	Q10 - 2023 (Target 188)													Q11 - 2023 (Target 220)												
	(to 16 Dec'21)	(to 31 Mar'23)	07-Apr	14-Apr	21-Apr	28-Apr	05-May	12-May	19-May	26-May	02-Jun	09-Jun	16-Jun	23-Jun	30-Jun	07-Jul	14-Jul	21-Jul	28-Jul	04-Aug	11-Aug	18-Aug	25-Aug	01-Sep	08-Sep	15-Sep	22-Sep	29-Sep
Targets	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

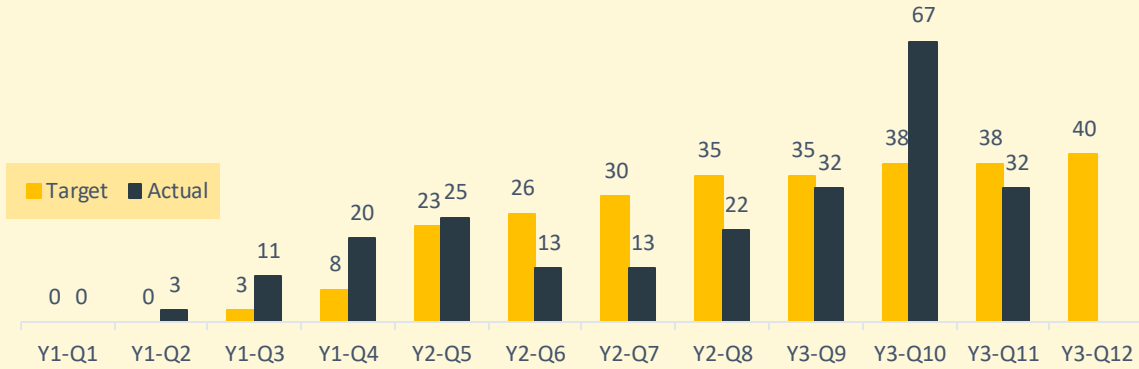
NOTE: Q11 data is to 30th September 2023.



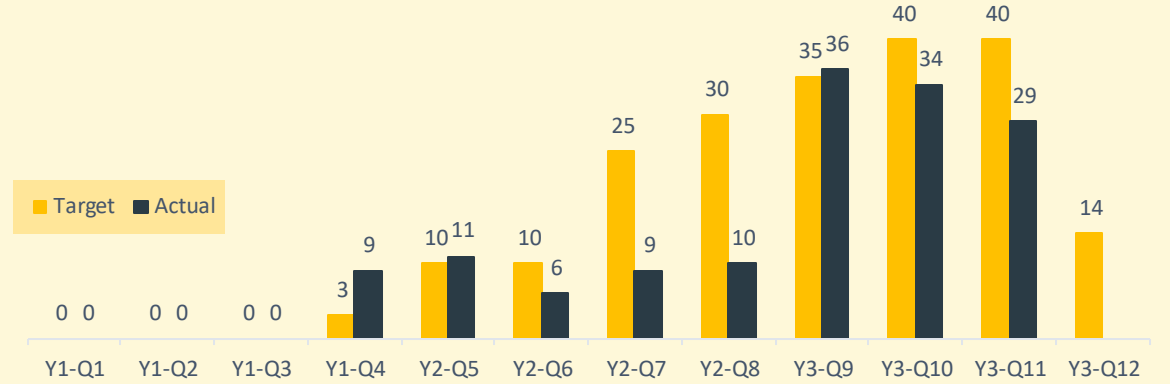
SERVICE LINE DASHBOARD VIEW: Skills Service – ESF Metrics (CO23 and R9 Performance)

NOTE: Q11 data is to 30th September 2023.

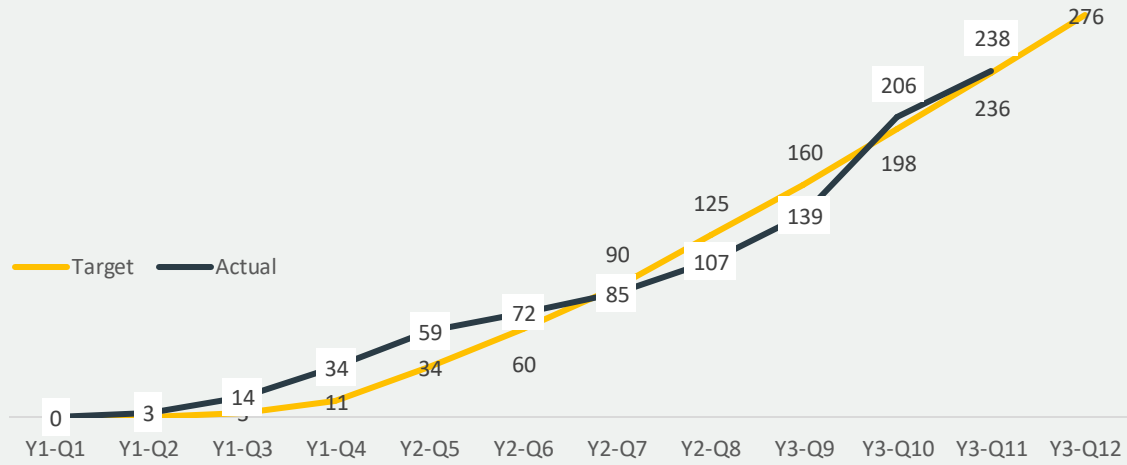
ESF Performance: CO23



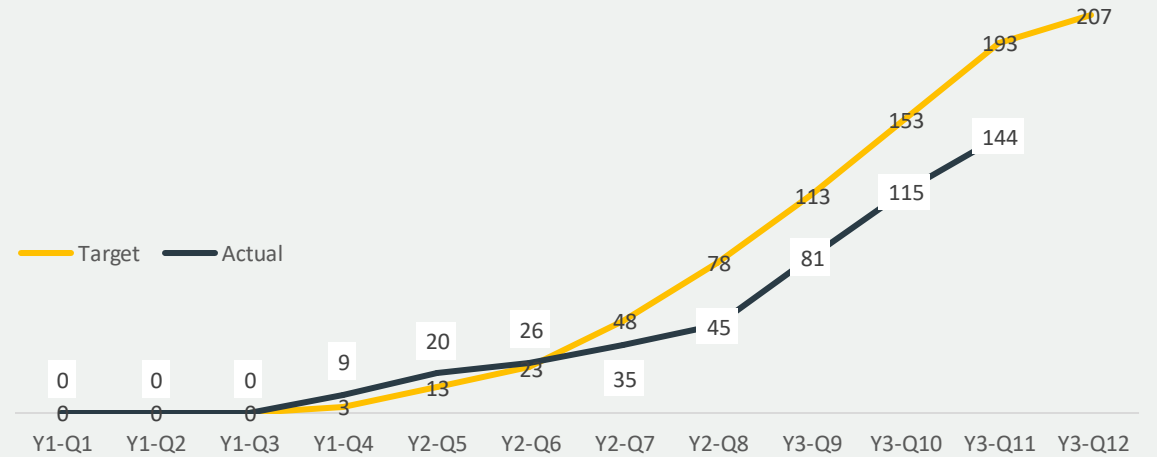
ESF Performance: R9



ESF Performance: CO23 – Accumulative View



ESF Performance: R9 – Accumulative View

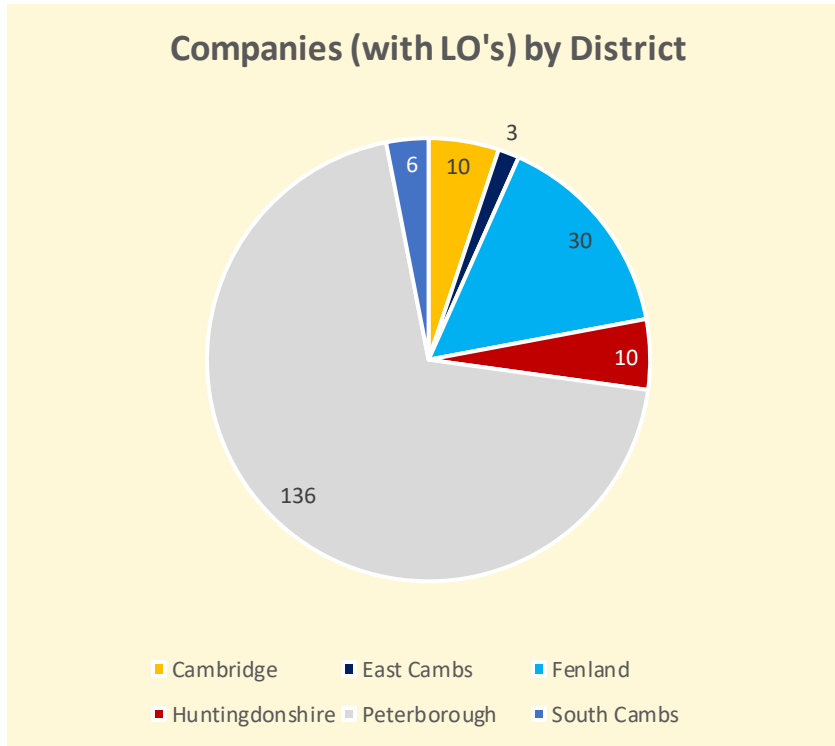
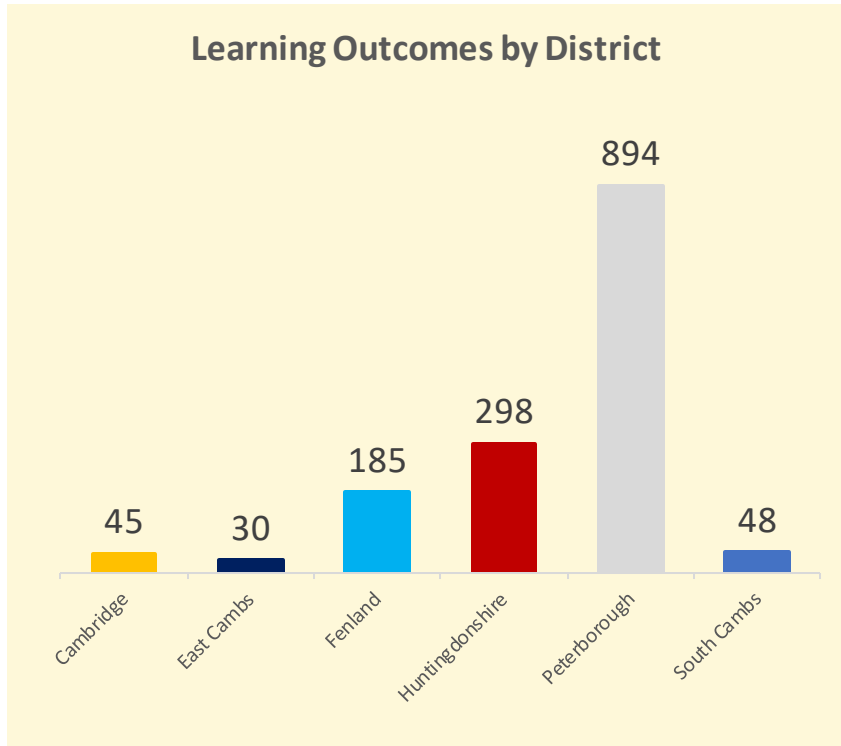


SERVICE LINE : Skills Service – Learning Outcomes and companies (with LOs) by district

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.

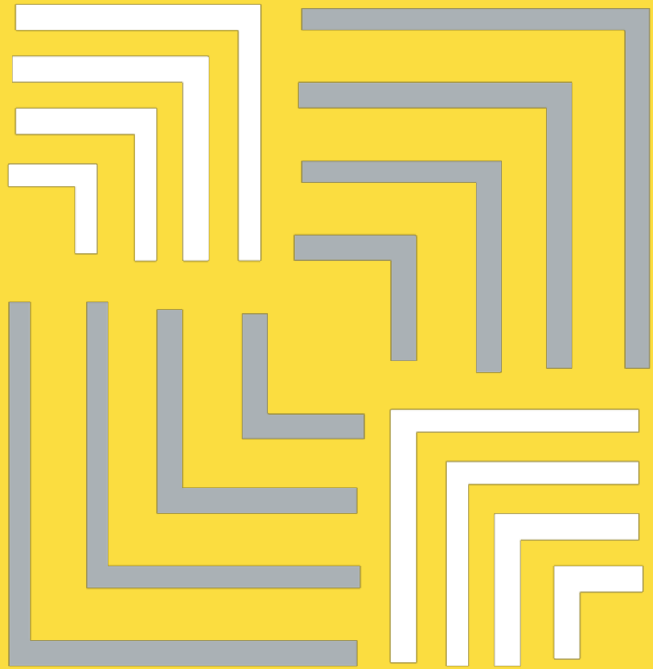
At the beginning of the 2022/23 academic year the CEC contract evolved to include all 72 schools into one Careers Hub. Consequently, our reporting slide reflects this new state, by having one table of data.

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.

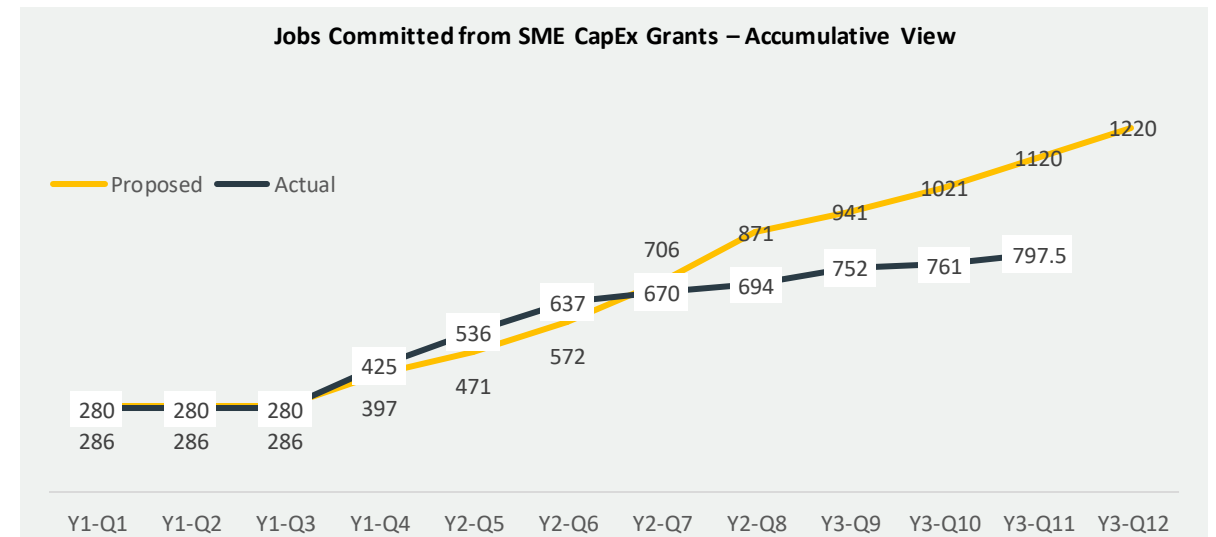
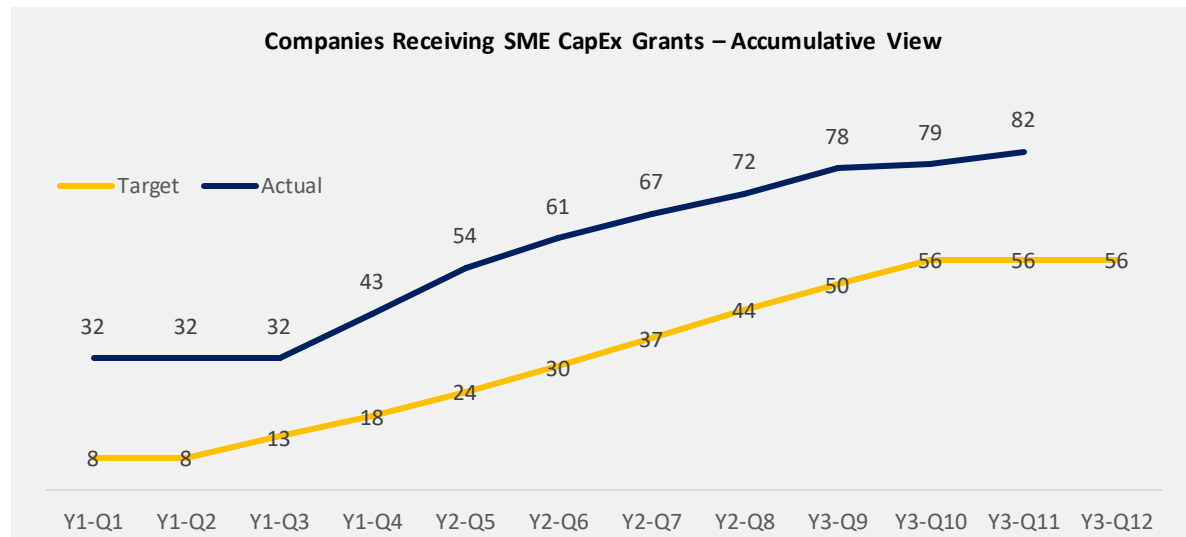
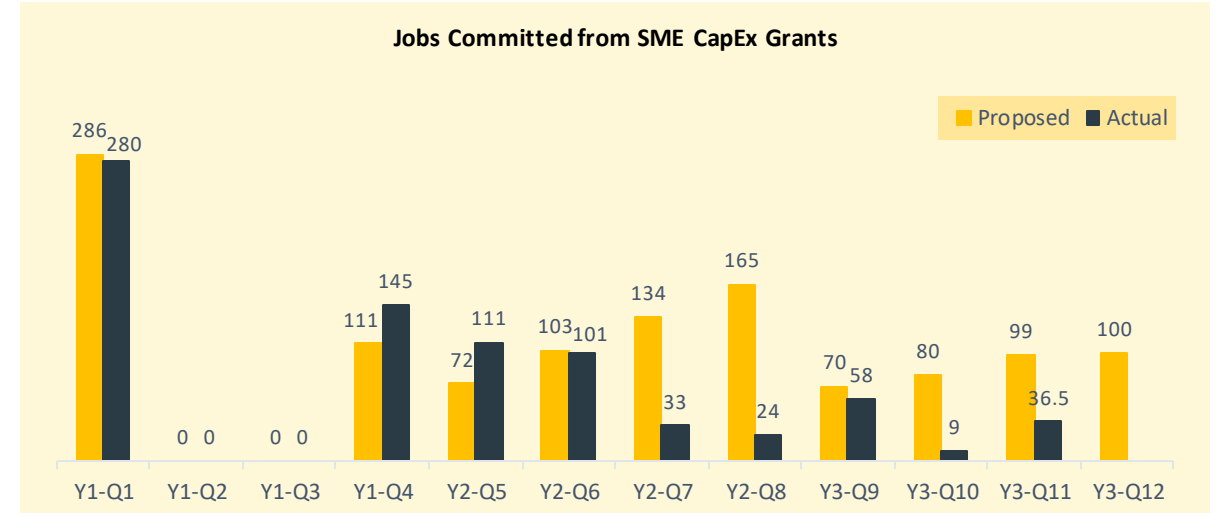
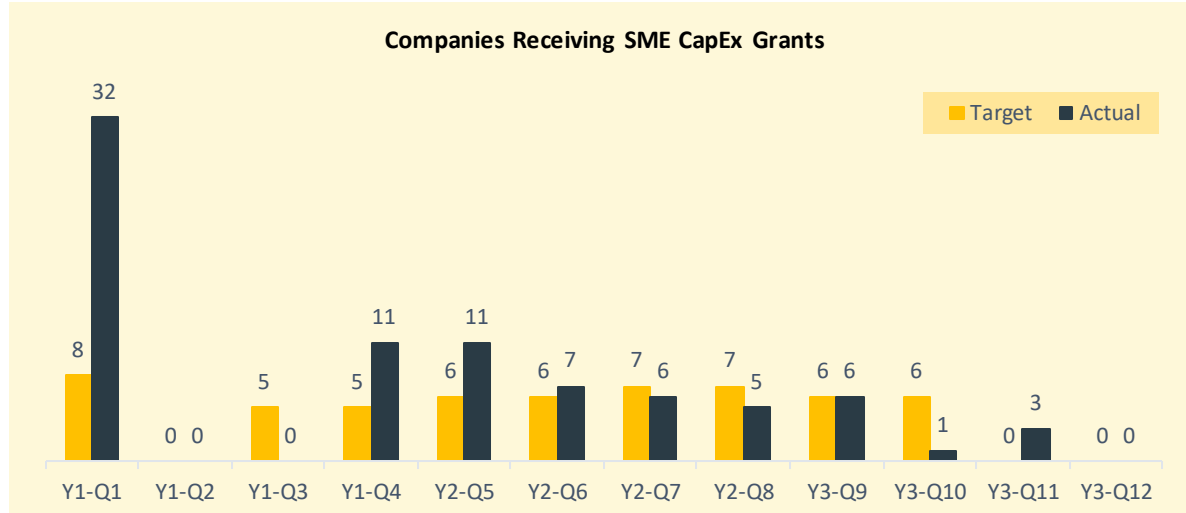
Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	Q10 Actual	(Q11) This Quarter					Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Sep 2023)	Whole of Contract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

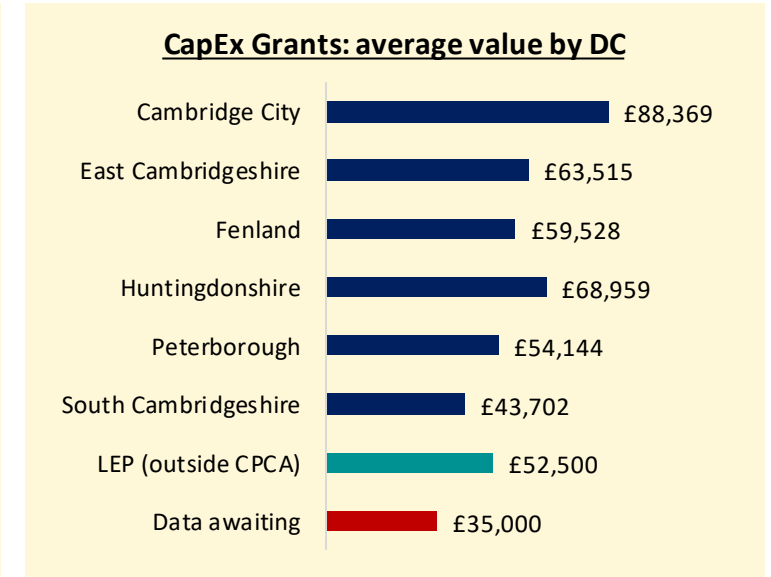
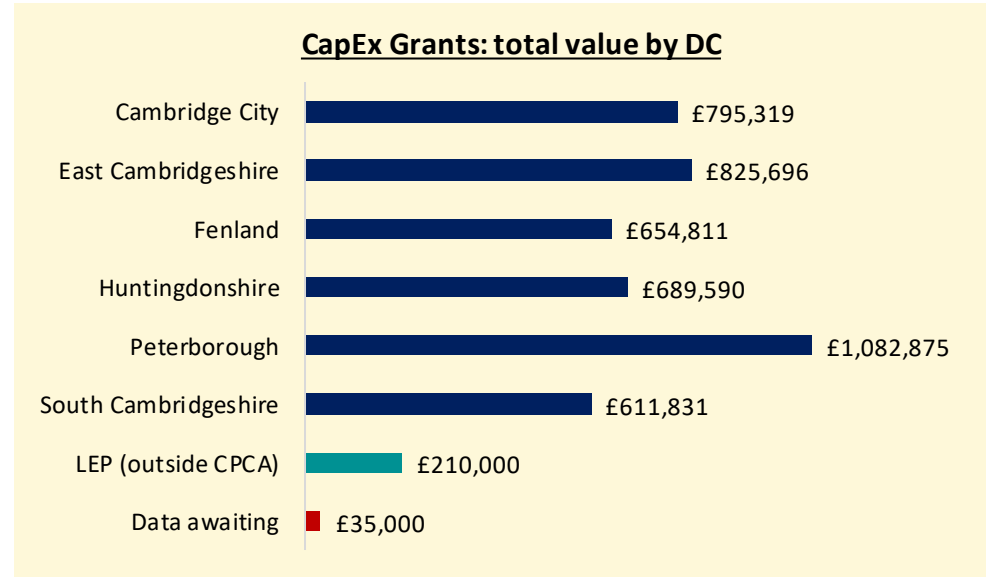
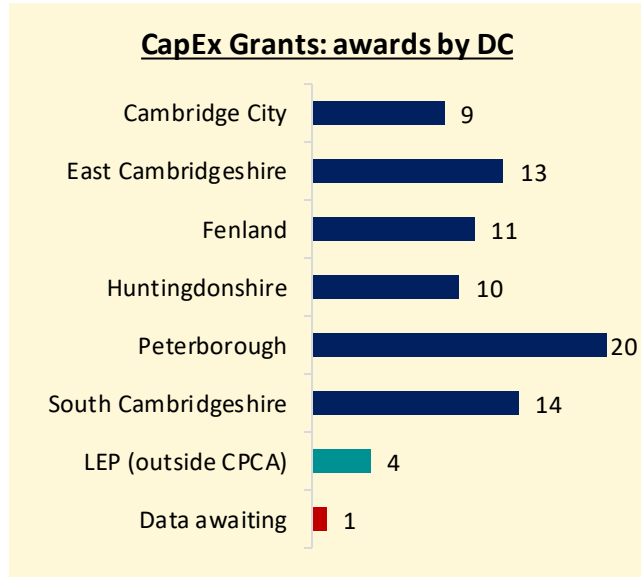
SERVICE LINE DASHBOARD VIEW: SME CapEx Grants Service

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

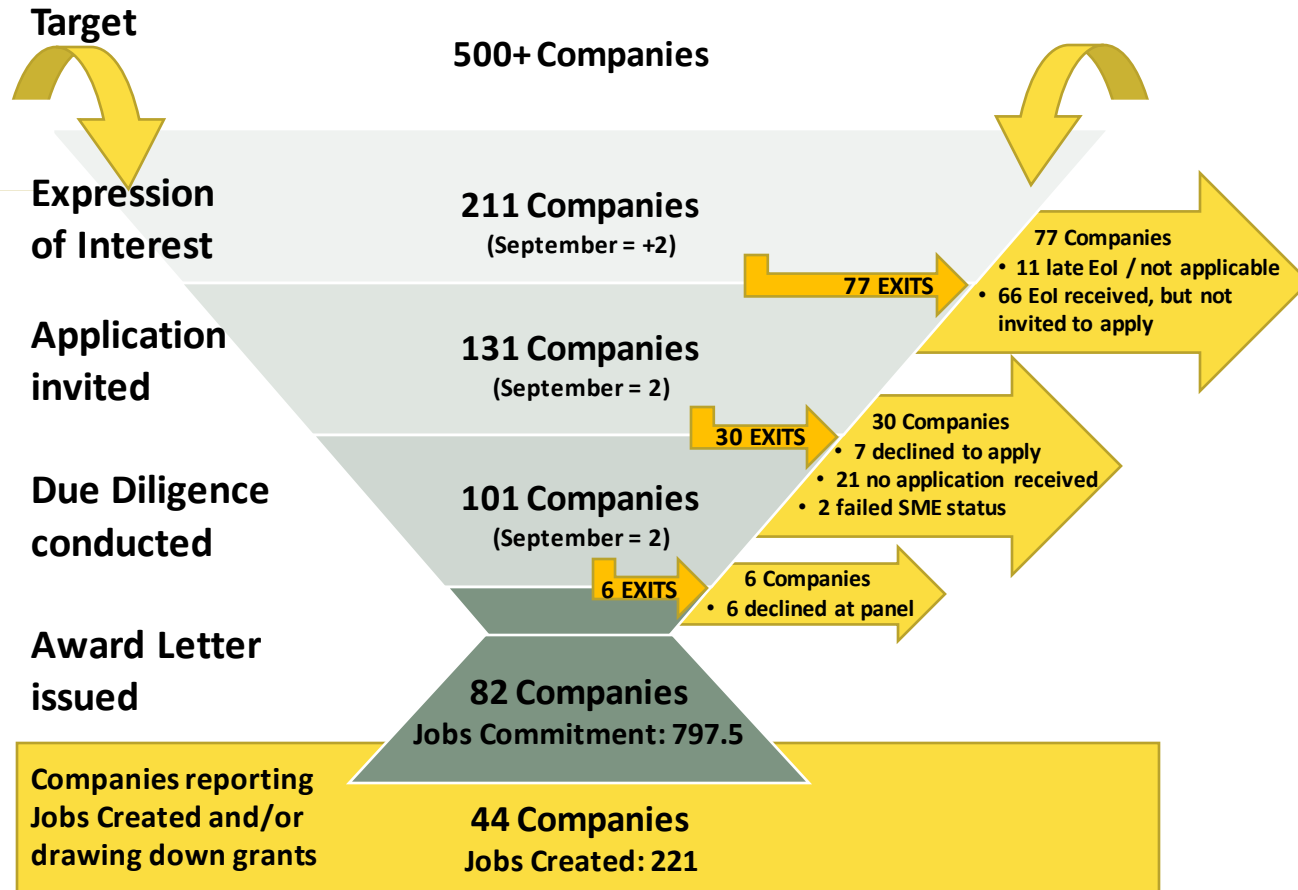
** The LEP Area awards have been made in South Kesteven, North Norfolk & King's Lynn, and Uttlesford.

*** 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.

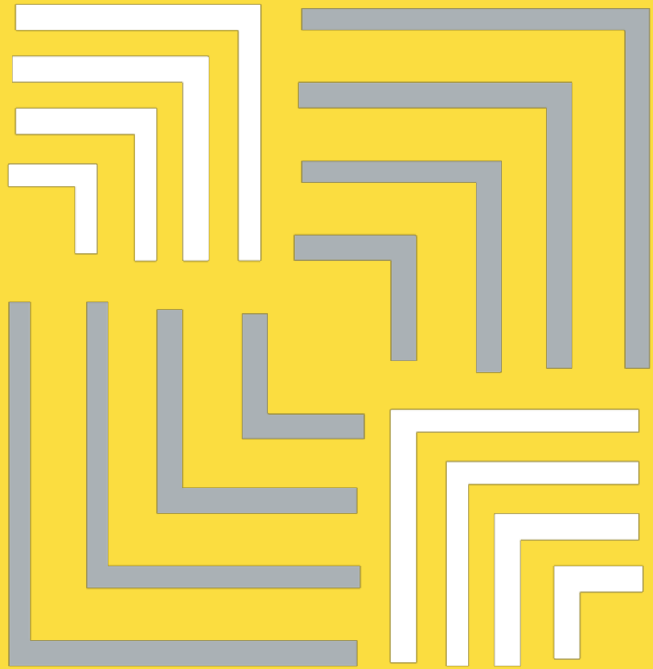
SERVICE LINE PIPELINE VIEW: SME CapEx Grants

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

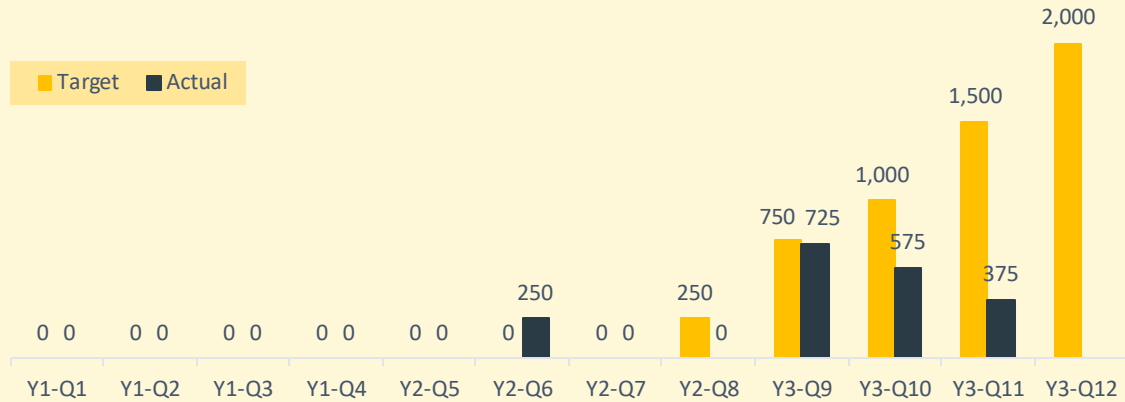
NOTES:

- No successes recorded in September

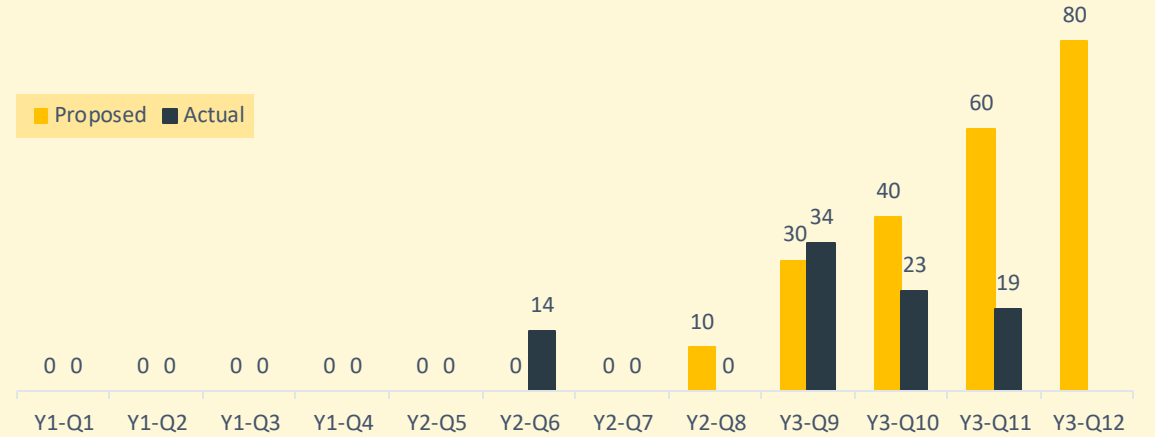
SERVICE LINE DASHBOARD VIEW: Equity Service

NOTE: Q11 data is to 30th September 2023.

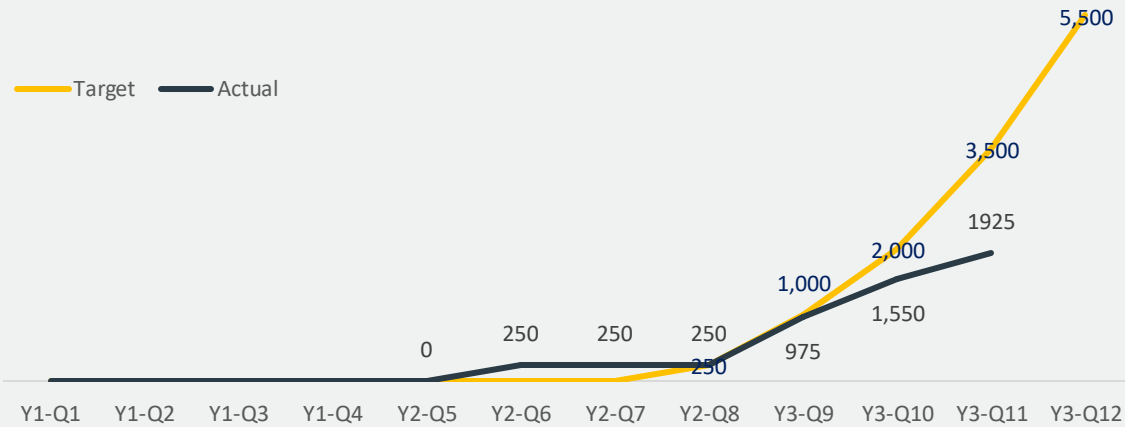
Small Business Capital Growth Investment Equity Placed (£m)



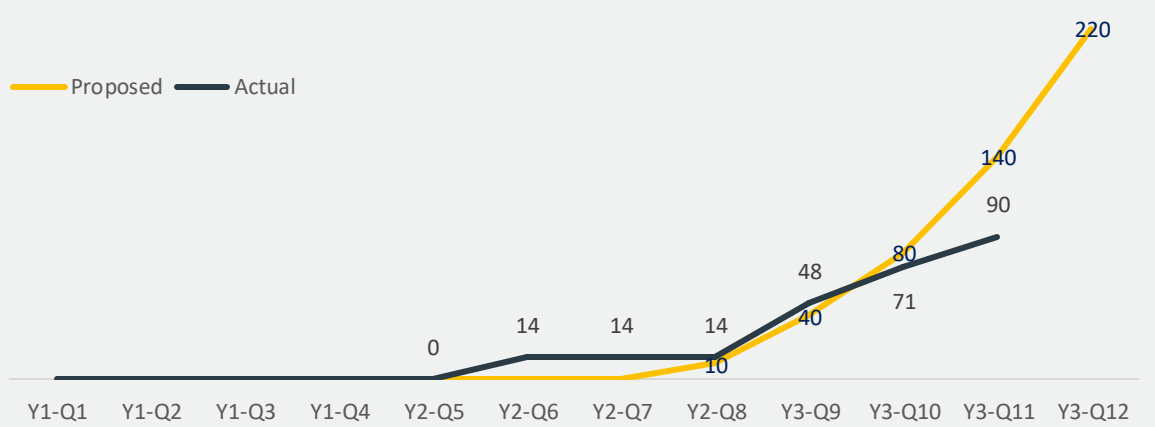
Jobs Committed from Equity



Small Business Capital Growth Investment Equity Placed (£m) – Accumulative View



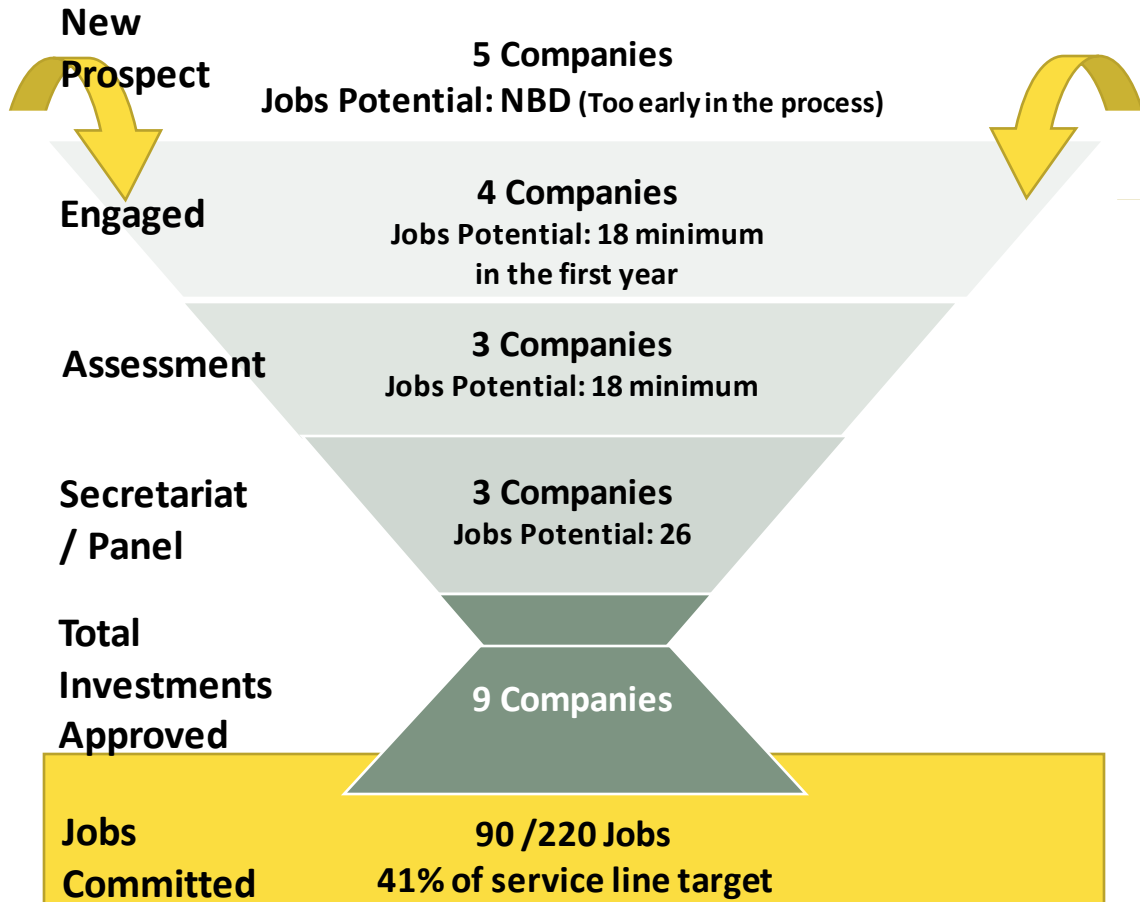
Jobs Committed from Equity – Accumulative View



SERVICE LINE PIPELINE VIEW: Equity Service

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

PIPELINE STAGE VIEW

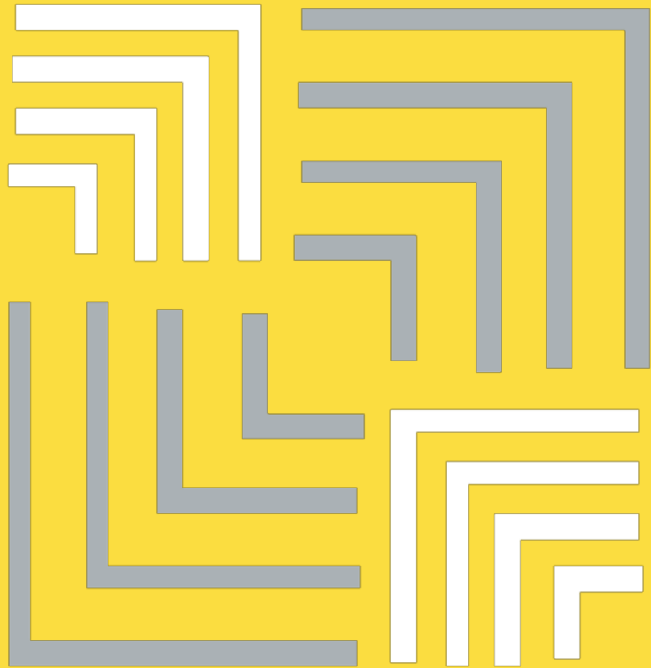


PIPELINE: COMMERCIAL IN CONFIDENCE

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 minimum Bionatural solutions 6 jobs minimum Boutrous 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	<p>Equity Fund Marketing programme has completed.</p> <p>Impressions: 94,817 Views: 28,146</p> <p>Of those views:</p> <ul style="list-style-type: none"> 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
<p>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.</p>		

SERVICE LINE MARKETING VIEW: Skills Service

Campaign/Activity

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

We are targeting

Our rationale

LinkedIn:

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

Platform stats:

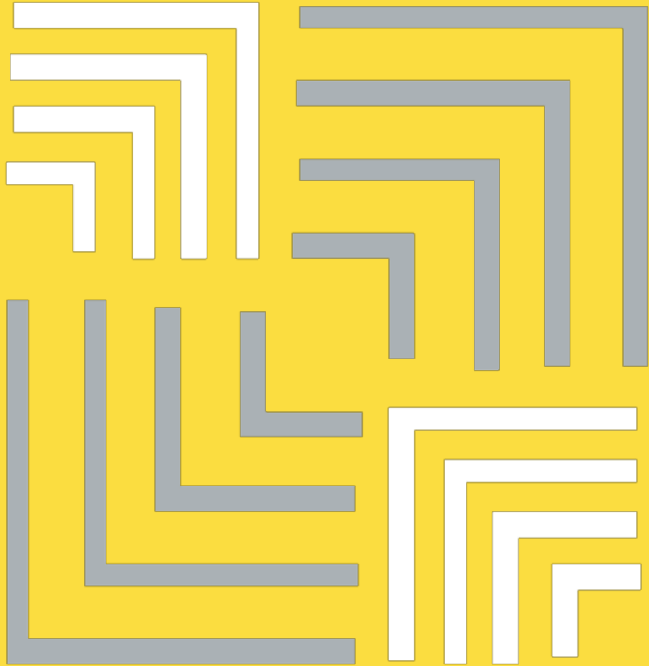
- 622 sessions
- 241 new users
- Average session duration 2.32mins
- Top pages – Homepage, Restart Scheme, Careers Hub,

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

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

Next steps

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



8. Resourcing and Staffing

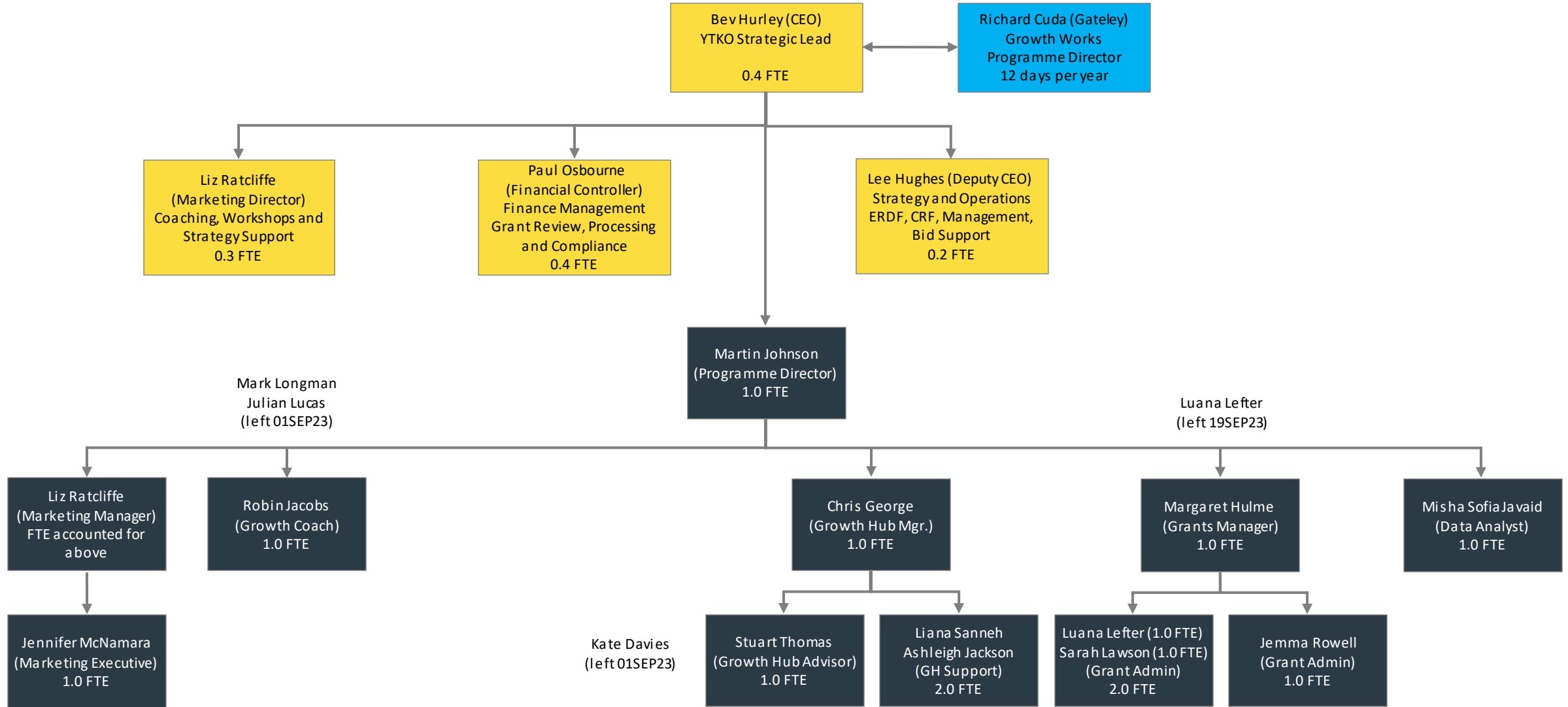
Content in this section is drawn from the weekly Directors meeting chaired by the Growth Works Programme Director for all Service Line Directors, and the Weekly Status Update. We track views on headcount relative to plan, open roles, vacancies filled, and new joiners to land within 60 days of the end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

Resourcing and Staffing – across the programme we have 44.3FTE in place against a current 44.3FTE* planned requirement. This represents a 0.0% gap to close (at 30th September 2023)

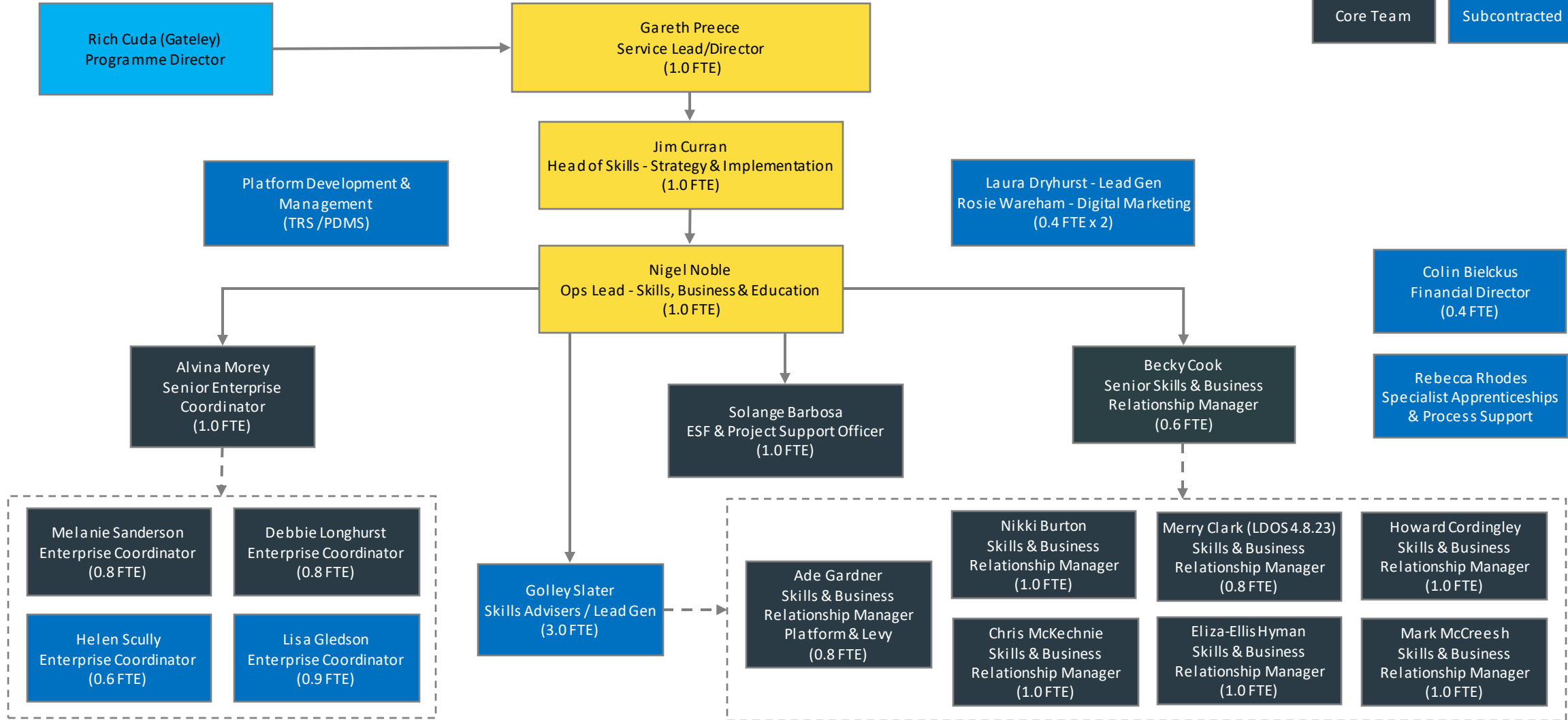
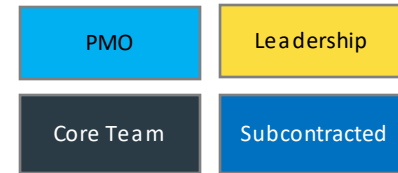
Service Line	During this Reporting Period (all numbers are FTE unless stated)						Open Roles	New Joiners (start date – dd/mm)	Leavers
	Planned FTE	Current FTE	Joiners within 60 days	Gap (%) after 60 days	Impact on Delivery	Roles Advertised in period			
Growth Coaching Service <i>(includes staff for Grants)</i>	13.3	13.3	0.0	0%	GREEN	• N/A	• N/A	• N/A.	• Julian Lucas and Mark Longman 01SEP23 • Luana Lefter left 15SEP23 • Kate Davies left 01SEP23
Inward Investment Service	7.3	7.3	0.0	0%	GREEN	• N/A	• N/A	• N/A	• No leavers this period
Skills Service	19.5	19.5	0.0	0%	GREEN	• N/A	• N/A	• N/A	• Ade Gardner left 22SEP23 • Chris McKechnie leaves LDOS 20OCT23
Equity Service	2.4	2.4	0.0	0%	GREEN	• N/A	• N/A	• N/A	• No leavers this period
PMO	1.8	1.8	0.0	0%	GREEN	• N/A	• N/A	• N/A	• No leavers this period

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

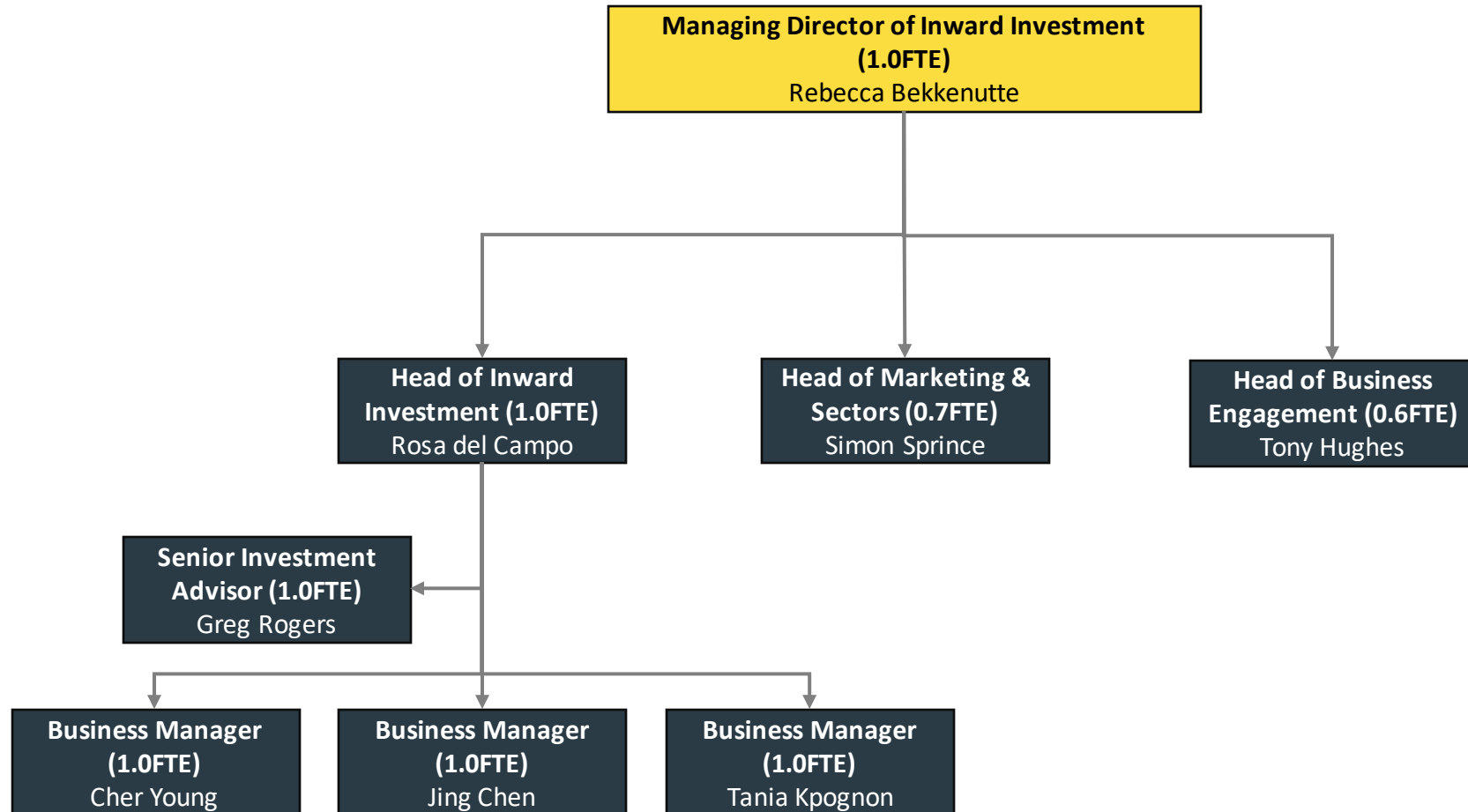
YTKO: Growth Coaching & Grants Service Organogram (September 2023)



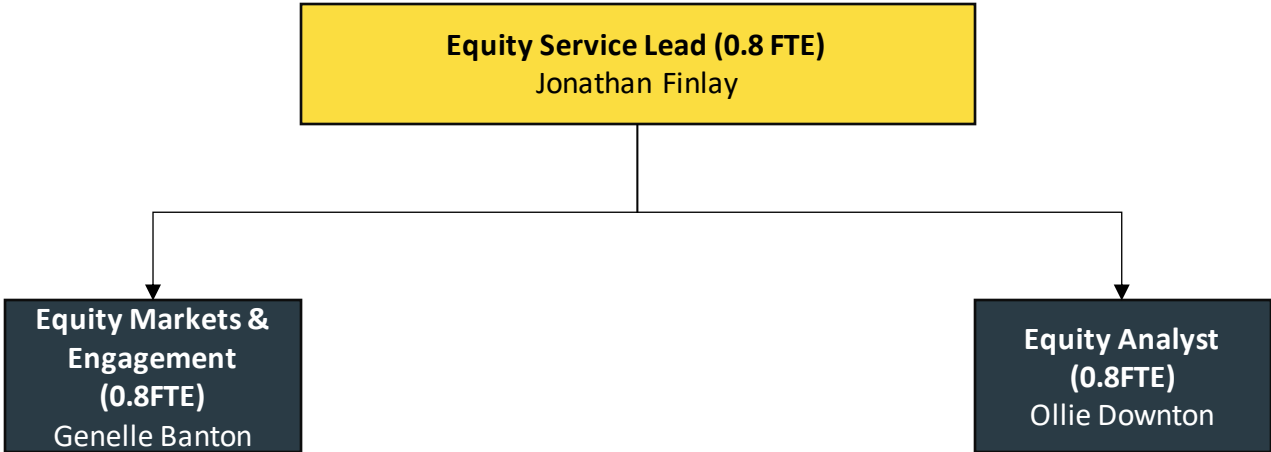
GPC Skills: Service Line Organogram (September 2023)



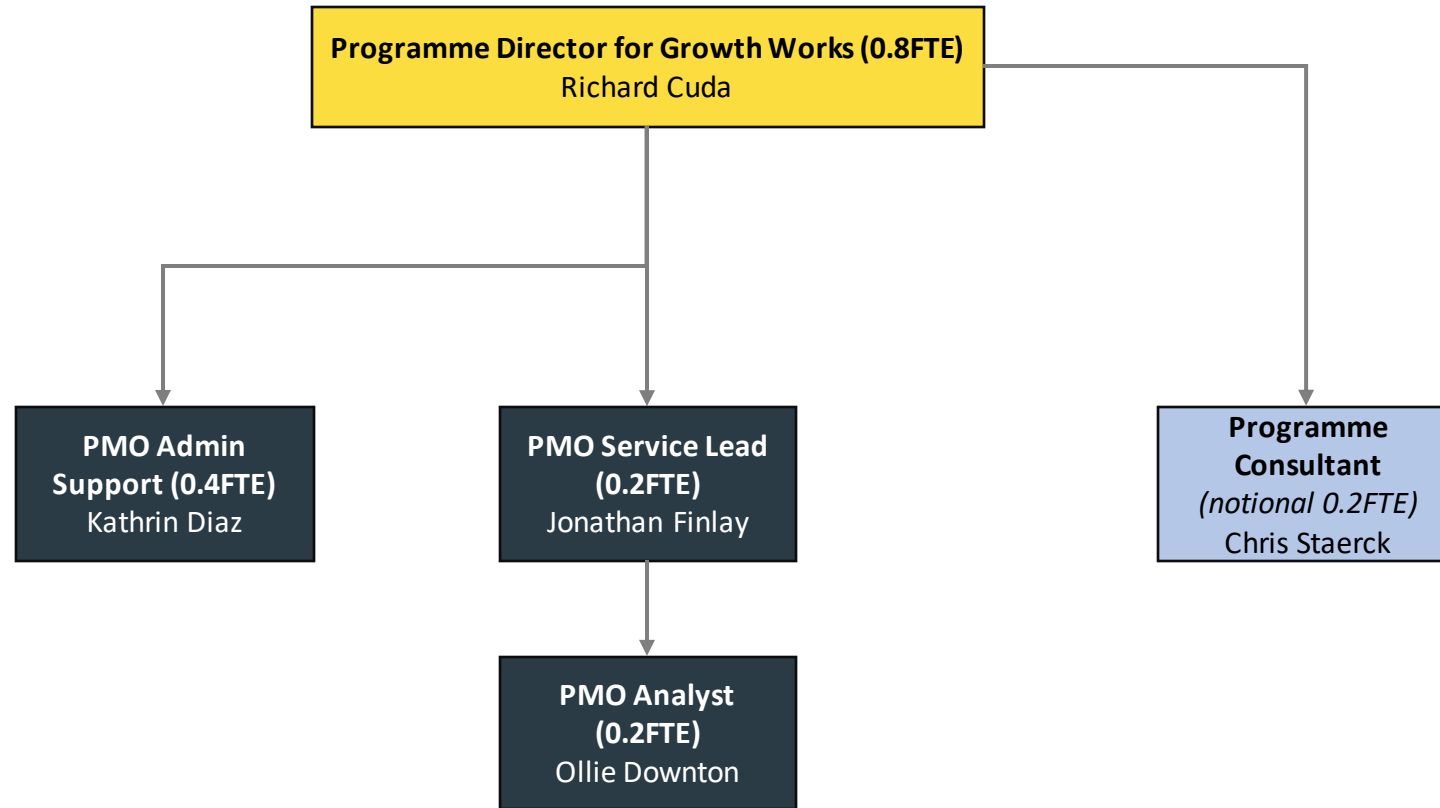
Gateley Global: Inward Investment Service Organogram (September 2023)

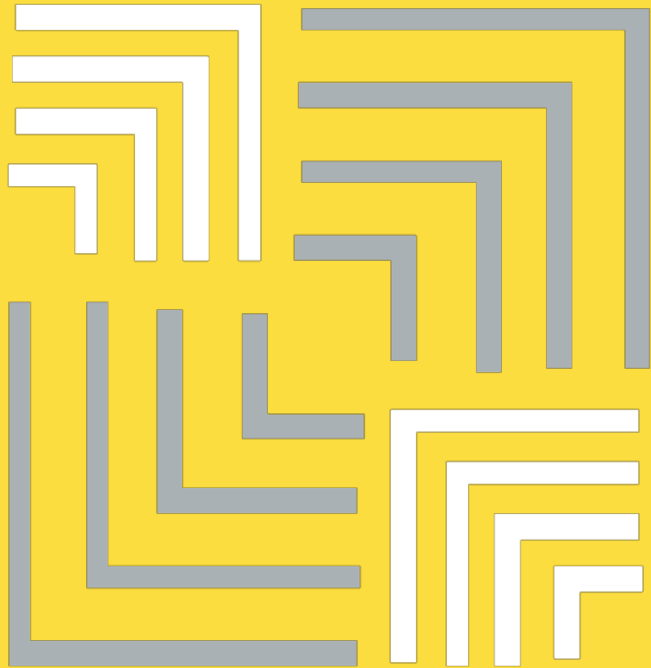


Gateley Global: Equity Service Organogram (September 2023)



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 Concall 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

*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

"Chris has been useful in discussions regarding training"

Neil. Ellutia Ltd

"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"

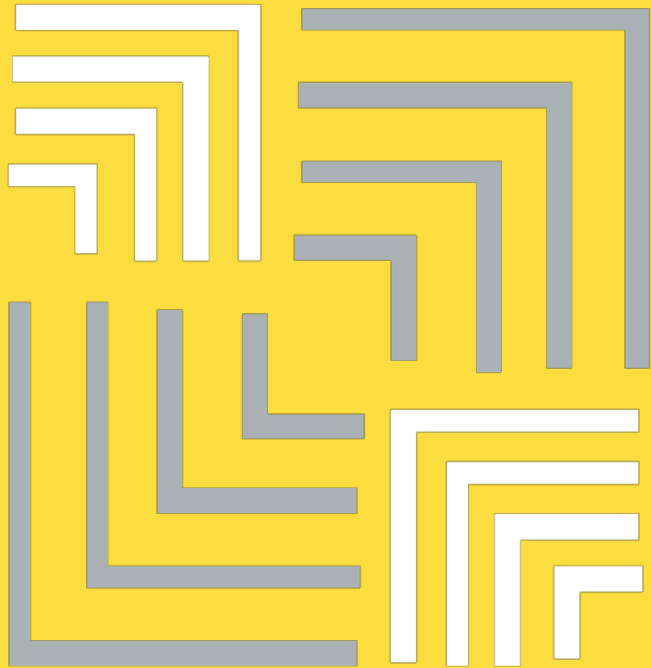
Liz Every. Chair of Governors. Ely College

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

Lesley Pollard. Abbey College

"support and guidance has been really beneficial so far"

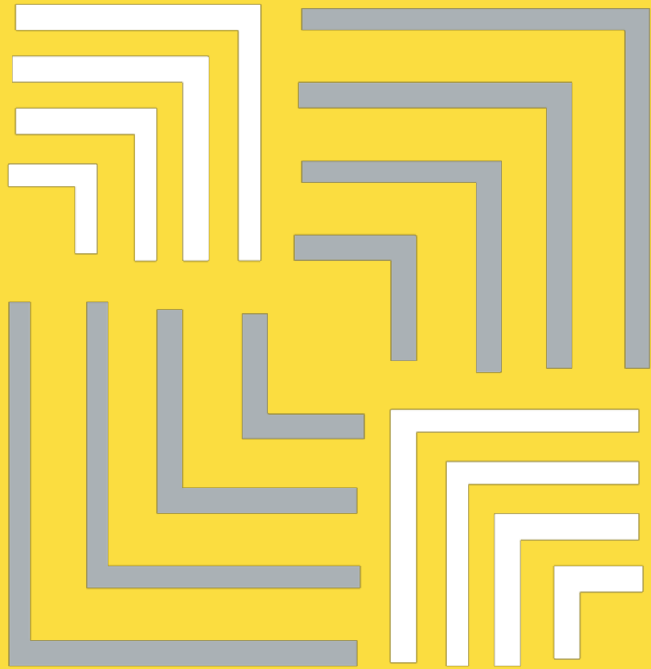
Donna. Quattro Tech



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.

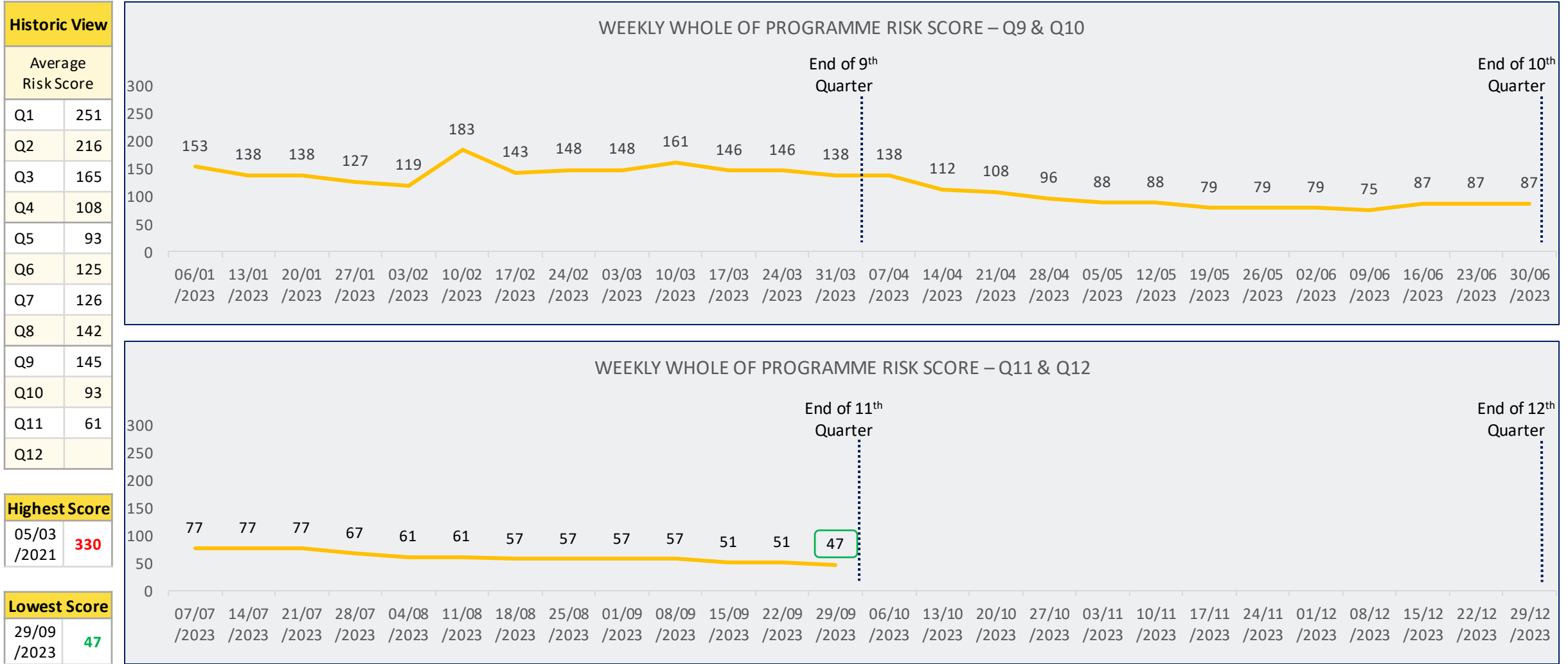
Coaching is less concerning as their sustained improved performance in critical metrics continues to deliver sterling results, and with the Q11-August outturn in focus this Service exceeded its jobs target (performance outcome) with four trading months to spare.

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.

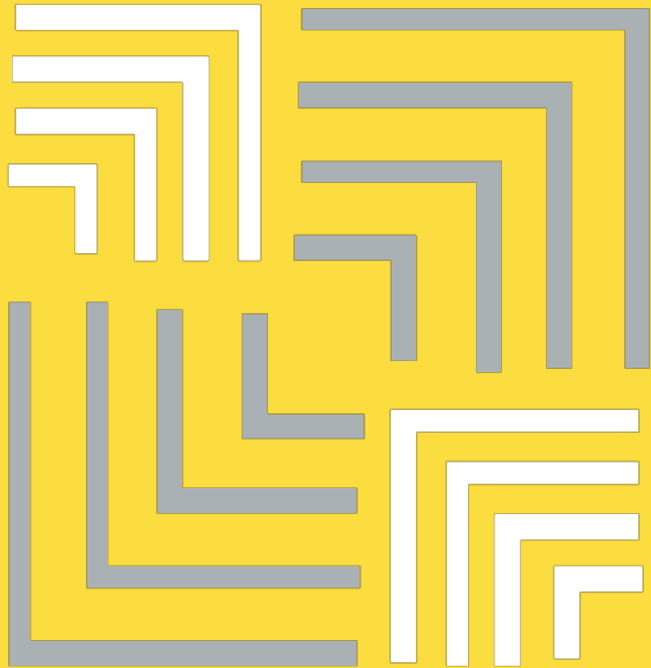


SUMMARY: there is one red rated risk for the week ending 29th September 2023 (34% of GW total score).

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.



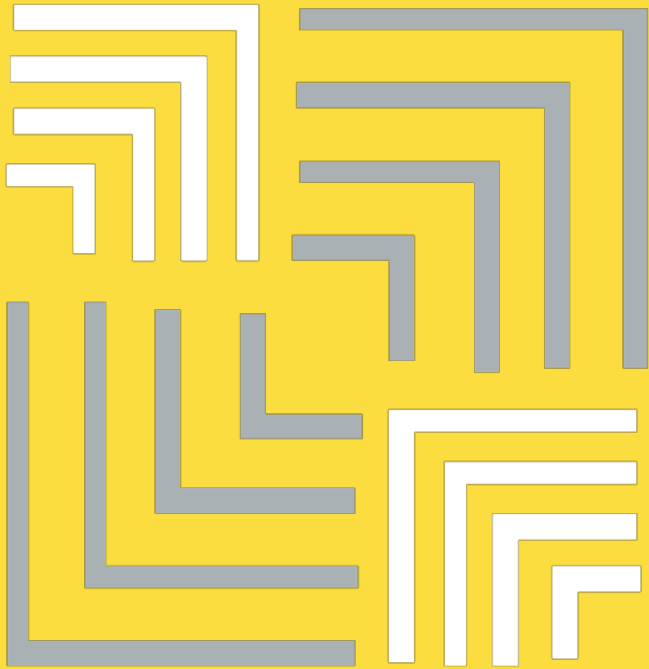
12. Budget and Finance

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
Bel Fry 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:

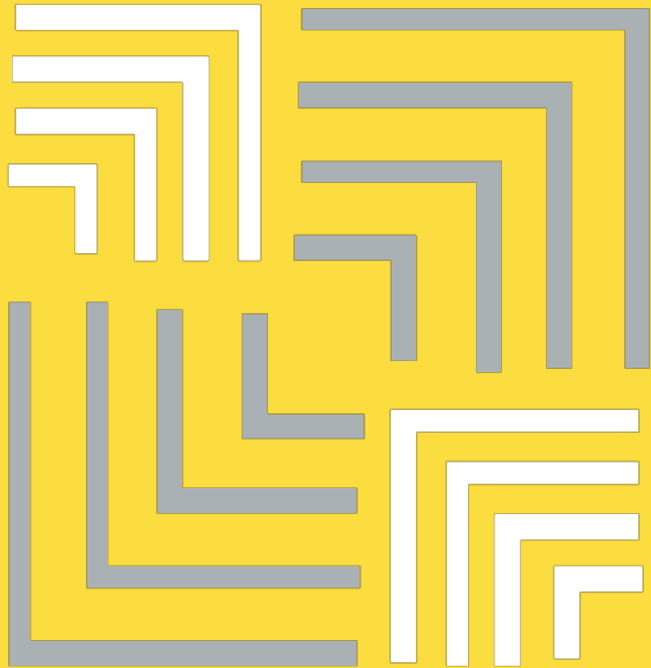
Revenue Grants – LGF Grant Tracker (3/3)

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
Fliit (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.



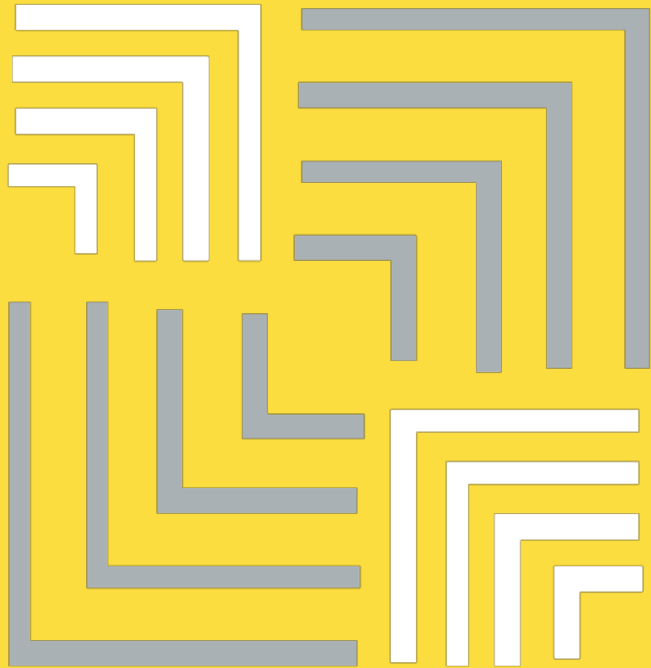
14. Change Requests

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



GROWTH WORKS

APPENDIX – A:

Service Line Soft Targets.

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

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

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

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

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

NOTE: 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	
<i>GVA generated (£ 000)</i>	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
<i>Jobs (new starters in company as new apprenticeships)</i>	20	130	200	350	4	63	11	78	2	7	TBD	0	2	0	2	TBD
<i><u>Levy Employers signed up to pledge (£ 000)</u></i>	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
<i><u>Levy Employers increasing utilisation of Levy (£ 000)</u></i>	2,170	3,272	4,008	9,450	£0	£0	£1.25	£0.25	£1.25	0	1,052	0	0	0	0	952
<i><u>SME's accessing Levy transfer (£ 000)</u></i>	1,750	4,690	6,040	12,480	£1.50	£16.60	£8.0	£26.1	£1.45	£3.50	1,750	£0.35	£0.70	£2.00	£3.05	1,030

Businesses accessing the levy in August:

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

On Hold:

24/7 Support £2,700 / £3000 / £900

Pipeline:

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



GROWTH WORKS

APPENDIX – B:

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

SERVICE LINE REPORTING: Growth Coaching Service

NOTE: Q11 data is to 30th September 2023. This view shows conversions to enrolments from diagnostics.

Conversions from Diagnostic to Enrolment.

Growth Coaching Targets: Diagnostics and Enrolments.

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

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

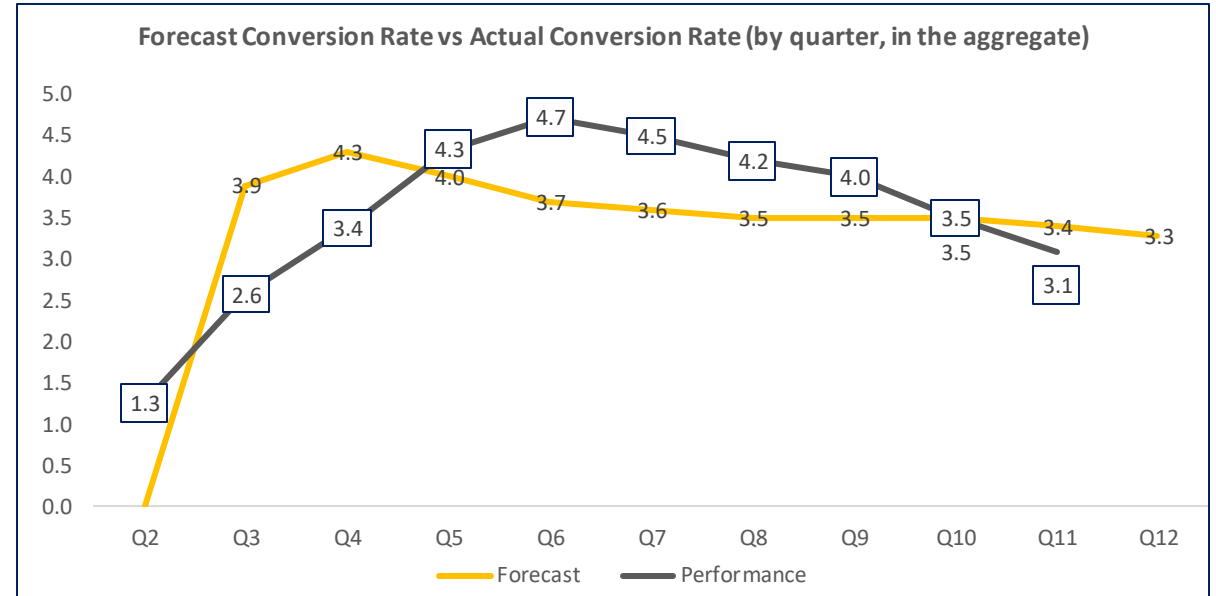
Table-1: highlights the Growth Coaching targets for Diagnostics and Enrolments by quarter, in the aggregate. The 'conversion rate' row has been calculated to show what the forecast conversion rate should be at the end of each quarter.

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

Table-2: highlights Growth Coaching performance for Diagnostics and Enrolments by quarter, in the aggregate. The 'conversion rate' row has been calculated to show the actual conversion rate at the end of each quarter, based on reported performance (Q11 data to 30th September 2023).

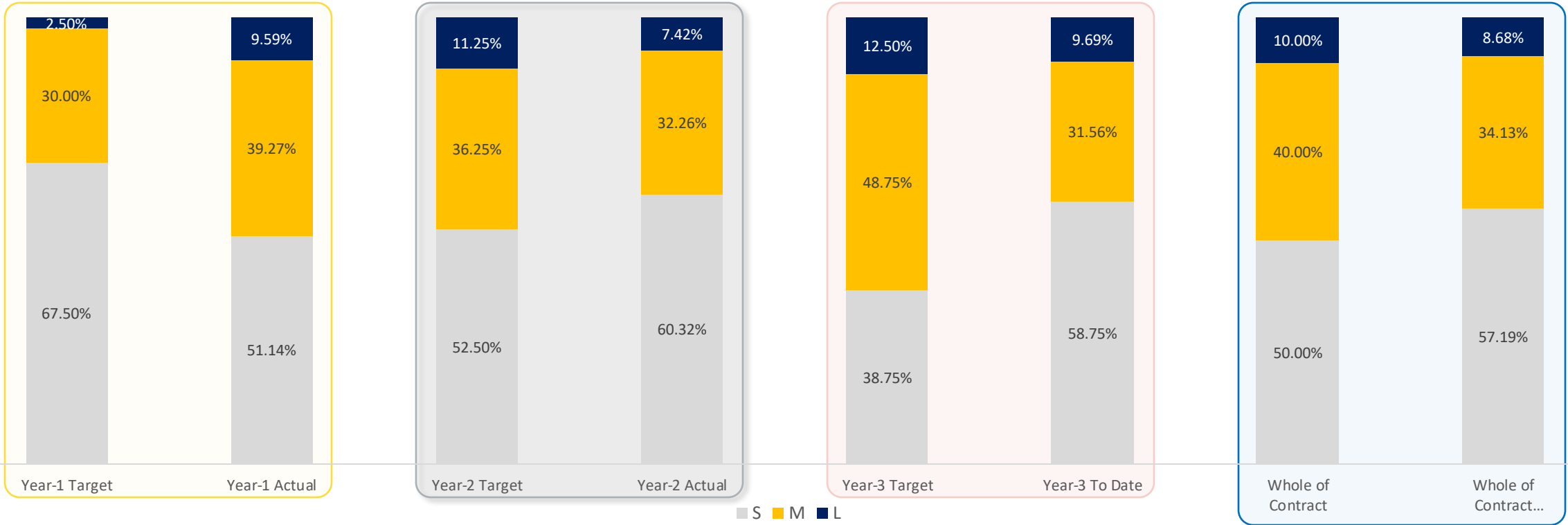
Performance to Date	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Diagnostics	96	348	737	1,318	1,738	1,981	2,228	2,403	2,557	2,581	
Enrolments	76	135	218	304	367	436	529	604	735	841	
Conversion Rate	1.3	2.6	3.4	4.3	4.7	4.5	4.2	4.0	3.5	3.1	

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



SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Size profile of businesses provided with a growth diagnostic, matched coach and scope of support. Q11 data is to 30th September 2023.



- The categories are defined as follows:
- S = companies with 3-9 employees
 - M = companies with 10-49 employees
 - L = companies with 50-250 employees

Category	Whole of Contract Target		Actual to Date	Gap to Close
	%	Actual		
S = companies with 3-9 employees	50%	503	481	22
M = companies with 10-49 employees	40%	402	287	115
L = companies with 50-250 employees	10%	100	73	27
Total	100%	1,005	841	165



GROWTH WORKS

APPENDIX – C:

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

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

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

CO23 / SME ENGAGEMENT

CO23's completed in August / Q11 to date	
Creative Remedy	Brooks Wealth Ltd
The Local View	Floorspan Contracts Ltd
Grace Solutions Ltd	Elliptical Design Limited
Veterinary Business Development Ltd	Masters Logistical Services Ltd
Brave Creative Design Ltd	PockIT Diagnostics Ltd
Rosy Roof Conservatories Ltd	Flexi Labels
Fabric Smart Ltd	Quattro Tech
DV Maintenance Ltd	Rapidrop Global
Korten Ltd	Fuel Your Story
Ora Labora Ltd	KJ Curson Growers
Teraview Ltd	EMS Impulse Ltd
Anglian Compressors & Equipment Ltd	Stir Cambridge Ltd
National Operatic & Dramatic Association	Anglia Bearing Company Limited
A2 Com UK Ltd	Nutcombe
ST1 Group	ROI Holdings Ltd
Imray, Laurie, Norie, Wilson Ltd	Bursting with Potential – Breakthrough Therapy Solutions



R9's completed in September / Q11 to date	
Copper Sprocket Ltd	A2Com UK Ltd
Safe Electric (Nationwide) Ltd	Turning The Red Lights Green
Creative Remedy	S4 Engineering Ltd
The Local View	LLC Navarro Limited
Hire or Buy Group Ltd	Live action Gaming Ltd
Display Technology Ltd	Brooks Wealth Ltd
Wisbech Community Development Trust	Rosy Roof Conservatories Ltd
Britpark Leisure Holding Ltd (Play2Day Ltd)	Brave Creative Design Ltd
Ganadores Ltd	Delta T Devices
A Smile A Day Photography	K J Curson Growers Ltd
I4 Automation Ltd	Quattro Tech
Pennys Hair & Beauty Lounge	Anglian Compressors and Equipment Ltd
Ora Labora Ltd	Floorspan Contracts
Motive Graphics	Elutia Ltd
Absolute Sense Independent Financial Advisors	

TDMIs completed by September /Q11 to date		
Concrete Renovations Ltd	ST1 Group	Floorspan Contracts
DV Maintenance Ltd	Timmy Grill & Desserts Ltd	Aseptuva Ltd
MISTRAS Group	Flagship Partners	Fuel Your Story
Brave Agency	Marriott Hotels	Ora Labora Ltd
NODA	Fabric Smart Ltd	Volador Flytech
Anglia Bearing Co Ltd	Rosy Roof Conservatories	Ivy The Collection
Bursting with Potential	Quattro-Tech	Elliptical Design
Fishy Business	Masters Logistical	Pockit DX
Rapidrop Global	Glo Golf	Webtec Products Ltd
Teraview Ltd	Bonacia Ltd	FlexiLabels
Ascot Graphics	Sovereign	CDTS South & East Ltd
Brooks Wealth	Stratagem IPM	Rightmarket
Cambridge Technology Consultants Ltd	Anglian Compressors & Equipment Ltd	Imray,Laurie, Norie and Wilson Ltd
K.J Curson Growiers Ltd	Yealand Fund Services Ltd	Nera Accounting Limited
Eve Waldron Design Ltd	Ivory Graphics Ltd	
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



GROWTH WORKS

APPENDIX – D:

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

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

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

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



**GROWTH
WORKS**

FUNDED BY
 **CAMBRIDGESHIRE
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and Investment Funds

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

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GrowthCo Requirement and the Survey Questions



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	Swimblor 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



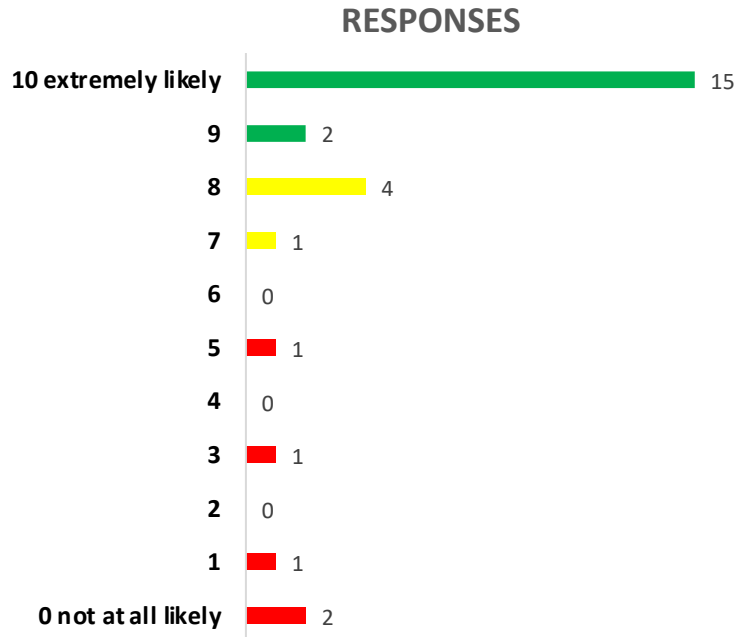
44%
good

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.

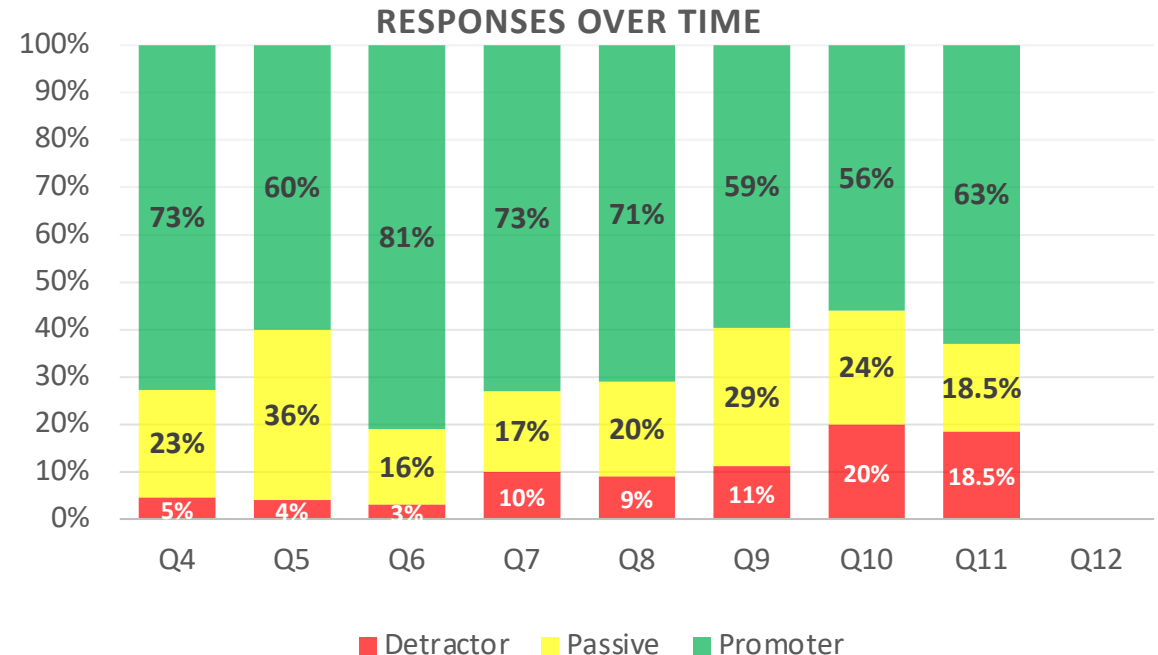
Promoter 63%
Passive 18.5%
Detractor 18.5%

Q11 Responses



Performance by quarter

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



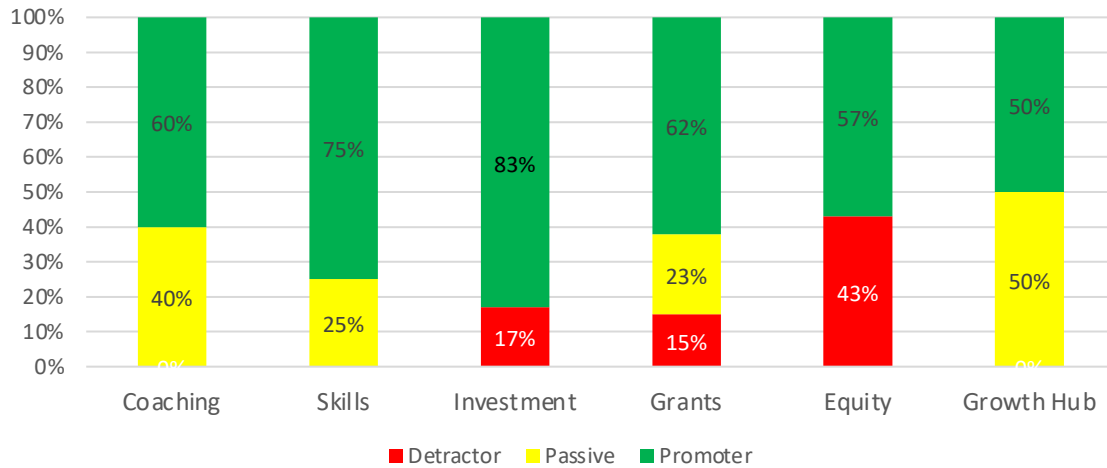
NPS by Service Line and District Council



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.

NPS BY SERVICE

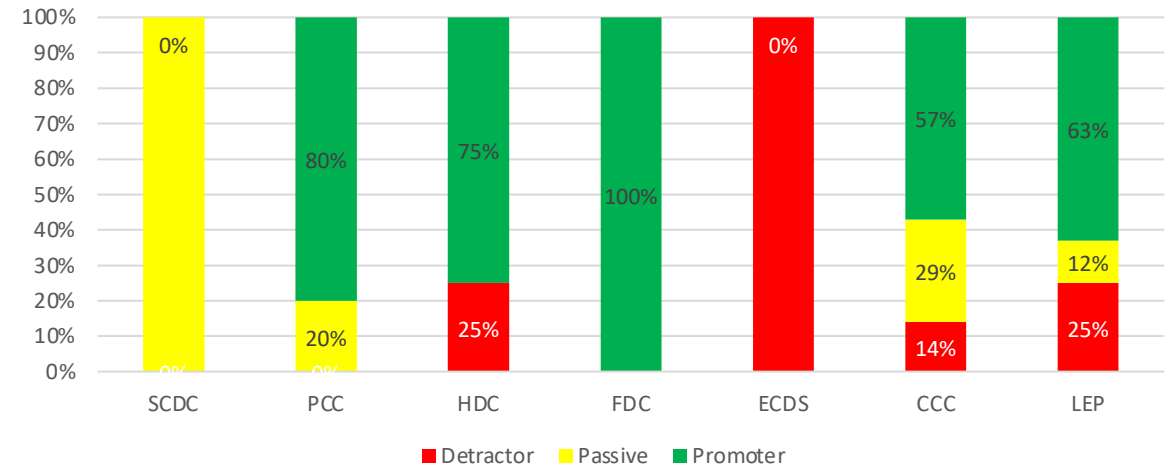


	Coaching	Skills	Investment	Grants	Equity	Growth Hub
NPS	60%	75%	67%	46%	14%	100%
Respondent Selections	5	4	6	13	7	2

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.

NPS BY DISTRICT



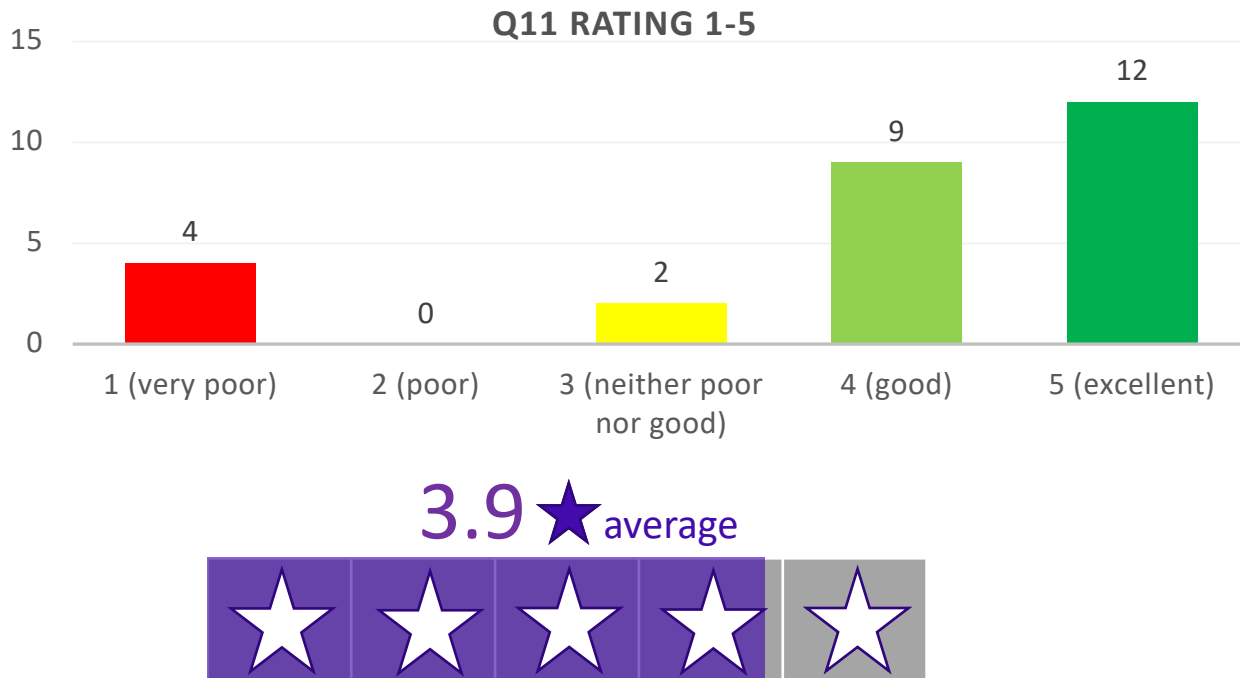
	SCDC	PCC	HDC	FDC	ECDS	CCC	LEP
NPS	0%	80%	50%	100%	0%	43%	38%
Responses	1	5	3	2	1	7	8

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



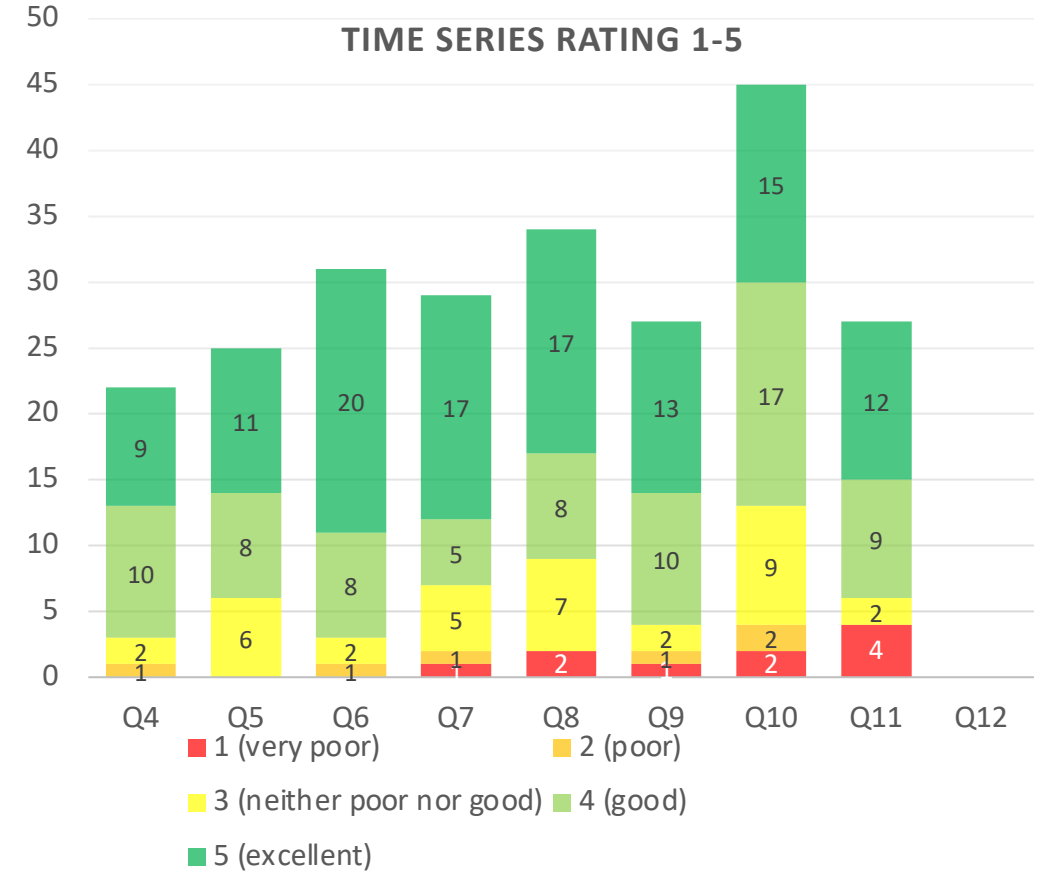
Quarter 11 Performance

- 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.

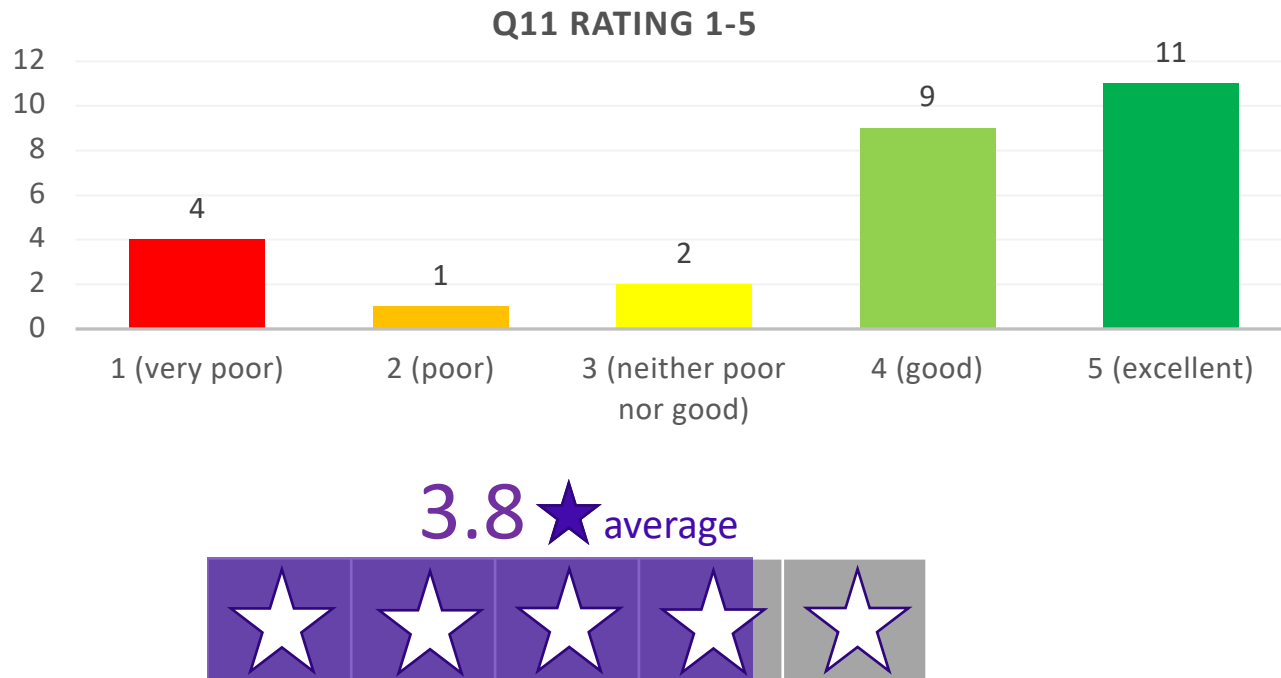


On a scale of 1-5: Did our service support meet your initial expectations from when you registered for support?



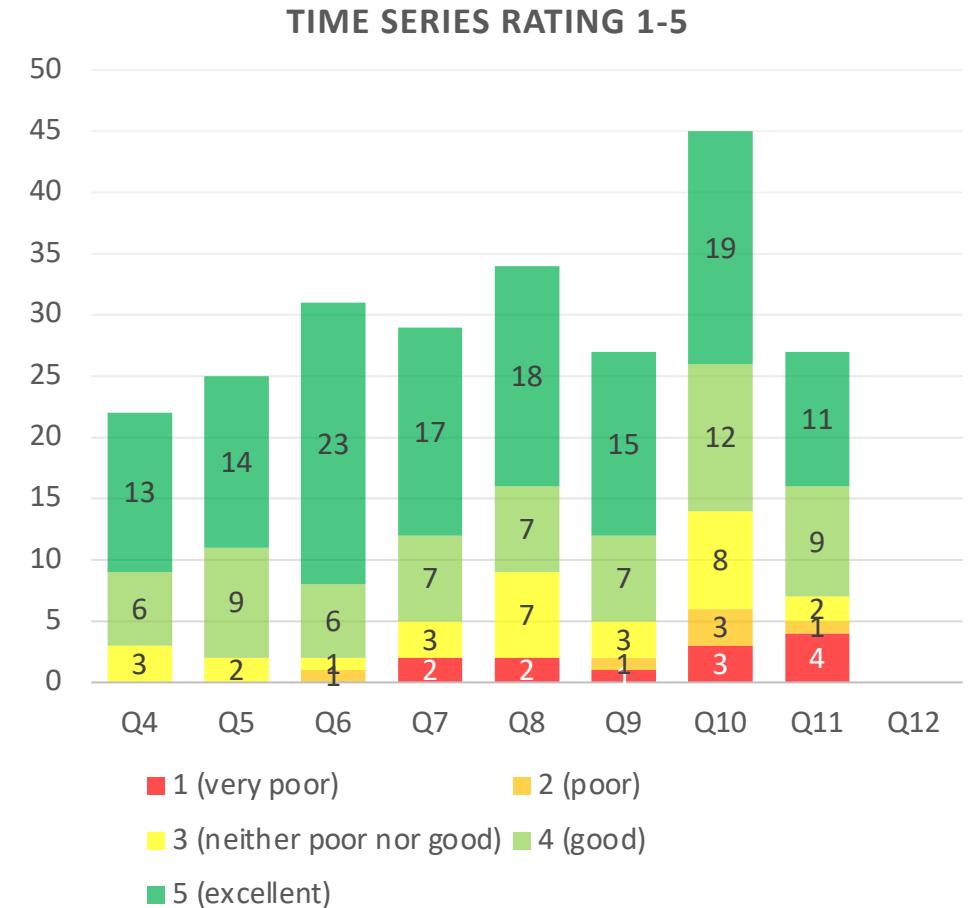
Quarter 11 Performance

- 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

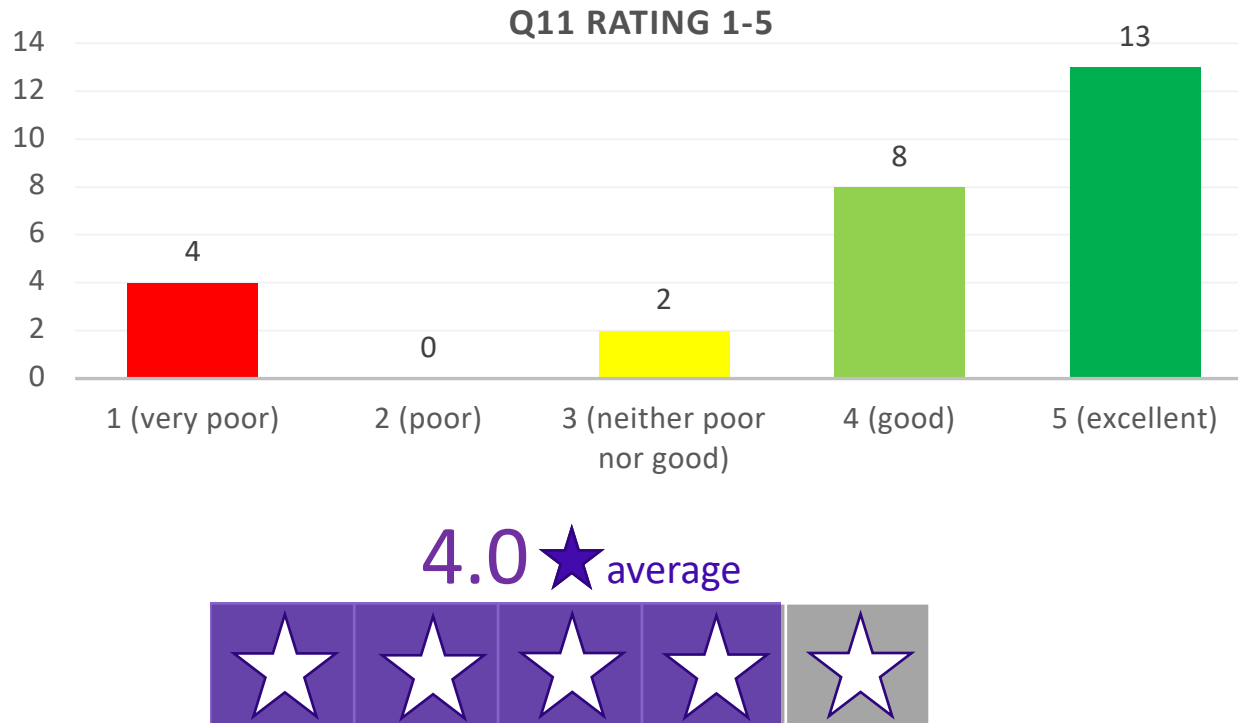
- Over time the data presented here will highlight movement in the scores.



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?

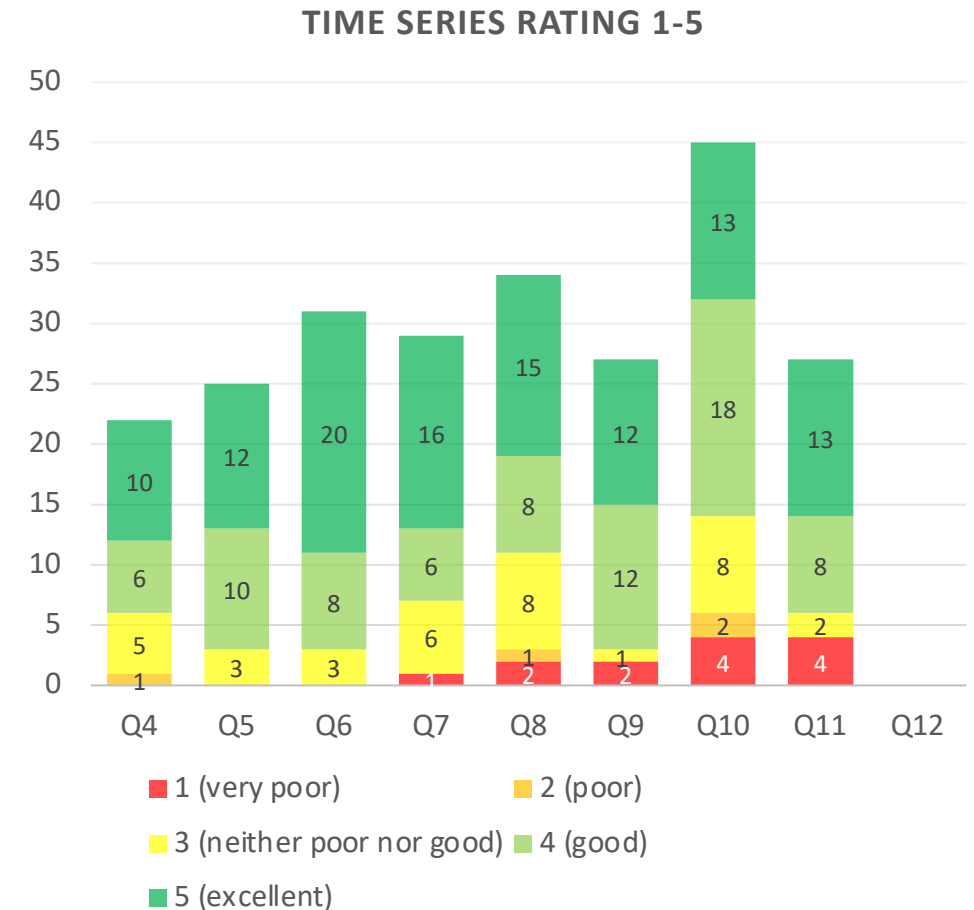
Quarter 11 Performance

- 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.

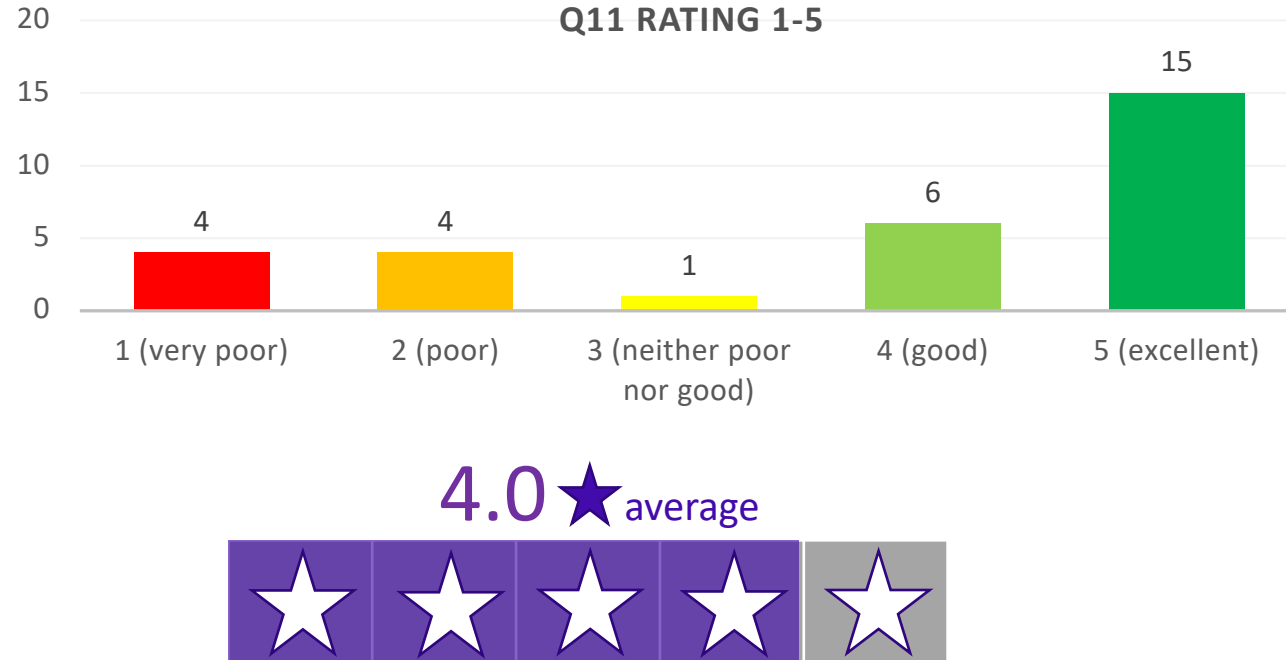


On a scale of 1-5: To what extent was the service a valuable investment of your time?



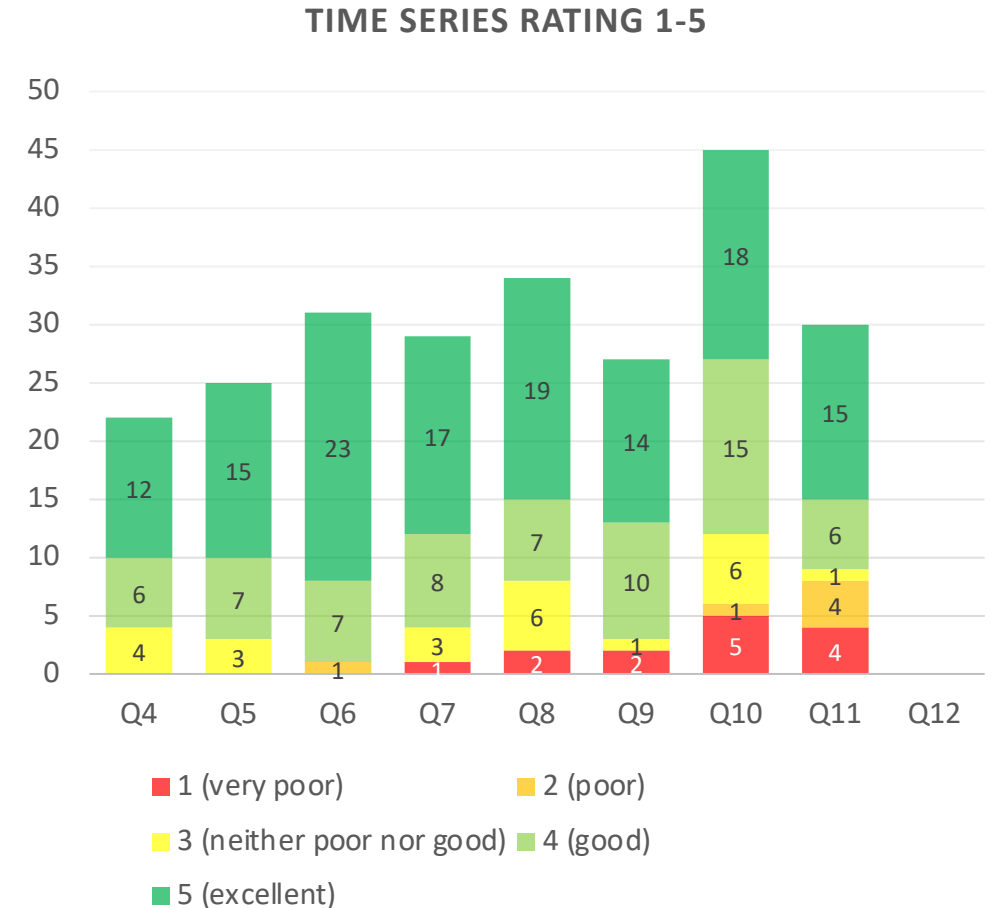
Quarter 11 Performance

- 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.



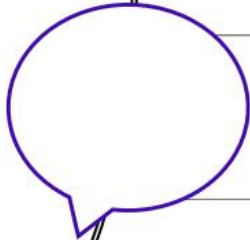
What works well



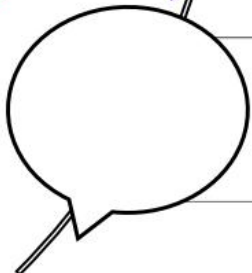
“Robin was very helpful and we appreciate the support received.”



“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.”

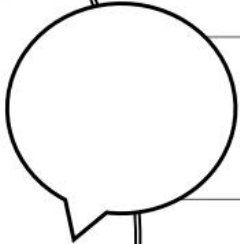


“What a great initiative!”

What works well (continued)



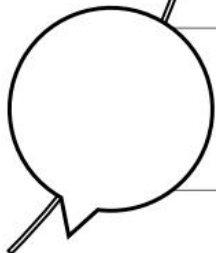
“Fabulous service and support, my business has benefitted from the support and we have almost doubled our workforce and hope to apply for more funding to support our expansion plans due to increased orders, where we must grow with our customers demands on us as a trusted and quality supplier.”



“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.”



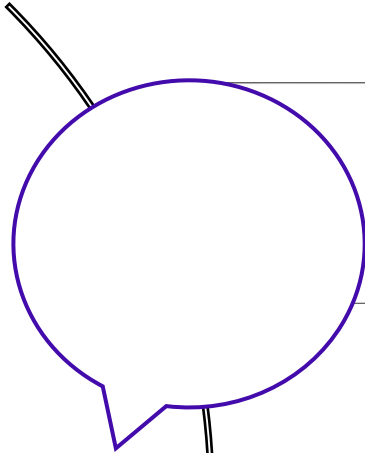
“Extremely helpful. Thank you very much.”



“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.”

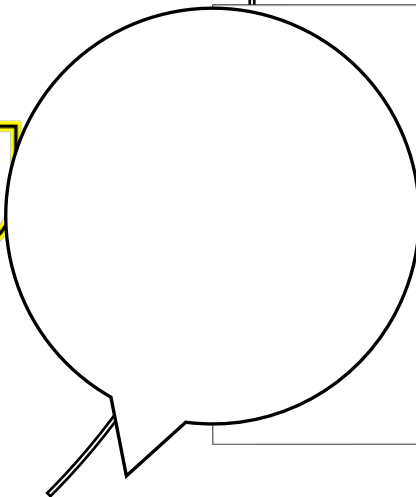
Improvements to the service

“



“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	Aalun	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	Contrel 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 PlumbingHeating 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	Igenetics 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	Äřizgi Teknoloji Elektronik Tas. ve Äœert. 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	Algeha	Inward Investment
THERMOTEKNIK 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	Charliskas 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 Montesorri 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	Nexential	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	Giocoguado	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	Swimblender 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:
$$\begin{array}{r} 52.87\% \text{ (Promoters)} \\ -28.73\% \text{ (Detractors)} \\ \hline \text{NPS} = 24.14\% \text{ (Net Promoters)} \end{array}$$
- 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

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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 Relevent 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



Skills & Employment Committee		Agenda Item
6 November 2023		6
Title:	Update on Anglia Ruskin University (ARU) Peterborough Project	
Report of:	Jim Cunningham, Interim Assistant Director Delivery	
Lead Member:	Cllr Lucy Nethsingha	
Public Report:	No	
Key Decision:	No	
Voting Arrangements:	No vote required	

Recommendations:	
A	Members of the Employment and Skills Committee are recommended to note the contents of the report and comment on how the work of the Committee 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):	
x	Achieving ambitious skills and employment opportunities
x	Achieving good growth
	Increased connectivity
x	Enabling resilient communities
	Achieving best value and high performance

1. Purpose	
1.1	The purpose of this paper is to provide members of the Employment and Skills Committee with an update on progress with the development and delivery of Anglia Ruskin University Peterborough

2. Background	
2.1	The University of Peterborough project involves a partnership arrangement between Anglia Ruskin University(ARU), CPCA and Peterborough City Council. The project has been designed, developed and is being delivered to address three key issues.

	<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
3.1	<p>The project has been developed in three key phases</p> <ul style="list-style-type: none"> • 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 £30.5m with contributions from CPCA £12.3m, Local Growth Fund £12.7m, PCC £1.9m(land in kind) • 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 with investment to date of £14.4m funded through CA Business Board and Get Britain Building Fund. 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. • Phase 3 Living lab and further teaching 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 £31.8m. • 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.
3.2	<p>ARU Peterborough is already achieving considerable success and making a major contribution to the economy of Peterborough and the wider area as set out below</p> <ul style="list-style-type: none"> • 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. • This follows success at the University Alliance (UK) Awards 2023 and the Association of University Directors of Estates (AUDE) awards. • 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. • 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 <i>Architects' Journal</i>. • 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. • 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.

- Three of the first year Degree Apprentices won 'Apprentice of the Year' at the Peterborough Apprenticeship Awards 2023.
- 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.
- Fifty small and medium-sized businesses including many from the Peterborough area, were supported on the Help to Grow: Management programme.
- 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.
- 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.
- 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.
- 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.
- 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.
- The campus also played host to the Youth Council event 'Youthfest'. The event included a panel session with civic leaders, including the Principal.
- 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.
- 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.
- 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.
- 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.
- 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.
- 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.

- The university's first international students started in winter 2023, and were greeted with a civic reception from Peterborough's Mayor and Deputy Mayor.
- 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 GuildHE and the Chief Executive of the Office of the Independent Adjudicator for Students (OIA).
- 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.
- 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.
- 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.
- 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.
- Planning is underway for additional provision to go live 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.
- The Post Graduate portfolio will continue to be developed building on the ARUP IBM framework to offer management courses in computing, health and engineering.
- 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.
- 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.
- 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 was located in Peterborough
 - 84% chose ARU Peterborough because they didn't have to move house in order to study

	<p>Example quote from a student respondent: Item 6</p> <p><i>“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.”</i></p> <ul style="list-style-type: none"> • 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. • 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. • 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. • 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.
3.3	<p>As demonstrated above the University has had an outstanding impact in its first operational year and its progress remains aligned to the original business plan.</p> <p>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</p>
3.4	<p><u>Next Steps</u></p> <p>Discussions have commenced between the CPCA's Director of Skills and University Principal on the provision of additional CPCA support aimed at further extending the reach of the University into deprived communities and ensuring that talent in these communities is recognised and given the assistance required to help them fulfil their potential.</p> <p>Further development of the University and the successful targeting of a major research and development institution will 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.</p>

3. Appendices

4.1	No appendices
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4. 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		Item 6
8.1	No environmental or climate change implications	
Other Significant Implications		
9.1	No other implications	
Background Papers		
10.1	None	



Skills & Employment Committee	Agenda Item
6 November 2023	8

Title:	Further Education Cold-Spots Projects Update
Report of:	Parminder Singh Garcha, Head of Education & Skills Strategy
Lead Member:	Cllr Lucy Nethsingha, Lead Member - Skills
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	No vote required

Recommendations:

A	To receive an update on the FE Cold-Spots projects in East Cambridgeshire and St Neots
B	To note the revised milestones for the FE Cold-Spots projects including the proposal to reprofile the allocated funding as part of the MTFP process.

Strategic Objective(s):

The proposals within this report fit under the following strategic objective(s):	
✓	Achieving ambitious skills and employment opportunities
✓	Achieving good growth
	Increased connectivity
✓	Enabling resilient communities
✓	Achieving best value and high performance

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

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

1. Purpose

1.1	Following an update report tabled at the September Skills & Employment Committee, Members requested a further written update at the November committee to check-in on progress.
1.2	Members are requested to note that progress has been made during September and October with delivering this project and additional capacity that has been arranged to support the project.
1.3	Due to the slippage in delivery, to note the proposal to re-profile both capital and revenue funding allocated to this project. This will be considered as part of the MTFP process and captured within the relevant reports to Board.

2. Proposal

2.1	<p>The creation of two new FE provisions in East Cambridgeshire and St Neots are two potential infrastructure projects within the Employment and Skills Strategy, to address 'cold spots' in post-16 education and training. As reported at the September Board, initial funding of £4.8m to pump-prime these projects were secured from the Combined Authority Board in March of 2022. Approval to create a new budget-line in the MTFP and commission consultancy support was agreed at the September 2022 Skills Committee and Board, but due to capacity issues progress had been stalled. Additional leadership capacity has been released to focus on this project.</p>																																
2.2	<p>The Request for Quotation (RFQ) process for the procurement of consultants to complete the feasibility study was launched on 16 October 2023 with responses due by 13 November 2023. It is expected to award contracts by 24 November 2023.</p>																																
2.3	<p>Local Advisory Groups were established, and an initial meeting was convened in November 2022 by the Combined Authority and the constituent district councils. We expect to reconvene the groups early December, with the Consultants providing an over-view of their approach to producing the Feasibility Study and an opportunity for members to contribute.</p> <p>The groups are chaired by the respective members of the Skills Committee: Cllr Sam Wakeford (St Neots) and Cllr James Lay (East Cambridgeshire). Membership of the Advisory Groups include Cambridgeshire County Council, town councils, local FE Colleges, local business representatives, Academies and the third sector.</p>																																
2.4	<p>The milestones for delivery have been revised and are set out below:</p> <table border="1"> <thead> <tr> <th>Milestones for Stage One</th> <th>Date</th> <th>Status</th> <th>Comments</th> </tr> </thead> <tbody> <tr> <td>Full PID Development and approval at PARC</td> <td>June 2022</td> <td>Complete</td> <td></td> </tr> <tr> <td>Initial PID discussion at Skills Committee</td> <td>July 2022</td> <td>Complete</td> <td></td> </tr> <tr> <td>Initial discussions with HDC, ECDC, FE Principals Group and ESFA</td> <td>June – July 2022</td> <td>Complete</td> <td></td> </tr> <tr> <td>Report to September Skills Committee and CA Board to approve budget for programme and release year 1 funds</td> <td>September 2022</td> <td>Complete</td> <td></td> </tr> <tr> <td>Establishing Local Project Advisory Boards</td> <td>Sept 2022</td> <td>Complete</td> <td></td> </tr> <tr> <td>Establishing Skills Programme Management Board</td> <td>February 2023</td> <td>Complete</td> <td></td> </tr> <tr> <td>Procurement of consultants for Business Cases (incl. Feasibility)</td> <td>October 2023</td> <td>Live</td> <td>RFQ launched 16.10.23</td> </tr> </tbody> </table>	Milestones for Stage One	Date	Status	Comments	Full PID Development and approval at PARC	June 2022	Complete		Initial PID discussion at Skills Committee	July 2022	Complete		Initial discussions with HDC, ECDC, FE Principals Group and ESFA	June – July 2022	Complete		Report to September Skills Committee and CA Board to approve budget for programme and release year 1 funds	September 2022	Complete		Establishing Local Project Advisory Boards	Sept 2022	Complete		Establishing Skills Programme Management Board	February 2023	Complete		Procurement of consultants for Business Cases (incl. Feasibility)	October 2023	Live	RFQ launched 16.10.23
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	Appointment of consultants for Feasibility Study (PART A of Consultancy)	November 2023	Pending procurement	Item 7
	Securing Project Management support for CPCA Skills Team to deliver the project	November 2023	Pending	
	Publication of revised Post 16 Sufficiency Data by County Council and 2021 Census analysis to demonstrate demographic growth	November 2023	Pending	Awaiting confirmation of the data release
	Completion of Feasibility Study and recommendations to Skills and Employment Committee and Combined Authority Board	March 2024		
	Commence PART B of Consultancy Production of Strategic Outline Business Case(s)	April 2024		
	Selection process for FE Partners (subject to feasibility)	April 2024		

3. Background

3.1	<p>The Combined Authority Board approved an allocation from Gainshare funding for Further Education Cold Spots in the Medium-Term Financial Plan at the March 2022 Board meeting. These allocations are subject to Board approval. Approval to allocate £225,000 of revenue funding for Stage One of the project was secured in September 2022 and a funding line was created in the MTFP. The balance of the funding is capital over the subsequent years.</p> <p>Due to slippage in the timelines, carry forward of the revenue funding was requested and approved into the 2023/24 financial year. It is unlikely that the full amount will be spent within this financial year.</p>
3.2	<p>As reported at the September 2022 Skills Committee meeting, officers have been meeting with constituent councils and wider partners to acclimatise the concept. While there is broad consensus among local authority partners for the need for the two projects, FE partners await further evidence of feasibility – in particular, viable student numbers, accessible locations with good public transport and evidence of employer demand.</p>
3.3	<p>Critically, the funding allocations from Gainshare will be used – if appropriate demand is evidenced - as leverage to attract capital funding from the Department for Education’s (DfE) Capital Transformation Fund and Post 16 Demographic Growth Funds. In addition, to explore the opportunity for local match funds or asset transfers. There is also an opportunity to develop this programme as a future devolution ‘ask’ for capital funding, which requires further exploration. Sites and education delivery partners for both projects have not been identified at this stage, although some options were identified in the Project Initiation Document (PID). The impact of inflation since the PID will be considered through the Feasibility Study.</p>
3.4	<p>The need for this project was shared with the Skills Committee previously and is summarised below:</p> <ul style="list-style-type: none"> • Cambridgeshire County Council published their Post 16 Sufficiency analysis in 2019 as part of their statutory duties, to secure sufficient suitable education and training provision for all young people in the area aged 16-19 or aged 19 to 25 and for whom an Education, Health, and Care (EHC) plan is maintained. Ely and Soham were identified as areas where additional post-16 places are required. • The Combined Authority undertook an analysis of cold spots in relation to adult education since taking control of the budget following devolution. St Neots has consistently appeared as a cold spot. This was shared with Skills Committee at the January 2022 meeting.

- Huntingdonshire District Council identified the economic benefits for St Neots town centre that a new FE Campus could provide to service demographic growth in the town, with c.5000 new homes at major housing developments at Wintringham and Love’s Farm. In addition, as an anchor institution in the regeneration of the town centre to improve street-scene, footfall and be a catalyst for further investment.

The vision of the programme – if demand is evidenced- is to invest in two new ‘flagship’ local FE centres, that will ‘future-proof’ FE provision, be net-zero and state-of-the-art in providing green skills and wider curricula that meets local employer demand. Investment in FE infrastructure, raises aspirations, improves education standards and the skills levels among Local communities. By creating local provision, travel and journey times will be reduced, decreasing the carbon footprint and providing local opportunities. In East Cambridgeshire, it is expected that this will encourage the retention of more local young people, to continue to live and work in the area.

The feasibility study will now need to be cognisant of Cambridge 2040, the announcement made by the Department for Housing, Levelling Up and Communities in July 2023, to develop an ‘urban quarter’ in and around Cambridge to make the city Europe’s premier ‘science capital’. The development could include up to 250,000 new homes, including those already planned. Infrastructure including transport, health, retail, leisure and education facilities will be required as part of the plans, including further education.

4. Appendices

4.1	None
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5. Implications

Financial Implications

5.1 A budget of £4.8m was allocated, subject to approval, from Gainshare funding for the delivery of the FE Cold Spots programme and the current profile of the budget is set out in the top half of the table below.

There has not been any spend to date and reprofiling, including carry-forward of the current approved revenue budget, will need to be requested via a further report taken to the Combined Authority Board as a key decision; the anticipated revised profile for this is shown below.

		2023-24	2024-25	2025-26	2026/27
Original profile	Revenue	£225k	-	-	-
	Capital	£2,400k	£2,175k	-	-
Anticipated profile	Revenue	£100k	£125k	-	-
	Capital	-	-	£2,400k	£2,175k

Legal Implications

6.1 The activities outlined in this paper are to discharge the Combined Authorities’ statutory duties under the Apprenticeships, Skills, Children and Learning Act 2009. Under the devolution agreement of 2016, specified adult education functions from the Secretary of State were transferred to the Combined Authority.

6.2	The FE Cold spots programme supports our constituent member council, Cambridgeshire County Council in their statutory duties under the Education Act 1996, to secure suitable and sufficient places in post-16 education and training in the area. Item 7
Public Health Implications	
7.1	The report recommendations have positive implications for public health in the longer-term. Participation in Post-16 and adult learning improve the health and wellbeing of participants and wider society. In addition, post-16 funding provides training and qualifications for professionals working in the health care sector as well as short courses for adults on managing physical, mental health and wellbeing.
Environmental & Climate Change Implications	
8.1	The report recommendations have positive implications for the environment in the longer-term. If approved and constructed the two new FE campuses will be net-zero and provide positive environmental benefits and promote active travel. Skills training for green jobs and retrofit trades will be provided. environmental or climate change implications
Other Significant Implications	
9.1	The recommendations in this report have due regard to the Combined Authority's Equalities duties under the Equality Act 2010 in implementing funding policies and projects which seek to widen participation and make learning opportunities more accessible for all citizens including all protected characteristics.
Background Papers	
10.1	FE Cold Spots Project Update Skills Committee Report – September 2023 Addressing FE Cold-Spots Skills Committee Report – September 2022 FE Cold Spots Project Initiation Document (PID) 4 July 2022

Skills & Employment Committee		Agenda Item
6 November 2023		8
Title:	State of the Economy Cambridgeshire and Peterborough (Summer 2023)	
Report of:	Executive Director Economy and Growth, Richard Kenny	
Lead Member:	Chair of the Business Board, Al Kingsley	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	No vote required	

Recommendations:

A	To note the latest Cambridgeshire & Peterborough Economic Update for Summer 2023
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Strategic Objective(s):

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

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

1. Purpose

1.1	To update the Skills & Employment Committee on the latest data in overall economic performance for Cambridgeshire & Peterborough.
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2. Proposal

2.1	The purpose of the economic update report is to provide latest evidence (where new data is available) on the state of the local Cambridgeshire and Peterborough economy. It is intended as a useful source of information and analysis on a range of economic topics – it does not need to be read in full but may act as a useful document to refer to over time.
2.2	The economic update report also helps to identify the key issues and interests which may be explored further as part of a larger regional economic review. The Executive Summary presents key messages, with further sections of the report providing additional information.

2.3	Following discussion and input into this economy update report, it will be published and shared with key partners and stakeholders.
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3. Background

3.1	<p>In summary the report covers:</p> <ul style="list-style-type: none"> • Economy Overview • Labour Market and Business Conditions • Infrastructure (including water, energy, and housing) • Health and Skills
3.2	<p>This economic update report will be used to inform the wider refresh of the Cambridgeshire & Peterborough Independent Economic Review (CPIER), which is being renamed as the 'State of the Region' and is expected later this year. The comments and input from the Committee will be fed back to the team to ensure that the CPCA's interpretation is robust and in line with data emerging.</p>

4. Appendices

4.1	Appendix 1- Cambridgeshire and Peterborough Economic Update
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5. Implications

Financial Implications

5.1	<p>There are no specific implications, however for the State of the Region (CPIER) refresh, officers will ensure a comprehensive and robust consultation and engagement is undertaken with the Business Board, key partners and stakeholders to ensure both value in the specialism and knowledge required as part of the refresh exercise.</p>
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Legal Implications

5.2	No implications.
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Public Health Implications

5.3	No implications.
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Environmental & Climate Change Implications

5.4	No implications.
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Other Significant Implications

5.5	No other significant implications.
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Background Papers

5.6	State of Economy Report (June 2022) - Agenda Item No (cmis.uk.com)
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A map of Cambridgeshire and Peterborough is shown with a purple overlay. A network of white lines, representing roads or infrastructure, is overlaid on the map. The text "Cambridgeshire and Peterborough Economic Update" is centered over the map.

Cambridgeshire and Peterborough Economic Update

AUGUST 2023

Table of Contents

- I. Executive Summary
- II. Economy Overview
- III. Labour market and Business conditions
- IV. Infrastructure (water, energy, housing)
- V. Health and skills

A note about this report

The purpose of this report is to provide updated evidence (where new data is available) on the Cambridgeshire and Peterborough economy. It is intended as a useful source of information and analysis on a range of economic topics – it does not need to be read in full but may act as a useful document to refer to over time. It also helps to identify issues / interests which the region may wish to examine further, including in a future in depth State of the Region or CPIER refresh. The Executive Summary presents key messages, with further sections of the report providing additional information.

The national economic picture

Inflation beginning to fall but remains high. Over the last 2 years, inflation has been historically high, largely owing to greater demand for oil and gas post-pandemic, the war in Ukraine putting further pressure on the supply of oil and gas, as well as the supply of grain pushing up global food prices, compounded earlier this year by a shortage of salad and other vegetables caused by bad weather in Spain and Northern Africa.

Inflation has fallen from 10.1% in March but remains high at 6.8% in July. Food costs rose by 14.8% in the year to July 2023, down on levels seen in previous months which were around the highest seen for over 45 years. The Bank of England, in its latest Monetary Policy report expects inflation to fall to around 5% by the end of the year, accounting for lower energy prices, and to a lesser degree, food where prices rises are expected to slow to around 10%.

Consecutive interest rate rises impacting mortgages. The Bank of England has tried to curb high inflation by raising interest rates over the last 14 consecutive months, with the base rate in August sitting at 5.25%, the highest it has been since February 2008. As a result, mortgage rates have risen over the last year. Although some of Britain's biggest lenders have cut rates in recent weeks, the average two-year fixed residential mortgage stands at 6.26% while the five-year rate is 5.68%, whereas last June, these rates were closer to 3%. The BoE has warned that payments will rise by between £200 and £499 a month for more than 2 million households and £500 for nearly 1 million households by the end of 2026.

Landlords are passing some of these costs on to their tenants, with UK rental prices rising by 5.3% in the year to July 2023, and 4.9% across the East of England. On top of high grocery prices, this is placing a further strain on household budgets, evidenced by 40% of adults nationally struggling to afford to pay for rent or a mortgage according to the ONS' latest public opinions and social trends bulletin, up from 31% in July 2022.

The UK remains in a challenging economic position. Economic performance in the first half of 2023 has been better than expected, with latest quarterly growth (April – June) of 0.2%, meaning the UK has so far avoided a widely anticipated recession, although GDP in Q2 2023 remained 0.2% below its pre-pandemic

levels in Q4 2019. The Bank of England expects similar growth in the short-term, however falling house prices and a sharp slowdown in Manufacturing have fuelled fears of a recession in 2024. According to Nationwide, house prices fell by 3.8% in July, the fastest annual rate in 14 years, with higher interest rates limiting people's ability to buy a property with a mortgage.

Slowdown in Manufacturing. Higher borrowing costs and domestic and overseas market conditions are also impacting manufacturers. The Purchasing Managers' Index, reported by S&P Global fell to 45.3 in July, its lowest since July 2020. The index has been below 50 for a year, indicating a deterioration in operating conditions, with S&P Global reporting an acceleration in the rates of contraction in output, new orders and employment. Despite this, just over half of manufacturers expect output to rise over the next year, linked to expected improvements in market conditions.

The local impact of these pressures will not show up in ONS output numbers until data at the Combined Authority/ local authority district level are released over the next few years, but overall Manufacturing locally had recovered well from the pandemic before the latest set of pressures emerged.

Uncertain outlook impacting businesses and consumers. Business confidence, as measured by the Institute of Directors Economic Confidence Index, dropped to -31 in June and remained subdued at -30 in July, following improvements since the beginning of the year, with persistent inflation and rising interest rates leading to a greater sense of caution. However, there are some signs of improvement in business conditions, as the ONS reports in the Business Insights and Conditions Survey fewer firms citing energy prices as their main concern.

Consumer confidence took a dent in July, following an improvement in the first 6 months of the year as retail sales rose between May and June, with retailers citing good weather and promotions as factors for this increase. Retail sales fell by 1.2% in July, with bad weather hitting summer clothing sales and retailers indicating that the increased costs of living and food prices is continuing to affects sales volumes. GfK's Consumer Confidence Index decreased 6 points to -30 in July, with concern over personal finances and the wider UK economy.

Further evidence of economic recovery in C&P

The last economic report was produced in March 2023. Since then some new data on the C&P economy has become available, with the main updates outlined below:

- Latest data for 2021 shows that the economy has nearly returned to pre-covid output levels; GVA growth in the run-up to 2019 was middling compared with other areas but has recovered more quickly post-pandemic.
- The importance of the region nationally is highlighted by doubling in jobs created from FDI investment over the last year as well as a trade surplus in services driving an overall trade surplus of £4.3bn.
- However this does not tell the full story. Jobs growth of 2% between 2016- 21 is the second lowest of CA areas. There is variation within C&P and particularly within Cambridgeshire with very strong growth in South Cambs but a sharp decline in East Cambs.
- Although productivity using GVA per hour remains below the UK average, the gap closed in 2021 figures. This, coupled with relatively strong recovery in economic growth, suggests resilience in the Cambridgeshire and Peterborough economy. However, there are signs of underperformance, with weak jobs growth and middling growth pre-pandemic. Also, there remains variation amongst local authority districts, particularly Fenland where economic growth was falling pre-covid and the productivity gap has since widened further.
- Generally output has remained below its pre-pandemic levels across sectors, following on from a period of decline or stagnation in some sectors including retail and the professional, scientific and technical sector where employment has been growing faster than GVA. These structural changes in some local sectors help explain declining productivity stats.
- Some sectors have bounced back more strongly since the pandemic including manufacturing (where growth had previously been sluggish) financial Services and IT, which has continued to grow strongly. GVA has grown more quickly than employment across these sectors, helping to explain rising productivity stats.
- Business numbers have remained flat across Cambridgeshire and Peterborough since the pandemic, but total businesses have increased in both Fenland and Peterborough, where churn rates are high. Churn rates and business creation are lower in Cambridgeshire.
- Digital connectivity continues to improve, particularly on full fibre connections, where coverage increased from 45% to 58% but some districts, particularly those which are more rural, face greater connectivity challenges.

Major risks and barriers remain

Overall the economy is unlikely to reach the target of doubling GVA over 25 years. The changing economic and policy context may well suggest reviewing this commitment.

There are a number of risks and barriers facing the economy, alongside well established major opportunities. These risks are important to consider in setting future economic and investment priorities.

Sources: ONS Regional GVA by industry, ONS Jobs Density, ONS GVA per hour, ONS Housing Affordability in England and Wales: 2022, Bidwells, CoStar, Cambridge Water Draft Water Resources Management Plan 2024, Water Resources East Draft Regional Plan, GCP Electricity Grid Reinforcement Project Outline Business Case



Overall Growth

Growth in the run up to the pandemic was below C&P's original devolution deal target and was further disrupted by the onset of Covid-19, but the economy has almost returned to 2019 levels, at £27bn in 2021. Based on historic growth rates, the C&P economy would be almost £4bn lower than target levels by 2042.



Unequal gains in productivity

Productivity remains below the national average but GVA per hour has increased by 16% over the last 5 years, closing the gap to nationally. Greater Cambridge has seen significant improvements, whereas Peterborough has seen a recent decline. The productivity gap is widest in Fenland and has worsened over the 5 years to 2021.



Lack of commercial space

A shortage of available laboratory space threatens growth in C&P's life sciences cluster, one of the area's priority sectors. Industrial vacancies have also increased post-covid, including from 2022, particularly in South Cambs and Huntingdonshire. Industrial vacancies have been consistently low in East Cambs and Fenland indicating constrained supply.



Slow growth in jobs

Jobs growth has been relatively slow at 2% between 2016-21. Experience has varied across districts; growth being particularly high in South Cambs but significant decline in East Cambs. Generally the labour market has held up well but there is evidence of cooling. Vacancies are falling in C&P and unemployment rising nationally, perhaps a leading indicator.



Housing affordability

Like much of the East of England, housing affordability has become a mounting challenge, especially in Cambridgeshire. House prices are as high as 13 times earnings in Cambridge. Affordability has worsened this year given rising mortgage rates and rents. Supply has increased in East and South Cambs but has almost halved in Cambridge since 2016/17.



Utility constraints

Water supply is a major issue, already impeding development and likely to continue to do so in the short-term. Energy constraints are also impacting C&P, where the electricity grid network capacity is constrained and currently would be unable to meet future demand and severely impacting opportunity to exploit energy sources and roll-out of EV charging points.

Economy, labour and skills

For further detail, see:
[Economy Overview](#)
[Labour Market](#)
[Business Conditions and Performance](#)
[Health and Skills](#)

There are signs of a recovery post-pandemic, and the labour market also appears resilient, but significant concerns remain, chiefly in the form of high inflation and mounting cost of living pressures

DATA HEADLINES

- Across Cambridgeshire and Peterborough, nominal earnings have continued to recover since the pandemic, with consistent growth of 6% or above over the last year. But given sustained high inflation real earnings have actually fallen, although there are signs real earnings may start to grow in coming months.
- C&P's economy has almost recovered to its pre-pandemic levels, following a contraction due to the Covid-19 pandemic and associated lockdowns. Growth in the build-up to the Pandemic was middling compared to other combined authorities but in line with regionally and the national average excluding London. This is consistent across most of the districts but growth in Fenland fell in contrast to other areas. However jobs growth has been relatively slow at 2% between 2016-21 although has varied amongst districts.
- Productivity has improved at a CA level, with GVA per hour increasing to £37.09 in 2021, a 16% increase over the last five years, a marked improvement on 7% growth seen in the previous five years. Despite this, productivity remains below the national average, however, the gap has closed from 4.8% below the UK average in 2019 to 3.2% in 2021.
- The labour market has held up well, particularly in Greater Cambridge; payrolled employees are up on pre-pandemic levels, relatively high economic activity and low unemployment but there are varying experiences, particularly in the Fens. There is evidence the labour market is starting to weaken across Cambridgeshire and Peterborough as job vacancies have fallen and nationally unemployment rose in the three months to June.
- Total education and training and apprenticeship achievements are down on pre-pandemic levels, following national and regional trends, with Cambridgeshire having a relatively low number of education and training achievements per 100,000 population, and Cambridge the lowest across districts. However, higher level apprenticeship achievements have increased across districts, with Cambridgeshire now having a greater number of higher apprenticeship achievements per 100,000 population than nationally.

IMPLICATIONS FOR C&P

- Despite nominal earnings increasing across local authority districts, households are facing stretched budgets in the face of rising prices, increasing rents and mortgage repayments. Cost of living pressures exist for all communities across C&P but are particularly acute in The Fens.
- A promising sign that the economy has largely withstood the impacts of the pandemic, but it's important to emphasise that the economy underperformed compared to a number of other combined authorities and has only just about made it back to 2019 levels. The economy has fallen behind the growth rate required to meet the CPCA's Devolution Deal target of doubling GVA from 2017 to 2042.
- Productivity is key in raising living standards and driving long-term economic growth so these initial figures are encouraging. Differing patterns across districts and sectors indicates that productivity growth continues to be a priority to address.
- Falling vacancies likely reflect greater economic uncertainty and potential cooling of the labour market meaning we may see reduced employment opportunities in the coming months. Continuing to support residents into employment, training or education opportunities is vital, particularly in the Fens where employment is relatively low.
- The pandemic has continued to disrupt education and training settings across Cambridgeshire and Peterborough. Although the increase in higher levels apprenticeship achievements shows increasing availability of higher level technical courses, particularly in Greater Cambridge. When data for the complete 2022/23 academic year are released later this year, we will be able to assess how achievements have continued to recover against pre-pandemic levels.

Infrastructure and investment

Strong investment into the region shows national significance of C&P, but utilities, housing and lack of lab space may act as barriers constraining future growth

DATA HEADLINES

- Investment into C&P has strengthened, with 1,361 jobs created by Foreign Direct Investment (FDI) projects over the last year, up by over 70% from the year previous. Across C&P in 2021, there was a trade surplus of over £4.3bn, driven by exports in services in finance and insurance, real estate, and professional and scientific and IT sectors. The Growth Works inward investment services has helped secure commitment to 868 new jobs through supporting 27 companies to invest in C&P since it was established in early 2021.
- Strong innovation demonstrated by a relatively high share of high growth businesses and innovation jobs across Cambridgeshire and Peterborough, driven by life sciences in Greater Cambridge and digital and IT in Greater Cambridge and Peterborough. Advanced manufacturing employment is up across all areas. The Fens continues to be a strong region for agri-tech, with employment increasing there too.
- Utilities challenges in relation to water supply, where planning applications have been rejected for the first time on the basis of concerns over water supply in South Cambridgeshire, and energy where the electricity grid network is constrained, with particularly acute problems at Histon, Arbury and Fulbourn grid substations. This constrains generation, limiting the ability to deploy renewable energy sources until capacity is reinforced.
- Housing affordability is a mounting challenge, with house prices at least 8 times annual earnings across Greater Cambridge and the Fens. Affordability challenges are most acute in Cambridge where supply has fallen over recent years. Supply has also fallen in Peterborough.
- There remains a shortage of available laboratory space in C&P with demand in excess of 1 million sq ft. Commercial vacancy rates have risen following disruption caused by the pandemic and high inflation, which has particularly impacted demand for industrial space. Industrial vacancy rates are highest in South Cambs and Huntingdonshire but relatively low in East Cambridgeshire and Fenland, indicating constrained supply.

IMPLICATIONS FOR C&P

- Cambridgeshire and Peterborough remains vital to the national economy and attractive to overseas investors despite the uncertain economic landscape over the last year, especially considering job creation from FDI has fallen across the UK. Strong exports from priority sectors highlights their value to the region. The inward investment programme is starting to create added value, helping to engage with firms with the aim of locating in the region or investing in strategic projects.
- Life sciences and digital clusters in Cambridge and South Cambs continue to drive innovation landscape across Cambridgeshire and Peterborough. Further analysis should explore how to support high-value growth in other regions and sectors.
- Utilities constraints are impeding development, whilst also slowing the transition towards renewable energy sources. Grid constraints also limit the ability to install EV charging points. Solving this will be crucial in helping to reduce transport emissions, which have only fallen by 4% since 2005.
- Although house prices have slightly fallen in recent months, rising mortgage rates and rents are making it increasingly difficult for home owners/renters. Difficulties with home building may be exacerbated by issues with water and the grid especially in Greater Cambridge.
- Lack of lab space threatens to dampen growth in C&P's life sciences sector. Increasing input costs may have dampened production and therefore demand for industrial space more in South Cambs and Huntingdonshire. A lack of sufficient industrial space in East Cambs and The Fens impedes growth.

Variations across Cambridgeshire and Peterborough



Economy: Post-pandemic economic recovery trajectories differ across the sub-economies, though save for Huntingdonshire, all districts have outperformed the national recovery. Growth has been fastest in South Cambridgeshire, with the economy 4.5% above 2019 levels in 2021. Fenland's economy was also larger in 2021 than 2019, despite contracting over the previous five years. Peterborough's economy was the same size in 2021 as it was in 2019 after a period of strong growth in the 2010s, but despite having the fastest growing economy pre-pandemic, Huntingdonshire has since recovered most slowly.

Productivity: Strong recent productivity gains in Cambridge and South Cambridgeshire, with both districts now more productive than the UK average, including particularly strong growth of 24% in Cambridge between 2016-21. East Cambs and Huntingdonshire have seen strong growth of 23.5% and 16.3% over the same time period, closing the productivity gap to the UK average. Whereas the productivity gap has generally widened in Greater Peterborough and the Fens. Although GVA per hour increased by 11% and 5.6% in Peterborough and Fenland respectively, this is below the 14.3% gain nationally, meaning the gap has widened over the last 5 years, particularly in the Fens where productivity is now over a quarter lower than it is nationally.

Priority sector employment: Growth in priority sector employment driven by increasing employment across Greater Cambridge and Peterborough, with relatively strong gains in digital and IT and life sciences employment in Cambridge and South Cambs. Cambridge and South Cambs combined contribute 95% and two thirds of life sciences and digital and IT employment respectively. South and East Cambs and Huntingdonshire saw falls in Agri-tech employment, helping explain a slight fall in agri-tech employment across C&P despite a 50% increase in Peterborough and continued steady employment growth in Fenland. All areas saw growth in advanced manufacturing employment.

Business: 36,950 businesses across C&P in 2022, up from 34,230 in 2016, driven by strong business survival/low death rates despite below average business creation rates. Business creation rates have been highest in Peterborough and Fenland, with the business base in both districts continuing to grow through the pandemic and

beyond. High growth businesses continue to be mainly based in Greater Cambridge, with many likely associated with the clusters of priority sector businesses there.

Labour: Economic activity high in Greater Cambridge and Peterborough, with all districts having a higher economic activity rate than UK average except Fenland. At 90%, East Cambridgeshire's economic activity rate is notably high. Unemployment low across Greater Cambridge but at or above national average in Greater Peterborough and the Fens. Nominal earnings continue to grow across all areas, with growth between 6-7% across districts for the year up to Q1 2023 but as prices have been rising faster, real wages have actually been falling. Nominal earnings are above the national average other than in Greater Peterborough and the Fens.

Infrastructure: Housing affordability poor across the region, particularly in Greater Cambridge, coupled with falling supply in Cambridge, although supply has increased in other areas in Greater Cambridge. Enabling infrastructure – particularly water but also energy – is a critical issue to resolve if forecast population growth is to be accommodated. All areas have increased the proportion of domestic properties with an EPC rating of A-C, showing signs towards retrofitting our housing stock, with relatively high proportions in Greater Cambridge and Peterborough. All areas have increased digital connectivity, particularly on full fibre connections but the Fens and more rural areas in Greater Cambridge and Huntingdonshire lag behind.

Skills: The Covid pandemic caused disruption in education and training settings, with education and training achievements down across areas other than in South Cambs. Total apprenticeship achievements have also fallen across C&P but higher level apprenticeship achievements have increased across all districts, especially in Greater Cambridge and Peterborough, with Cambridgeshire having a higher number of higher achievements per 100,000 population and Peterborough in line with national rates.

Health: Life expectancy higher in Greater Cambridge and relatively low in Greater Peterborough and the Fens, where healthy life expectancy is below retirement age in the most deprived neighbourhoods; plus relatively high proportions of child poverty in Greater Peterborough and the Fens.



Economy Overview

Cost of living (inflation vs wage growth)

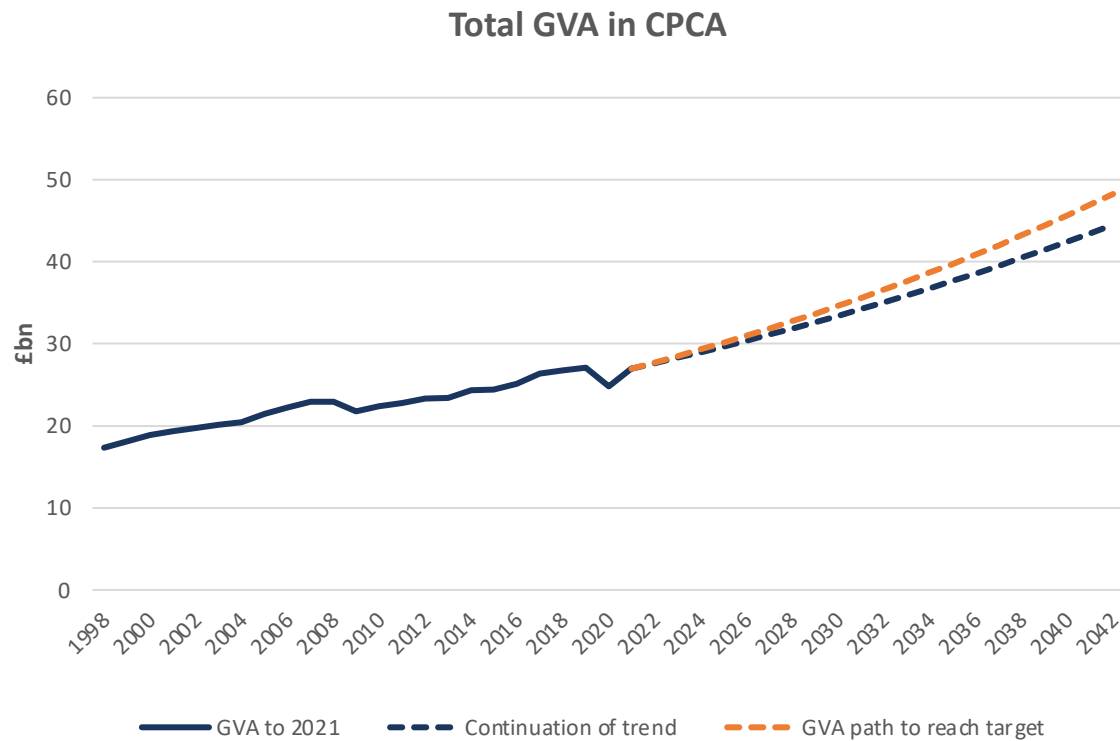


- To get a sense of the cost of living pressures being faced locally we have tracked growth in wages using earnings data from the ONS Pay As You Earn Real Time Information against the UK inflation rate.
- Nominal earnings have bounced back since the Pandemic with growth consistently above 6% over the last year.
- But high sustained inflation has meant real earnings have been falling over the last year, placing increased pressure on residents across Cambridgeshire and Peterborough.
- However, with inflation starting to slow and nominal wages growing strongly, real wages may start to pick up in the coming months. Latest data for July showed growth in wages was 6.2% in C&P compared to inflation of 6.8%.

Note: To neatly show wage growth against inflation, we have taken a weighted average of quarterly earnings for Cambridgeshire and Peterborough to calculate wage growth across Cambridgeshire and Peterborough as up-to-date earnings are not released at the combined authority level.

Source – ONS. PAYE Real Time Information. August 2023 release, ONS Consumer Price Inflation, UK: July 2023

Economy: size and growth

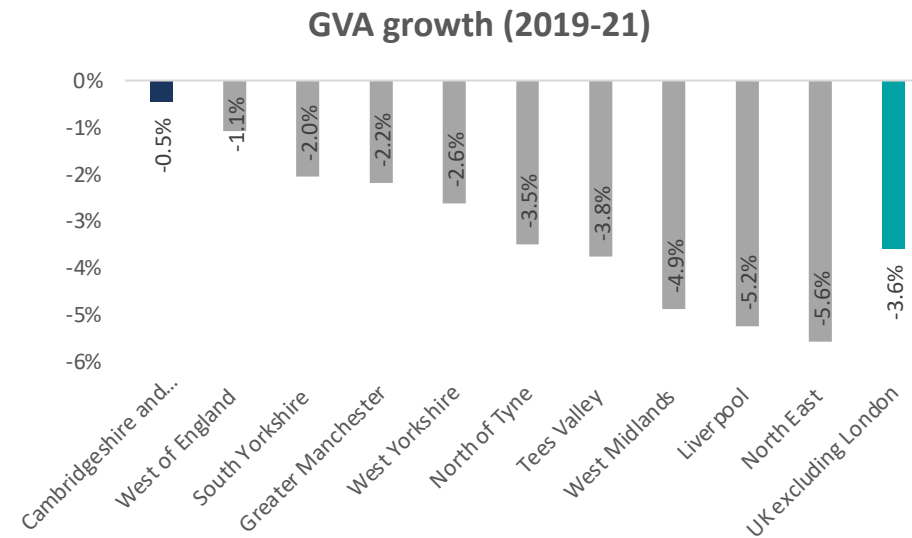
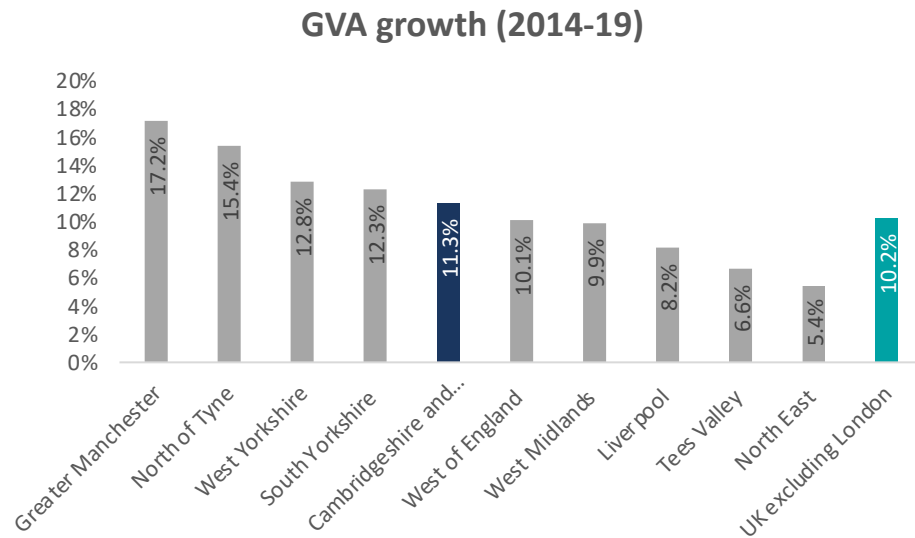


- GVA fell in 2020 after the onset of the pandemic and following lockdowns. Over the next year, GVA increased by 8.7% and in 2021 was £27bn, just below pre-pandemic levels of £27.1bn in 2019.
- C&P’s original devolution deal set a target to double GVA from 2017 to 2042, which requires average annual growth of 2.8%. Before the pandemic the C&P economy was tracking below this growth rate, and the two years of stalled growth since 2019 have compounded the challenge further.
- Although extrapolated trends should be treated with significant caution, based on historic growth rates from 1998 – 2021 the C&P economy would be almost £4bn lower than target levels by 2042.

Source: Metro Dynamics analysis of ONS Regional GVA by industry

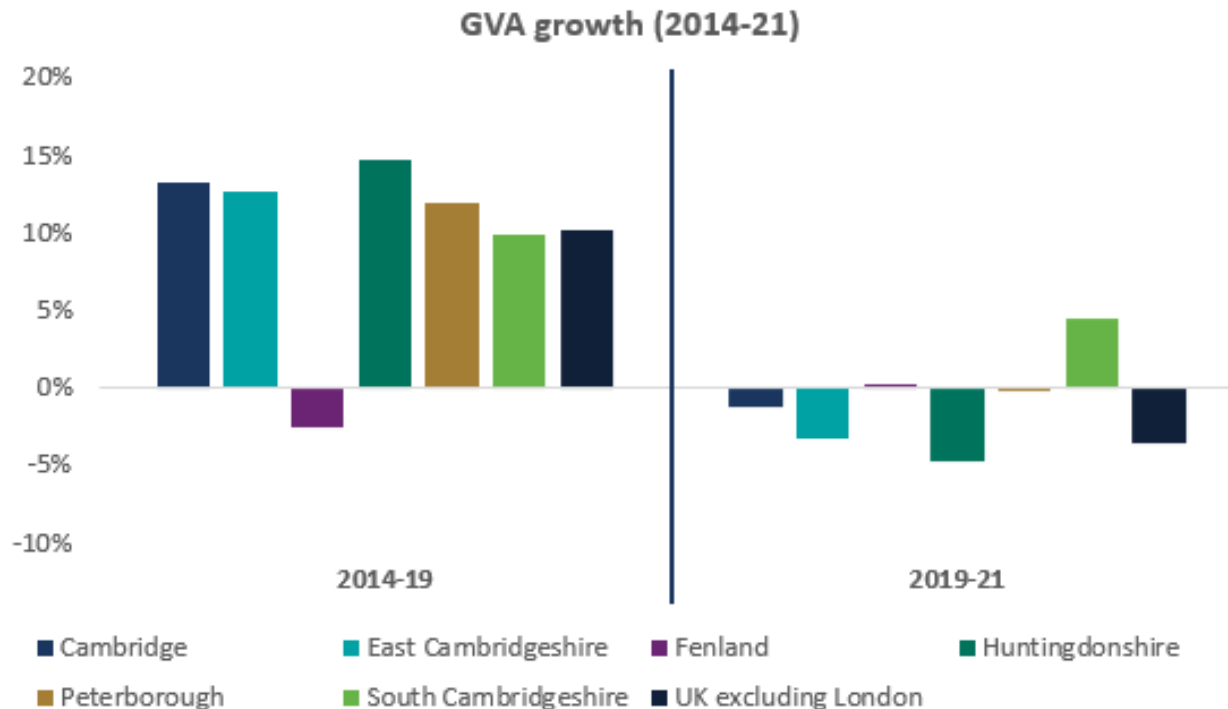
Economy: size and growth

- Cambridgeshire and Peterborough experienced growth of 11.3% in the five years before the Covid-19 Pandemic, middling compared to other Combined Authorities but comparable to the national average excluding London.
- The economy has recovered more quickly in C&P since 2019 compared to other areas. Growth has returned to its pre-pandemic levels in Peterborough and is 0.6% below in Cambridgeshire compared to over 3% below 2019 levels nationally excluding London.



Source: ONS dataset Regional GVA by industry

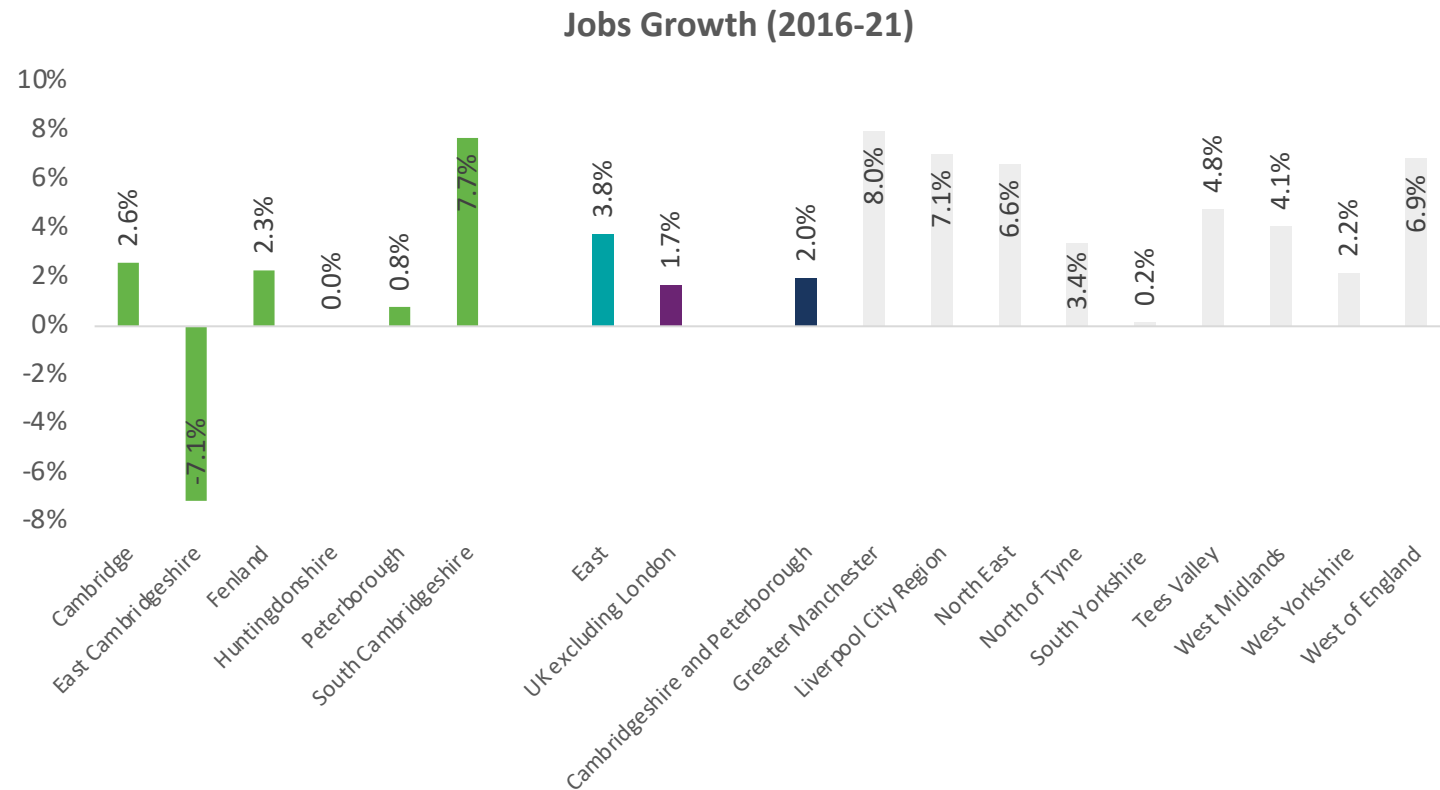
Economy: focus on districts



- In the run up to the pandemic, economic growth was generally in line or above the UK excluding London across the local authority districts, particularly Huntingdonshire, Cambridge and East Cambridgeshire.
- Despite fairly strong growth between 2014-19 in Peterborough, GVA fell by 7% in the run up to the pandemic (2018-19) before bouncing back relatively strongly post pandemic, with GVA returning to pre-pandemic levels in 2021.
- Economic growth has recovered more quickly across most of the districts since the pandemic compared to the national average, particularly in South Cambs where economic growth is 4.5% above 2019 levels. In Fenland, economic growth has returned to pre-pandemic levels but the economy had contracted in the five years before the Pandemic, in contrast to other districts.

Source: ONS dataset regional GVA by industry: local authorities by International Territorial Level (ITL) 1 region: TLH East

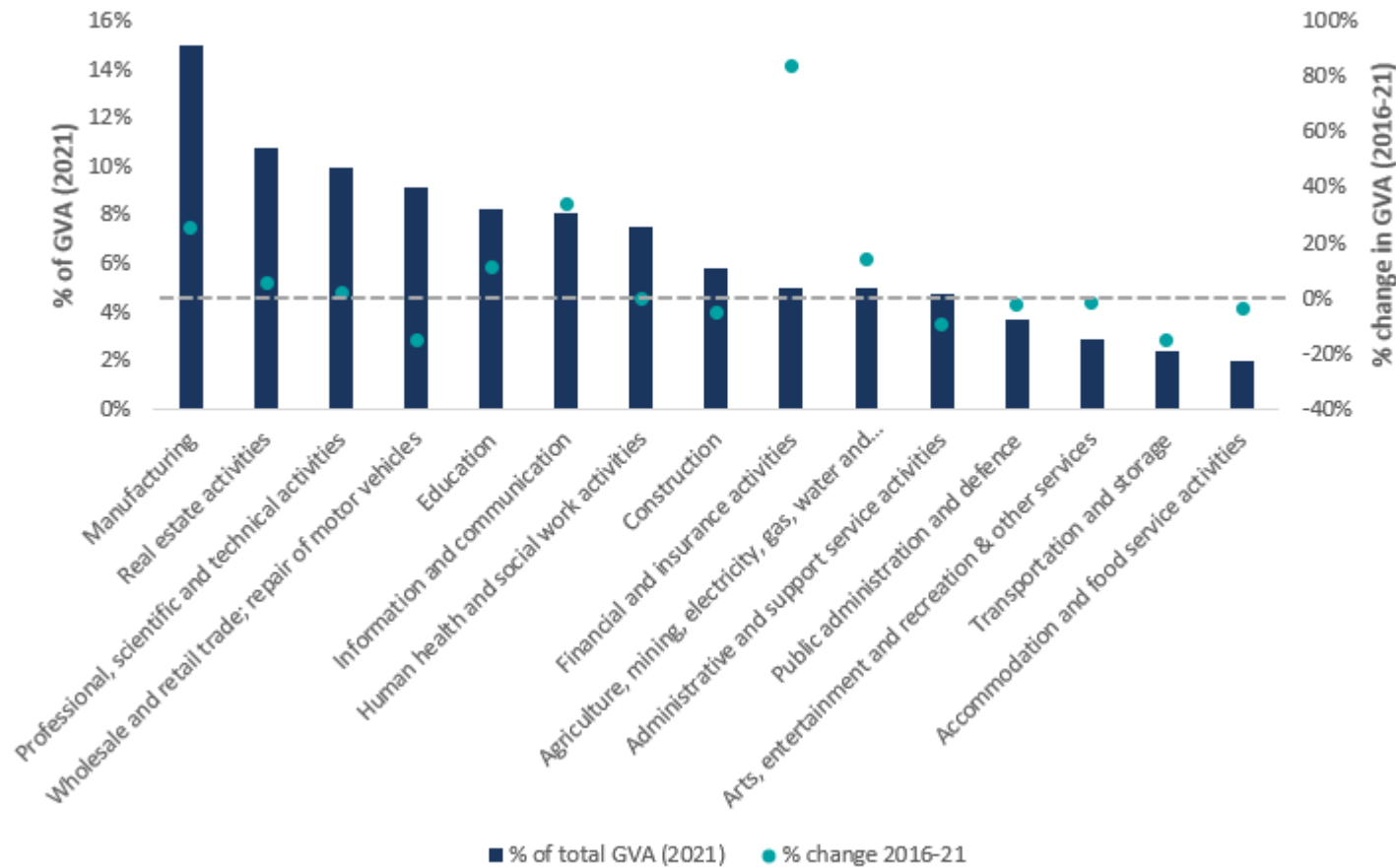
Economy: jobs growth



- GVA growth only tells part of the story. When comparing growth in jobs, Cambridgeshire and Peterborough ranks second lowest of Combined Authorities, but is in line with the national average excluding London.
- South Cambs has seen rapid growth with Cambridge and Fenland just above the national average but East Cambs has seen a rapid decline in jobs over the 5 years up to 2021.

Source: ONS Jobs Density

Sectors: size and growth (GVA)



- Manufacturing is the largest contributor to the C&P economy and has been one of the fastest growing over the last 5 years.
- Combined Manufacturing, Real Estate, Professional, Scientific and Technical, and retail make up 44.8% of total GVA.
- But Retail has seen the sharpest decline over the last five years, along with transport.
- IT has continued its fast growth seen over the last decade and now makes up 8% of GVA.
- Financial Services has been the fastest growing sector since 2016, having seen a decline in the five years previous.

Source: ONS dataset Regional GVA by industry

Priority sectors: employment

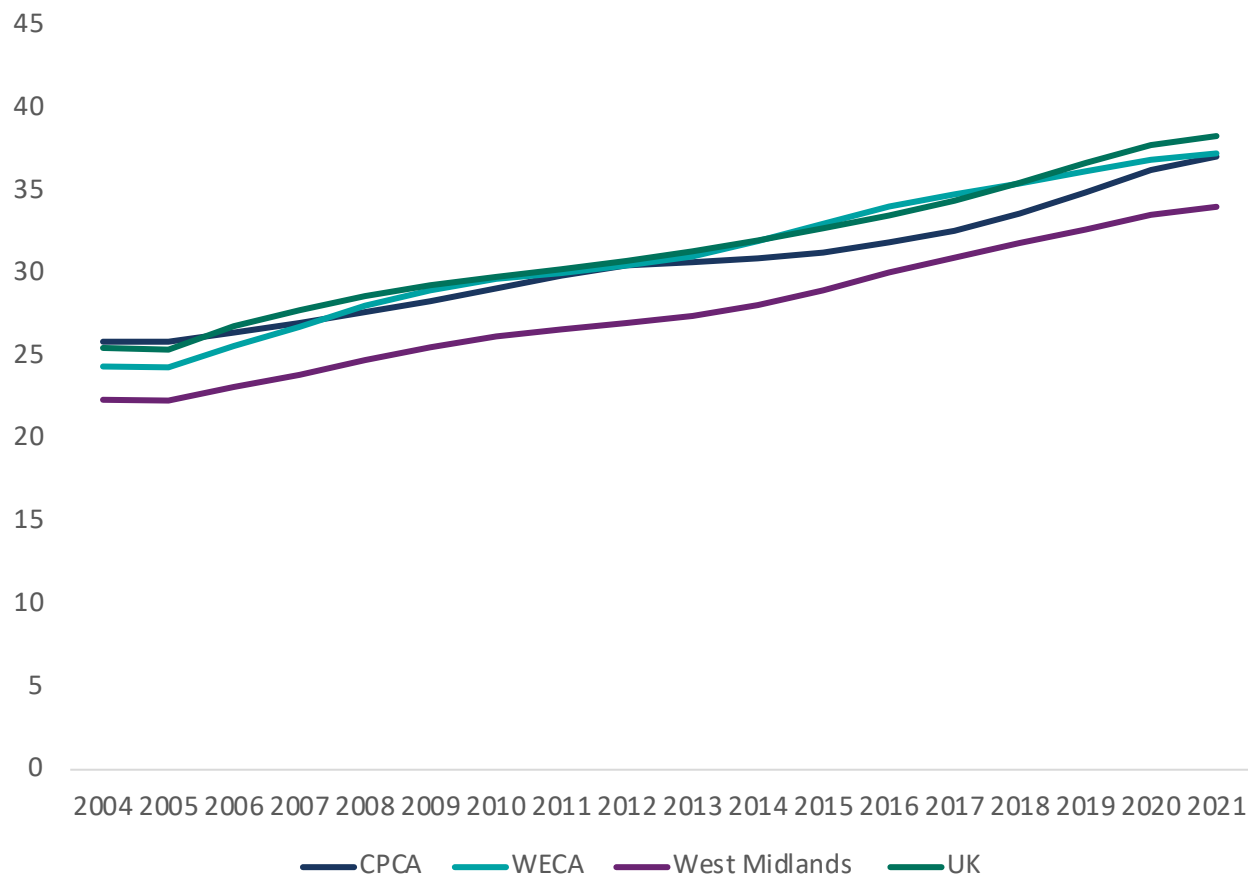
- Growth in priority sector employment has largely been driven in Greater Cambridge, particularly Cambridge and South Cambridgeshire. Across all priority sectors employment is up by 32% and 26% in Cambridge and South Cambridgeshire respectively.
- Strong increase in employment across all areas in Advanced Manufacturing, in contrast to fall experienced nationally.
- Agri-tech employment increased by 51% in Peterborough, with steady increases in the Fens, contrasting to other areas. The increase in Peterborough is largely explained by increasing employment in fruit and veg processing.
- Priority sector employment in The Fens continues to be dominated by Agri-tech, with relatively low proportions of employment in the other priority sectors, however from 2016-2021 the region experienced rapid growth in Advanced Manufacturing employment.

Area	Advanced Manufacturing		Agri tech		Digital and IT		Life sciences	
	Employment (2021)	% change (2016-21)	Employment (2021)	% change (2016-21)	Employment (2021)	% change (2016-21)	Employment (2021)	% change (2016-21)
Cambridge	5,435	30%	765	5%	10,755	25%	6,805	54%
East Cambridgeshire	2,260	40%	2,485	-15%	1,165	6%	180	-29%
Fenland	975	34%	3,365	5%	525	-5%	5	-50%
Huntingdonshire	3,080	26%	3,965	-6%	3,960	-2%	630	-13%
Peterborough	5,025	17%	2,070	51%	6,155	3%	805	15%
South Cambridgeshire	6,715	11%	2,345	-21%	10,130	49%	13,350	35%
Cambridgeshire and Peterborough	23,980	25%	15,560	-3%	31,320	13%	21,275	28%
GB excluding London	873,705	-3%	597,920	-1%	1,042,440	5%	262,850	15%

Source: Metro Dynamics analysis of ONS Business Register and Employment Survey

Productivity (overall)

GVA per hour worked

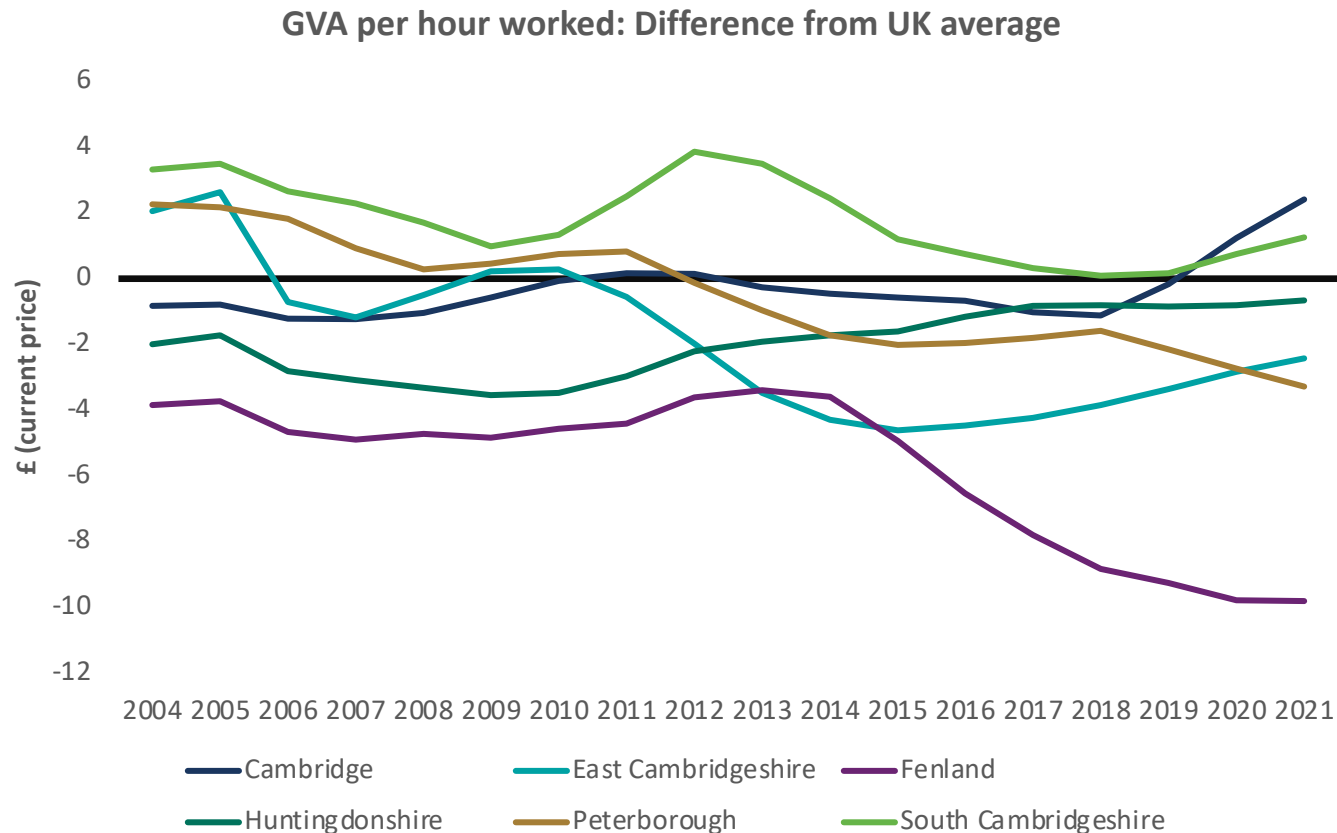


- GVA per hour was £37.09 in 2021, a 16% increase over the last five years.
- Productivity remains below the UK average but the gap to the UK average has closed to £1.20 in 2021.
- There remains significant variation amongst districts, with Cambridge and South Cambridgeshire the only districts more productive than the UK average.

Area	GVA per hour worked, 2021
UK	£38.3
Cambridge	£40.7
East Cambridgeshire	£35.9
Fenland	£28.5
Huntingdonshire	£37.7
Peterborough	£35.1
South Cambridgeshire	£39.6

Source: ONS. Subregional productivity: labour productivity indices by UK ITL2 and ITL3 subregions

Productivity relative to UK average over time

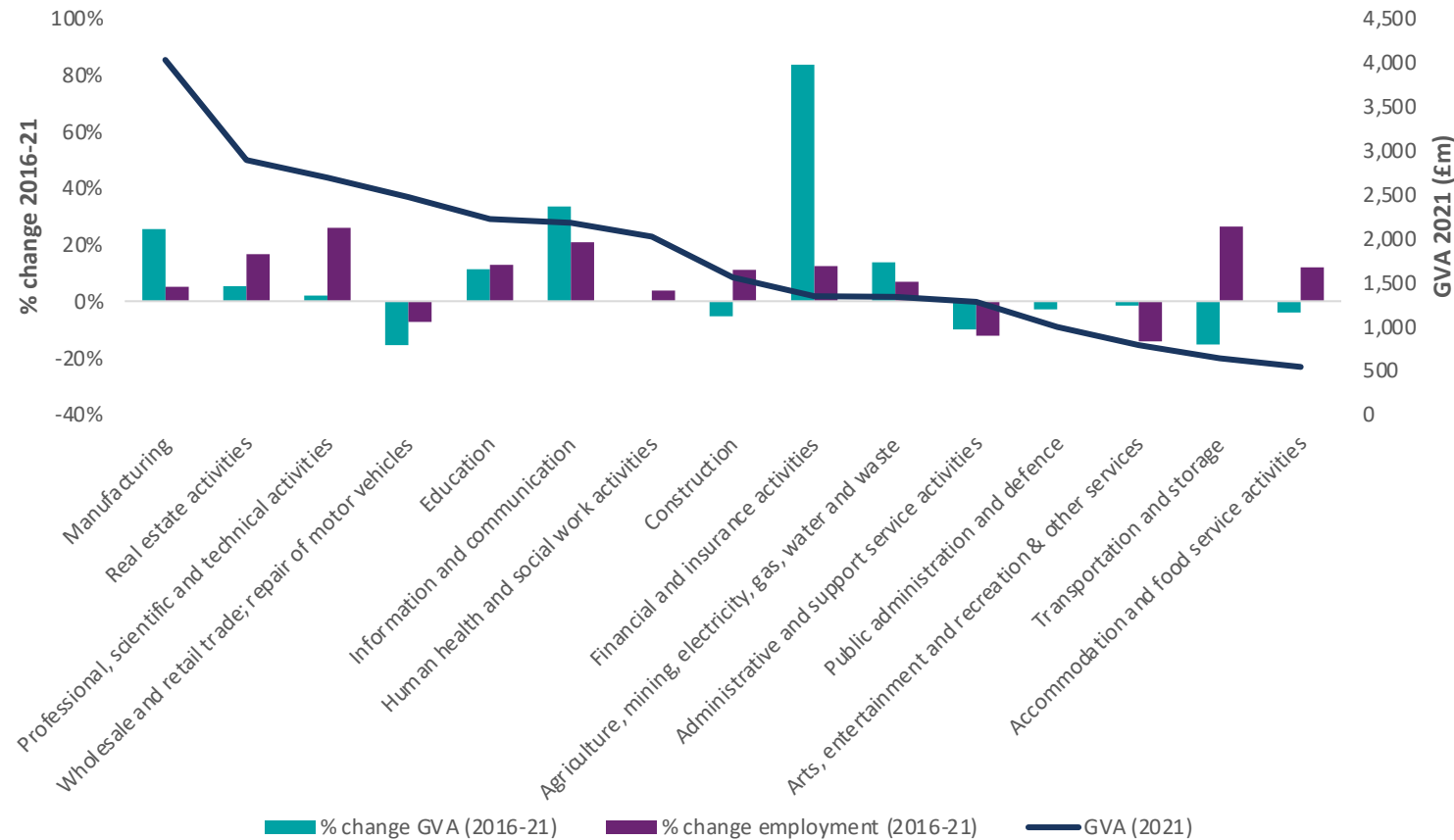


- The chart presents the difference between C&P’s local authorities’ productivity and the UK average over time.
- Productivity gains seen across C&P as a whole are driven by increases in Greater Cambridge and Huntingdonshire.
- Following a relative decline between 2012 and 2018 South Cambridgeshire and Cambridge are now more productive when compared to the UK average. Productivity improvements also fuelled by gains in Huntingdonshire and East Cambridgeshire where the gap against the UK average is closing.
- Productivity has generally declined in Fenland and recently in Peterborough. In Peterborough GVA per hour is now over 8% lower and in Fenland over a quarter lower compared to the UK average, or £10 per hour lower.

Note: Data are in current prices and does not account for inflation, purpose is to show position relative to UK average

Source: ONS Current Price (smoothed) GVA per hour worked indices; ITL regions, 2004 - 2021

Output and employment growth (2016 – 2021)



- Broad sector groupings are ordered from left to right by the amount of GVA they generated in C&P in 2021, with the highest GVA sectors on the left.
- GVA rose faster than employment in Manufacturing, IT, Finance and primary industries, indicating productivity gains in those sectors, but the reverse is true for other sectors.

It's important to caveat that when more recent data are published, output and productivity may fall in Manufacturing, reflecting the current downturn reported by the Purchasing Managers Index.

Source: ONS dataset Regional GVA by industry & Business Register and Employment Survey

Productivity (by sector)

Broad sector group	GVA (2021) (£m)	Employment (2021)	GVA per employment (2021)	Compared to region	Compared to GB excluding London	% change 2016-21
Agriculture, mining, electricity, gas, water and waste	1335	13475	99072	Above	Below	6.4%
Manufacturing	4031	41000	98317	Similar	Above	19.4%
Construction	1560	20000	78000	Below	Similar	-14.9%
Wholesale and retail trade; repair of motor vehicles and motorcycles	2467	63000	39159	Similar	Similar	-8.7%
Transportation and storage	639	24000	26625	Below	Below	-32.9%
Accommodation and food service activities	538	28000	19214	Below	Similar	-14.2%
Information and communication	2177	29000	75069	Similar	Below	10.5%
Financial and insurance activities	1345	9000	149444	Above	Above	63.3%
Real estate activities	2889	7000	412714	Below	Below	-9.8%
Professional, scientific and technical activities	2689	58000	46362	Above	Similar	-19.1%
Administrative and support service activities	1276	43000	29674	Similar	Below	2.6%
Public administration and defence; compulsory social security	994	15000	66267	Similar	Similar	-2.8%
Education	2221	53000	41906	Above	Above	-1.4%
Human health and social work activities	2022	55000	36764	Above	Above	-3.8%
Arts, entertainment and recreation	783	18000	43500	Above	Above	14.9%
Total	26964	476000	56647	Similar	Similar	1.6%

- Productivity as measured by GVA per employment, slightly rose by 1.6% compared to slight falls regionally and nationally excluding London, with GVA per employment the same as GB excluding London levels having been over £1,000 lower in 2016.
- Significant productivity improvements in Finance which is one of 5 sectors with productivity above GB excluding London, including Manufacturing, the largest contributing sector to the C&P economy.
- GVA per employment in the Professional, scientific and technical sector remains above the regional average but has worsened more rapidly than regionally and nationally excluding London.

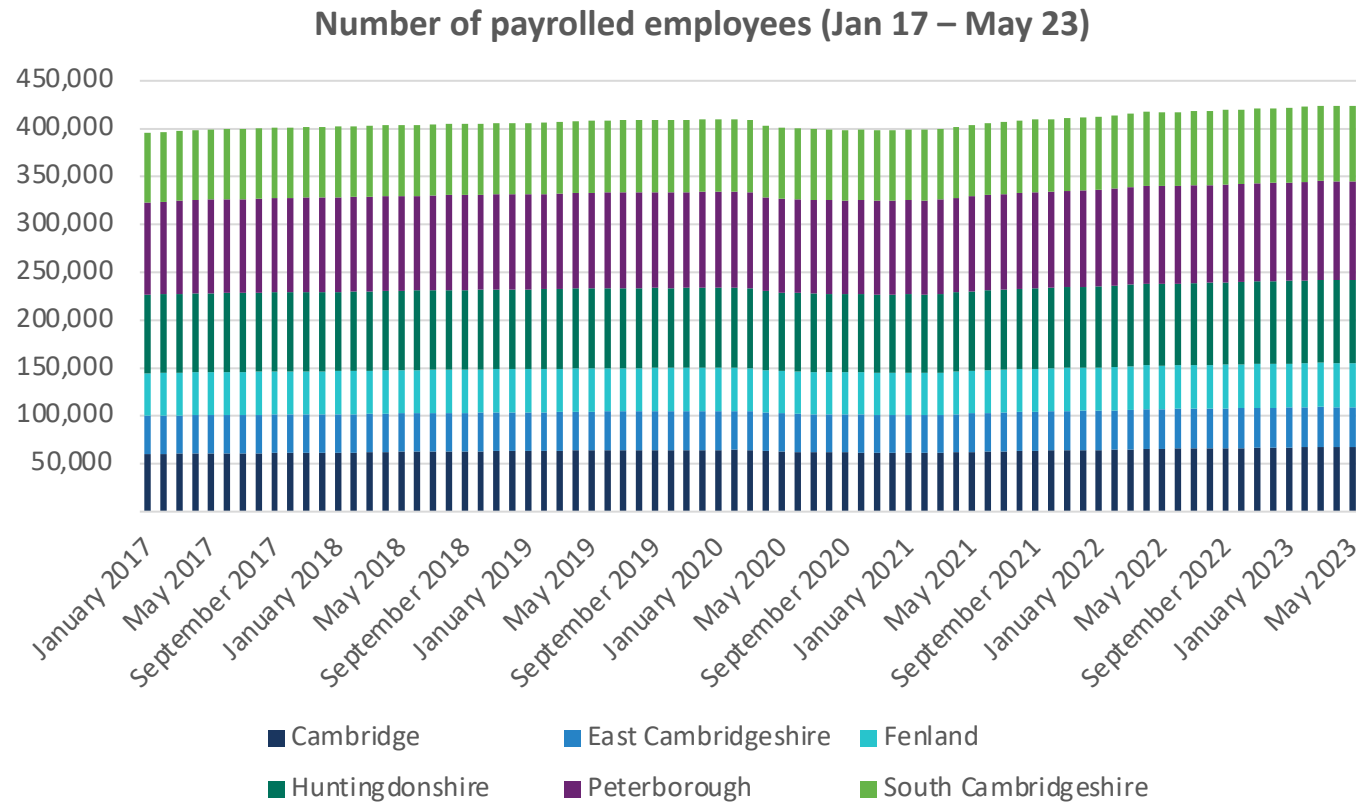
Source: Metro Dynamics analysis of ONS regional GVA datasets and ONS Business Register and Employment Survey. Sectors that are 5% or more greater than comparator are labelled "above", sectors that are 5% or more lower than comparator are labelled "below", and those in between are labelled "similar".

Source: ONS dataset Regional GVA by industry



Labour Market

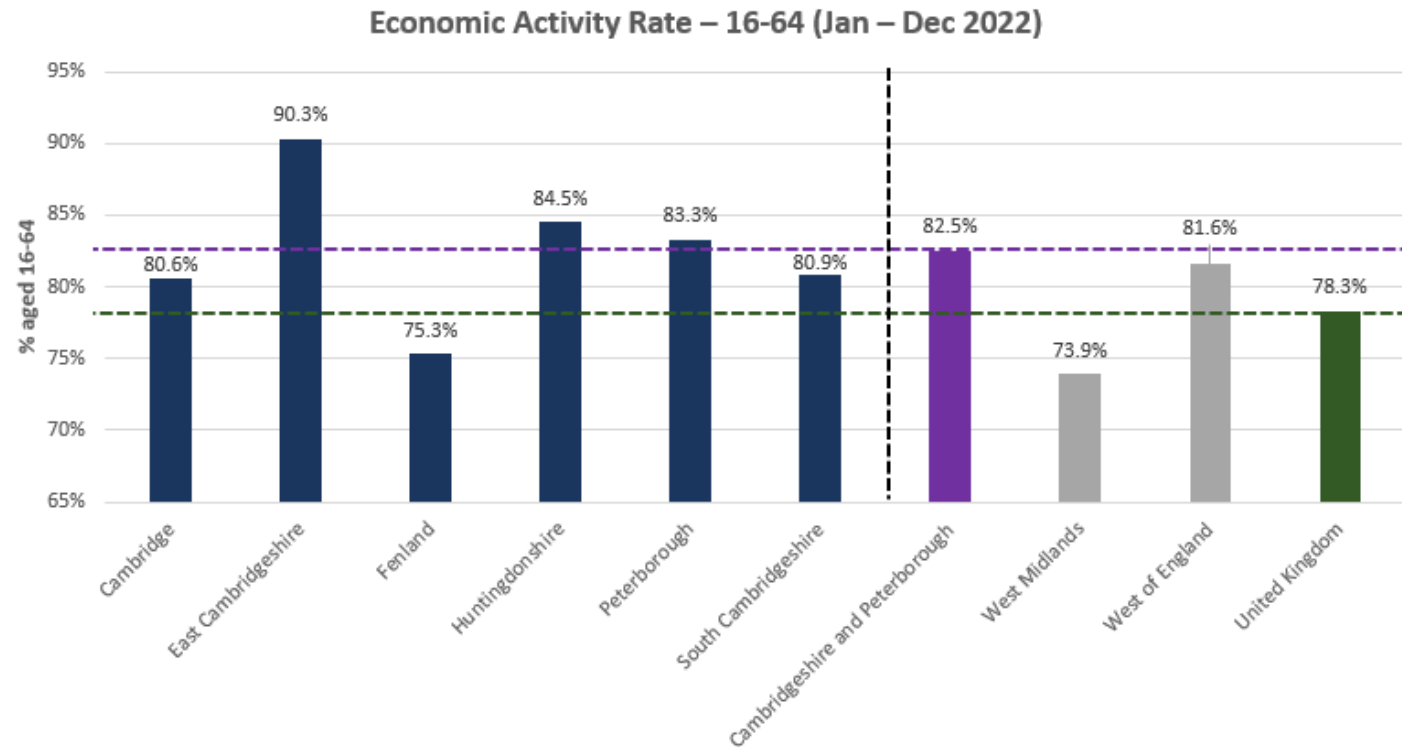
Total employees



- There were 423,805 payrolled employees across Cambridgeshire and Peterborough in May 2023, continuing the general increase in employees apart from during the pandemic.
- Employees are up 19,990 (5%) since May 2021, recovering since Covid related restrictions started to be eased, and up by 15,620 (3.8%) compared to pre-pandemic levels in May 2019.
- This is comparable against UK average growth (3.9%) between May 2019 and May 2023, but Cambridge (5.4%) and South Cambridgeshire (4.4%) were the only local authority districts with higher growth. Fenland had the lowest increase of 1.9%.

Source: ONS. PAYE Real Time Information. June 2023 release

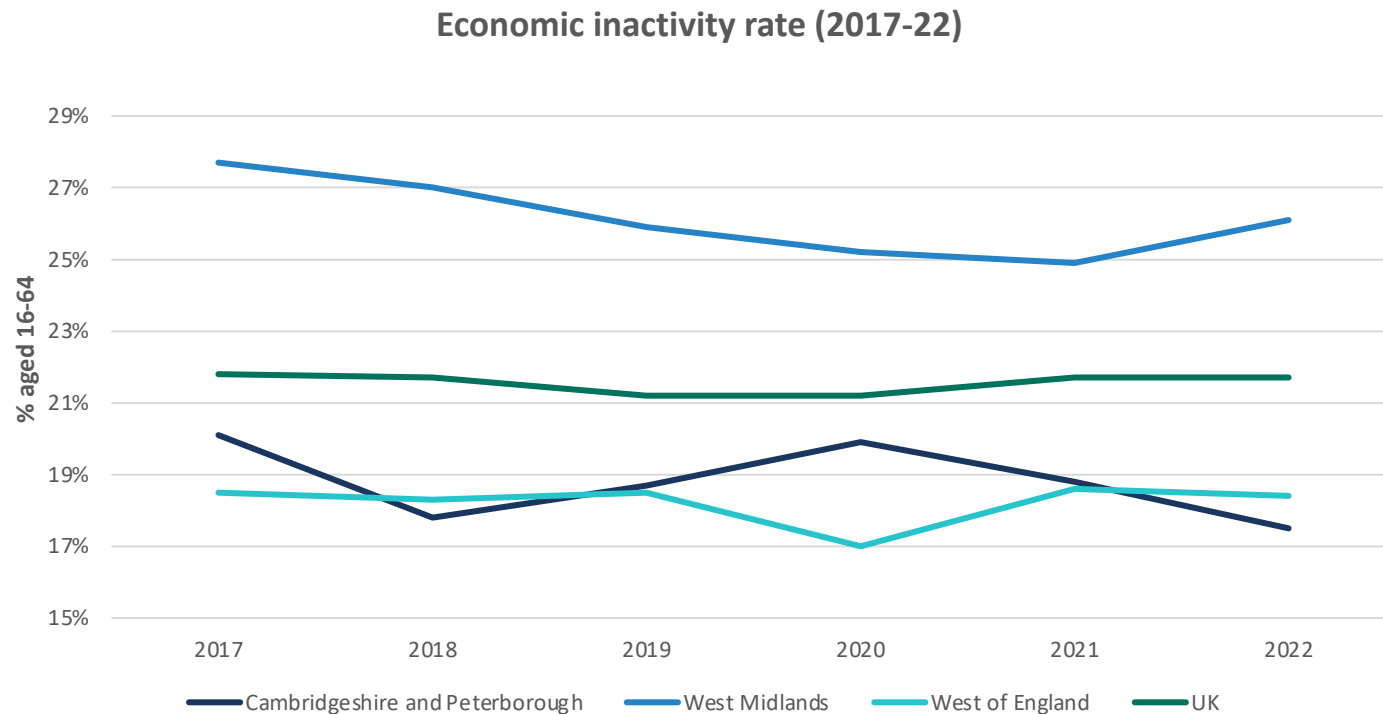
Economic activity and comparators



- Economic activity across C&P is relatively high, at 83% of the working age population, higher than the UK average and West Midlands and in line with West of England.
- Rates of economic activity are particularly high in East Cambridgeshire, Huntingdonshire and Peterborough.
- Fenland is the only local authority with an activity rate below the UK average.

Source: ONS. Annual Population Survey 2022

Economic inactivity

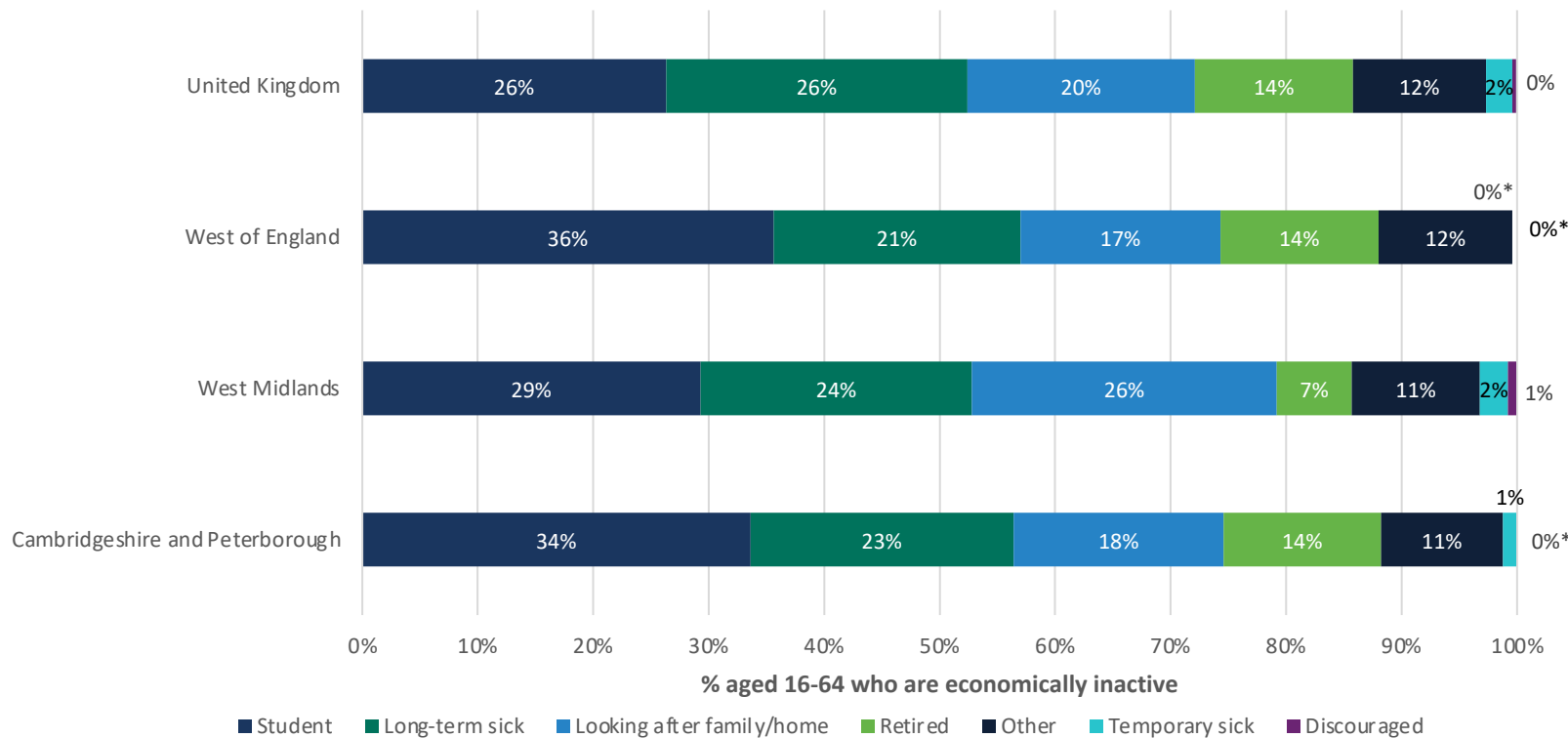


- The proportion of the population who are economically inactive in Cambridgeshire and Peterborough has continued to fall following an increase during the pandemic.
- Levels have consistently been lower than the national average over the last 5 years, where inactivity has plateaued since the pandemic compared to a fall in C&P.

Source: ONS. Annual Population Survey 2022

Reason for inactivity

Economic inactivity by reason (2022)

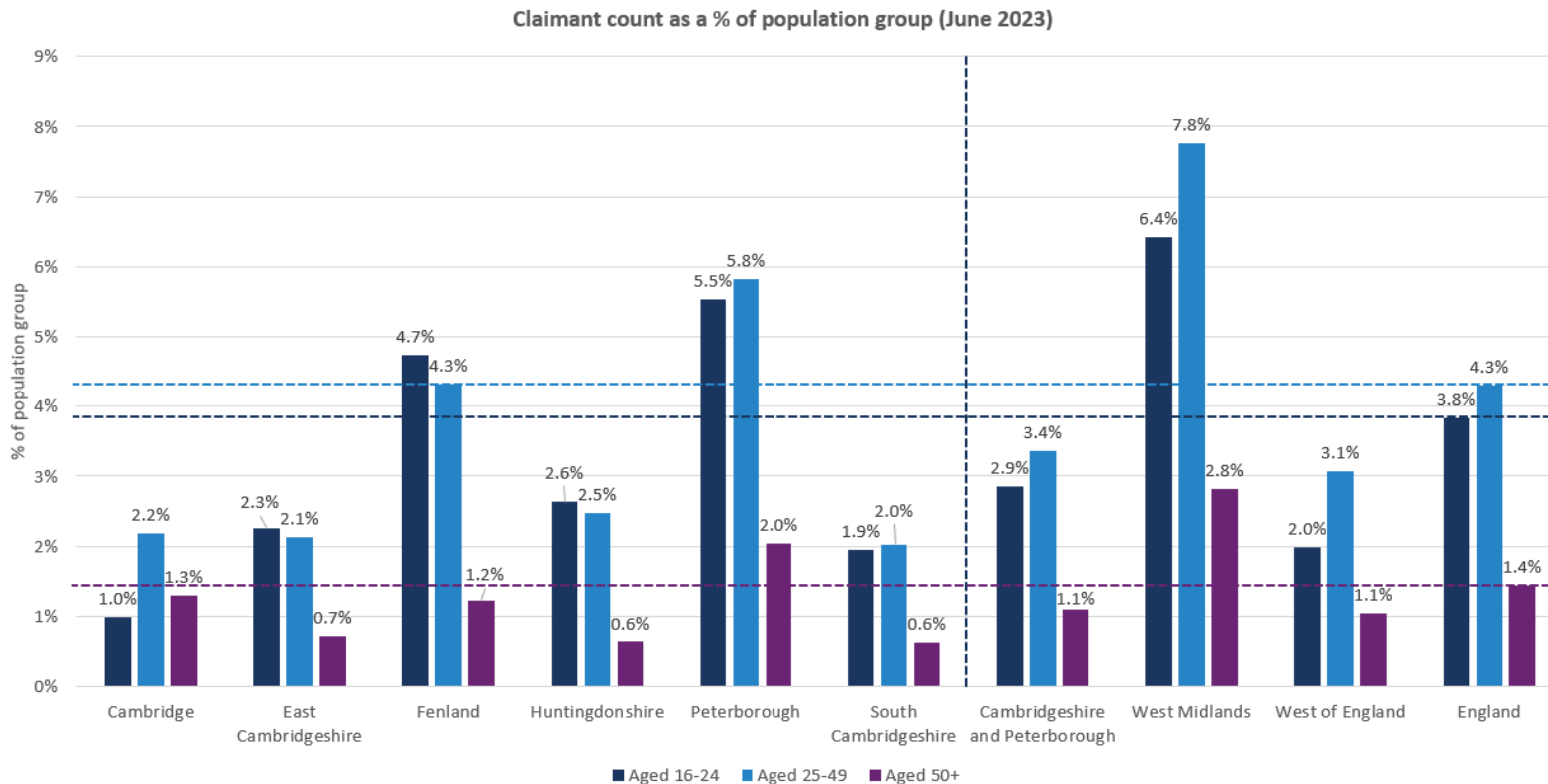


- The main reason for inactivity in Cambridgeshire and Peterborough is being a student, 8 percentage points above the UK average, and illustrative of the region’s significant universities.
- Long-term sickness as a reason is slightly lower in C&P than the UK average, but other reasons are broadly comparable with UK averages.

*Please note that data is not available for discouraged across Cambridgeshire and Peterborough, West of England and West Midlands due to the group sample size being zero or disclosive (0-2).

Source: ONS. Annual Population Survey 2022

Claimant count* by age



- Across Cambridgeshire and Peterborough, the claimant count across age groups is lower than the national average.
- Among local authority districts, the Claimant count for those aged 16-24 and 25-49 is highest in Peterborough and Fenland. For Peterborough, the count is above for both age groups and in Fenland is above for those aged 16-24 but in line for those aged 25-49.
- Other districts are below the national average for those aged 16-24 and 25-49 and below or generally in line with the West of England.

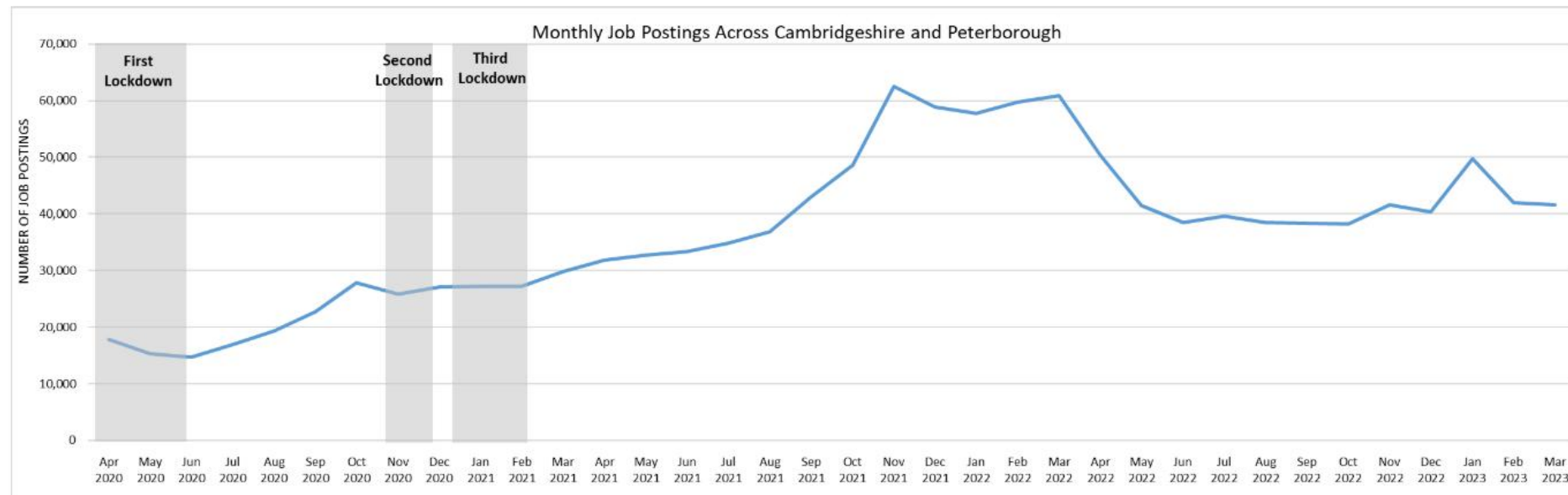
*The number of people claiming benefits principally for the reason of being unemployed

*National comparison is England owing to analysis using Census 2021 population figures and Scotland having a different Census to England

Source – Claimant Count by Sex and Age, ONS , June 2023 – Accessed via Nomis

Job postings – vacancies over time

- Following a steep increase in vacancies following initial easing of Covid related restrictions, vacancies peaked in November 2021 before falling back towards trend early 2022.
- January 2023 saw a large increase in job postings: +23% from the previous month in Cambridgeshire and Peterborough and +21% nationally.
- There were 41,663 unique job postings across Cambridgeshire and Peterborough in March 2023, down 32% from the year previously, steeper than 8% decline nationally. It should be noted that last March saw the second highest number of monthly vacancies over the last decade.



Source: Cambridgeshire insight analysis of Lightcast data

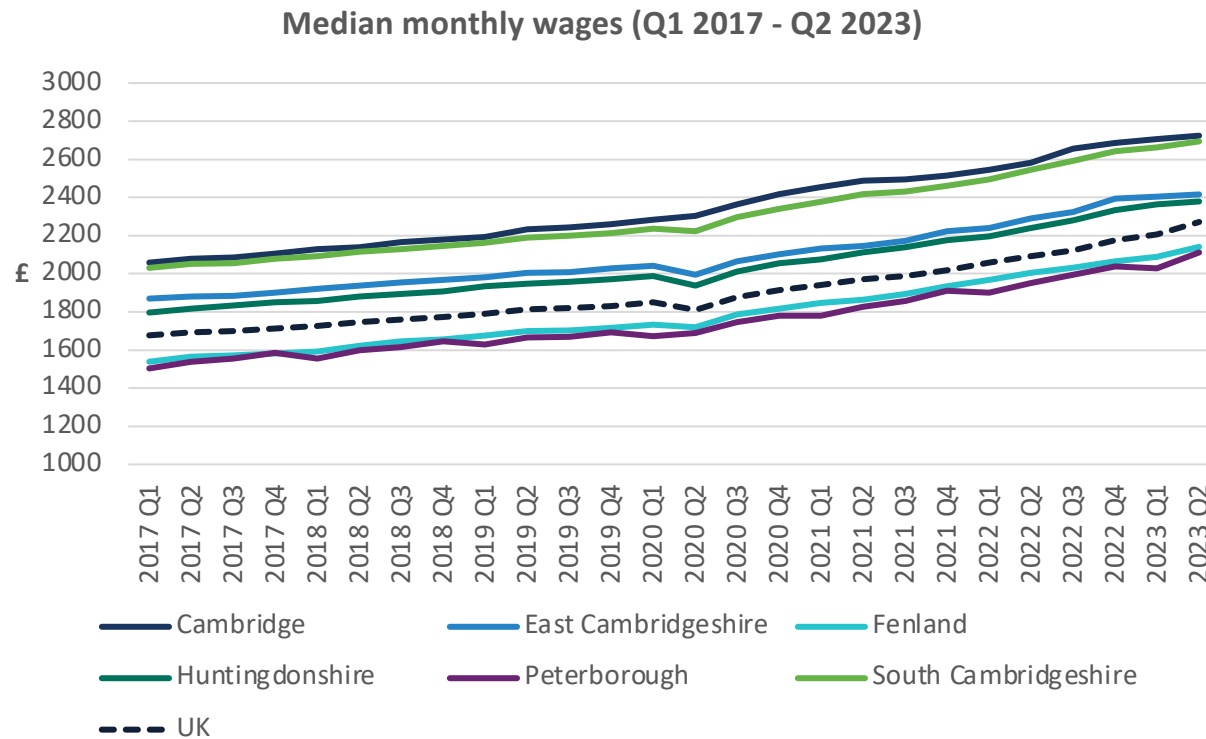
Job vacancies by sector

- Decline in vacancies across sectors from last March, but as previously mentioned this was a month with the second highest vacancies over the last decade.
- Increases in vacancies from December 2022 in Professional, Scientific and Technical, Manufacturing, Finance and Construction following previous declines. Vacancies have continued to fall in most steeply in Transport.

Employment Sector	Vacancies in Cambridgeshire & Peterborough: March 2023	Cambridgeshire & Peterborough % Difference December 2022 - March 2023	National % Difference December 2022 - March 2023	Cambridgeshire & Peterborough % Difference from March 2022	National % Difference From March 2022
HUMAN HEALTH AND SOCIAL WORK ACTIVITIES	5,189	1%	3%	-27%	-6%
INFORMATION AND COMMUNICATION	4,742	1%	-11%	-46%	-33%
ADMINISTRATIVE AND SUPPORT SERVICE ACTIVITIES	3,648	-4%	5%	-28%	-9%
MANUFACTURING	3,037	7%	14%	-37%	-3%
PROFESSIONAL, SCIENTIFIC AND TECHNICAL ACTIVITIES	2,811	14%	1%	-24%	-13%
EDUCATION	2,219	1%	14%	-20%	15%
CONSTRUCTION	2,096	18%	15%	-27%	-5%
ACCOMMODATION AND FOOD SERVICE ACTIVITIES	1,677	-17%	-1%	-24%	1%
ARTS, ENTERTAINMENT AND RECREATION	1,658	5%	9%	-24%	-10%
FINANCIAL AND INSURANCE ACTIVITIES	1,469	19%	5%	-27%	-11%
WHOLESALE AND RETAIL TRADE; REPAIR OF MOTOR VEHICLES AND MOTORCYCLES	1,339	-8%	-5%	-12%	7%
TRANSPORTATION AND STORAGE	1,292	-23%	-11%	-56%	-17%
REAL ESTATE ACTIVITIES	647	17%	22%	-3%	15%
PUBLIC ADMINISTRATION AND DEFENCE; COMPULSORY SOCIAL SECURITY	371	5%	5%	-41%	-9%
OTHER SERVICE ACTIVITIES	184	7%	19%	-9%	22%

Source: Cambridgeshire Insight analysis of Lightcast data

Median wages – PAYE data



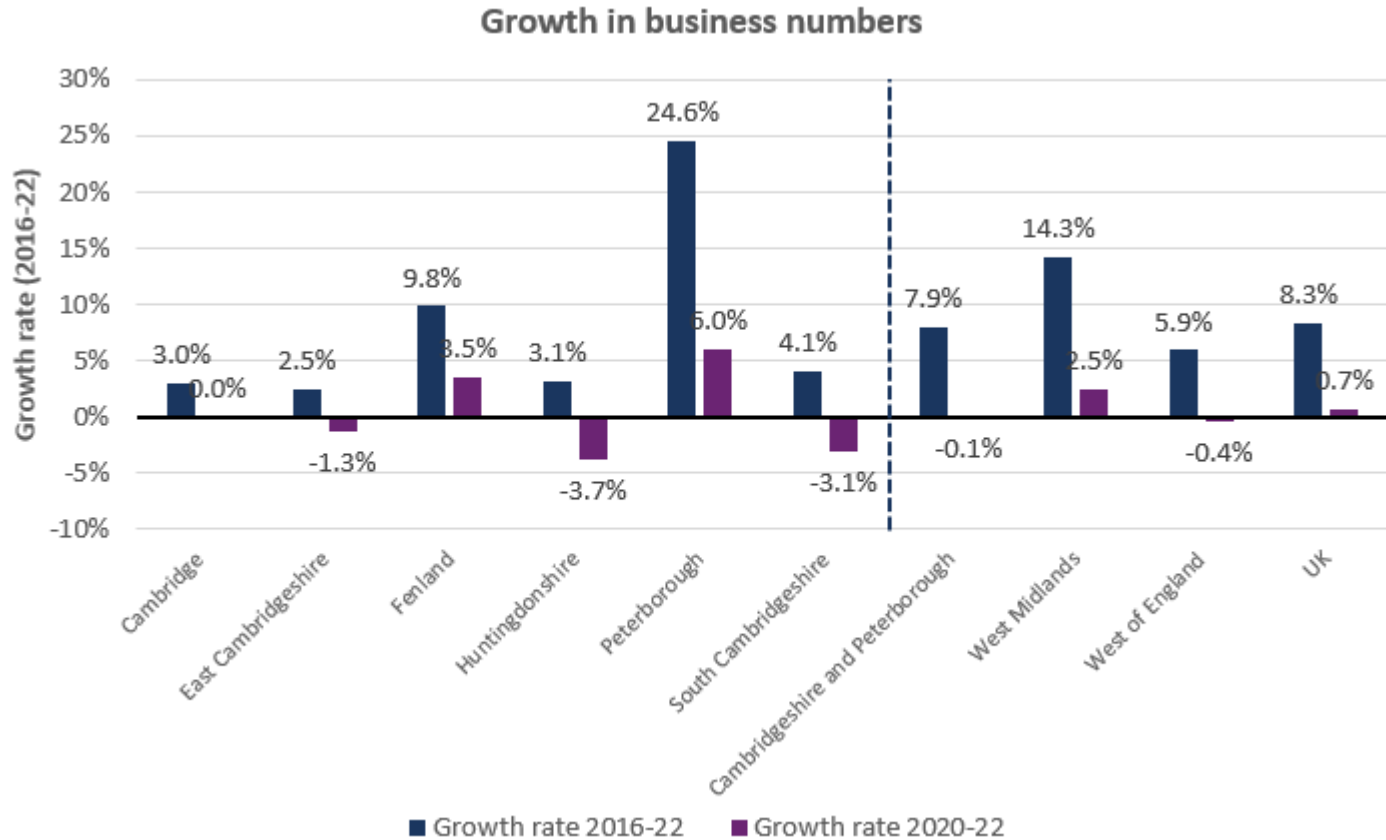
- Nominal median wages have been consistently higher than the national average in local authority districts other than Peterborough and Fenland.
- Wages have continued to grow since a slight dip in early 2020. Since last year districts have seen consistent growth of around 6-8%.
- However, when inflation is taken into account (which rose by 10.2% in the year to Q1 2023) real wages have actually fallen across Cambridgeshire and Peterborough, and nationally.
- Latest data for Q2 2023 showed wages rose by 7.9% across Cambridgeshire and Peterborough, still slightly below 8.4% inflation.

Source: ONS. PAYE Real Time Information. June 2023 release, ONS Consumer Price Inflation, UK: July 2023



Business Conditions and Performance

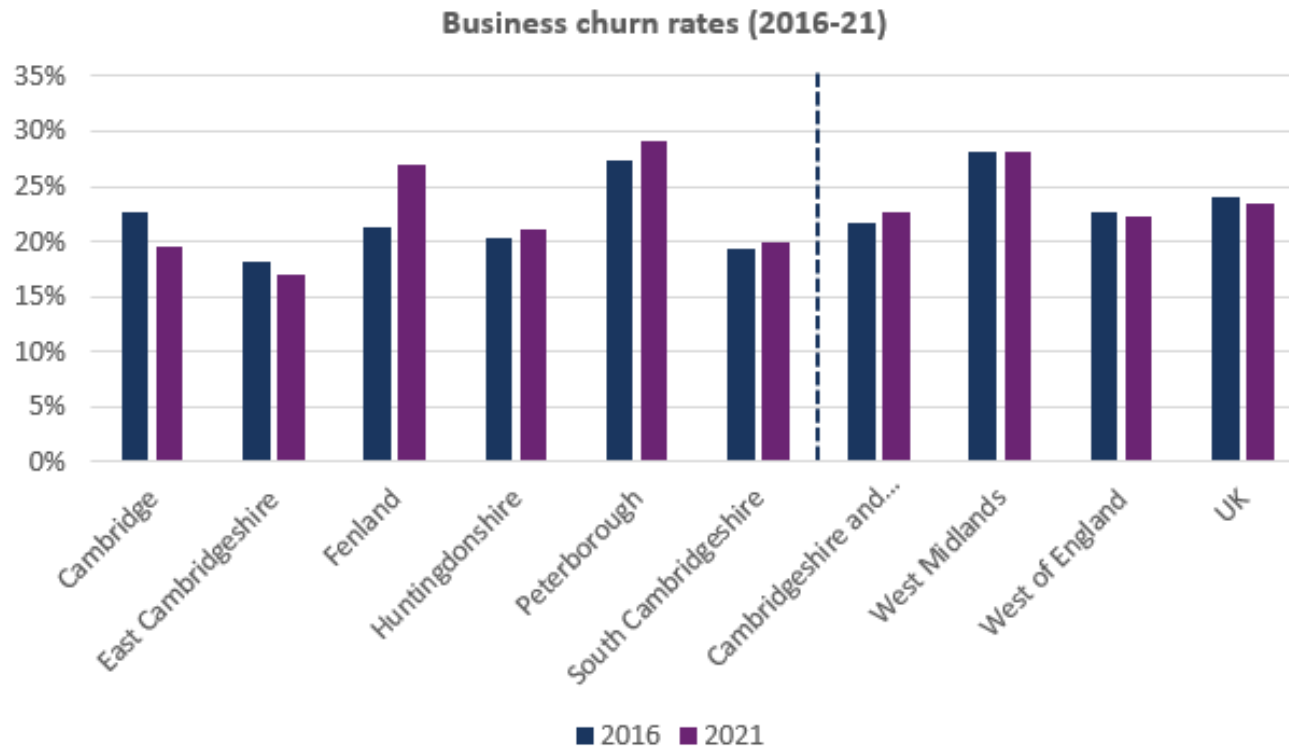
Business: growth in business numbers



- Across Cambridgeshire and Peterborough, there were 36,950 businesses in 2022, up from 34,230 in 2016, driven by strong business survival/low death rates, despite below average business creation rates.
- All local authority districts saw growing business numbers over this period but only Fenland and particularly Peterborough had higher growth than the UK average between 2016-22.
- Since 2020, business numbers have remained at around 37,000 across Cambridgeshire and Peterborough, likely explained by added reluctance during the pandemic due to the uncertain business landscape. This compares to slight growth across the UK.
- The local authority districts have had differing experiences since 2020; business numbers have fallen in half of the districts whereas business numbers have grown relatively strongly in Peterborough and Fenland.

Source: ONS Business Count (2022); Mark Hart, Enterprise Research Centre Aston University (2018)
 Business Environment in the WMCA Region: A report to the WMCA Productivity and Skills Commission

Business: churn rate

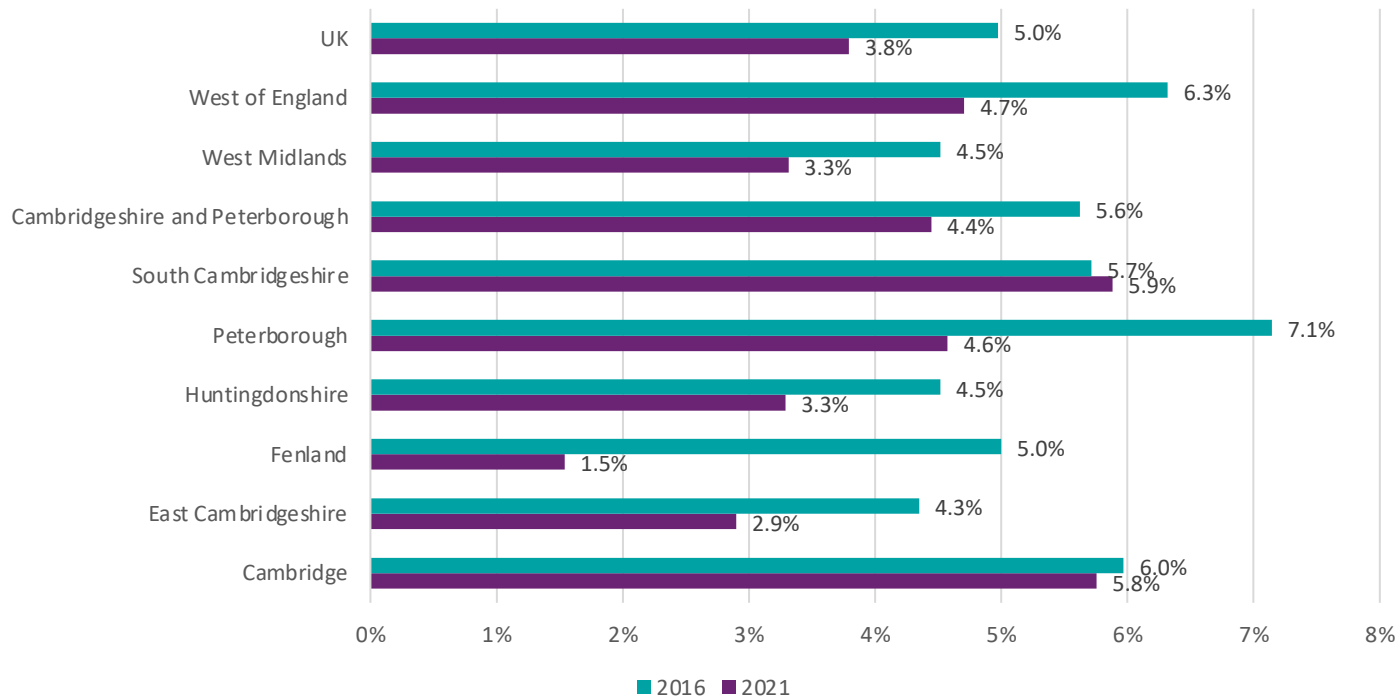


- Churn rates (births + deaths rates) can be used as a metric for business dynamism which connects to productivity with the idea being that increased competition fosters innovation and therefore productivity. As such we would expect increasing birth and death rates to signify that new, more productive firms are replacing those who are less productive.
- Across Cambridgeshire and Peterborough, the churn rate is below the UK but has increased to 2021. This may help to explain below average productivity, but where the gap to the UK has been closing post-pandemic.
- Rates are high in Peterborough and Fenland, promising signs of business dynamism, with high relative business creation rates in 2021.
- Churn rates are lower across Greater Cambridge and have fallen in Cambridge and East Cambridgeshire, with falling business creation rates over the last 5 years to 2021.

Source: ONS Business Demography (2022); Mark Hart, Enterprise Research Centre Aston University (2018) Business Environment in the WMCA Region: A report to the WMCA Productivity and Skills Commission,

High growth business

Share of high growth businesses (10 or more employees)



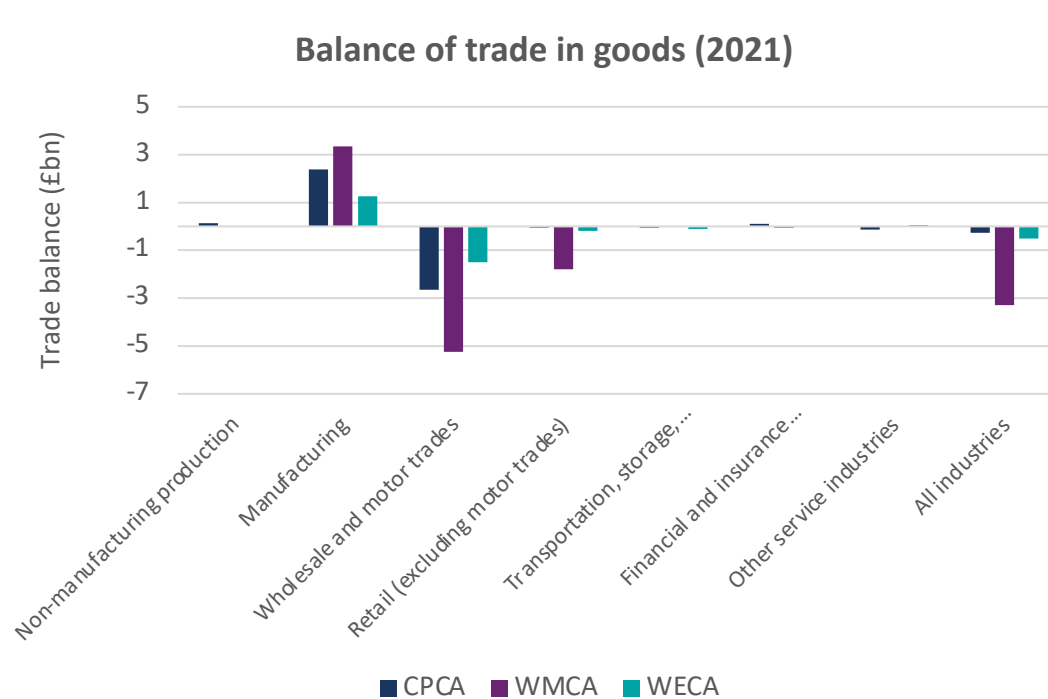
Note: High growth businesses defined as enterprises with 10 or more employees experiencing average annualised employment growth greater than 20% per annum over a three-year period

- High growth businesses represent 4.4% of total businesses across Cambridgeshire and Peterborough, above the national average. Share of total businesses has declined, particularly since 2018 where high growth businesses have fallen by 28%. This is reflective of regional and national trends, but the fall in CPCA has been slightly sharper than nationally.
- South Cambridgeshire and Cambridge drive the relatively high proportion, bucking the falling shares seen in other areas.
- Particular falls in Peterborough, where the share was relatively high in 2016 before falling towards the CA average, and in Fenland, where the share of high growth businesses was lowest.

Source – ONS Business Demography (2022)

Trade balance by sector (2021)

- CPCA had a trade surplus in services of over £4.5bn, helping to drive an overall trade surplus of £4.3bn.
- There was a slight deficit in the trade of goods, mainly explained by imports exceeding exports in the wholesale and motor trades sector, but the manufacturing industry had a trade surplus in goods of £2.4bn.



Note: Some data for CPCA are confidential including trade balance in services for non-manufacturing production and retail

Source: ONS. Subnational Trade in goods & Subnational trade in services

Foreign Direct Investment into Cambridgeshire and Peterborough

- Latest data shows that across 29 FDI investment projects into Cambridgeshire and Peterborough, a total of 1,351 new jobs were created, up from 782 the previous year.
- Cambridgeshire and Peterborough had a marked improvement against comparators, bucking falls nationally and regionally and having the highest FDI induced job creation per 100,000 population of all comparators. Although within the West Midlands, Coventry and Warwickshire (339) and Greater Birmingham (183) LEP areas have higher job creation from FDI investment projects.
- Over 2022/23, Cambridgeshire and Peterborough investment projects accounted for over half of the region's total jobs created.

Job creation from FDI per 100,000 population

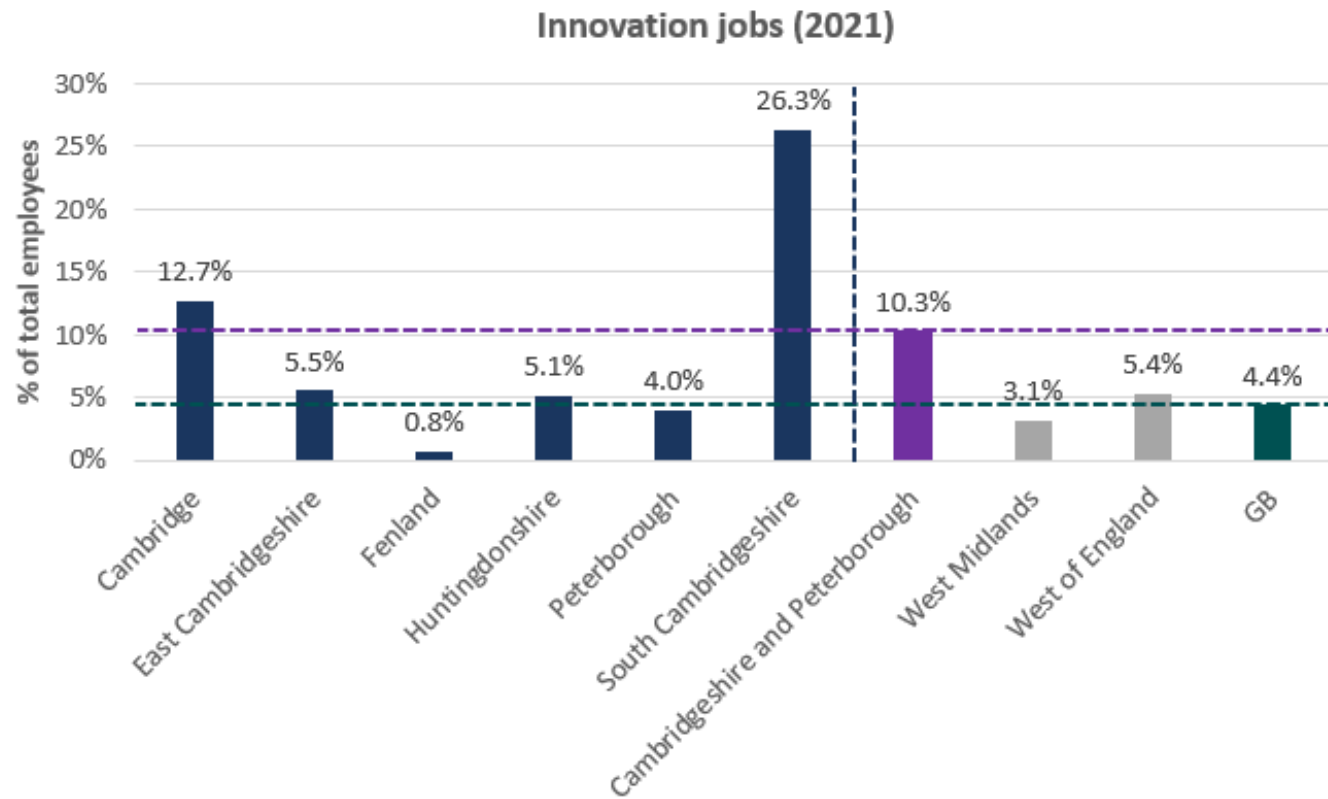


% change in jobs created (2021/22 - 2022/23)



Source: Department for Business & Trade Inward Investment Results 2022-23, ONS Population Estimates (2021)

Innovation (% of innovation jobs)



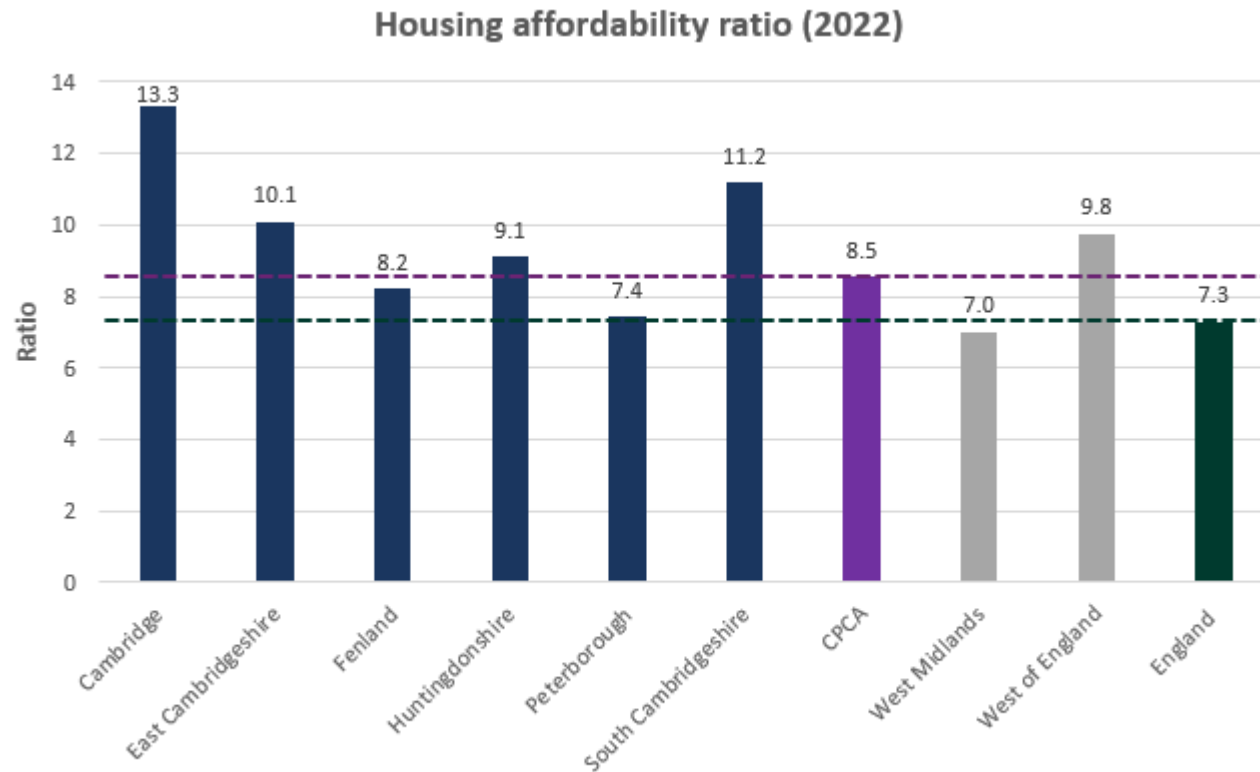
- Across Cambridgeshire and Peterborough, over 10% of employees are in innovation jobs in 2021, over double the national proportion.
- South Cambridgeshire and Cambridge are the main contributors, making up over three quarters of total innovation jobs across Cambridgeshire and Peterborough.
- Only Peterborough and Fenland have a lower proportion of innovation jobs than the national average.
- Fenland, which is also lower than the West Midlands proportion, has had a proportion consistently below 1% over the last 5 years.

Source: Metro Dynamics analysis of ONS Business Register and Employment Survey (2021)



Infrastructure

Housing – affordability ratio



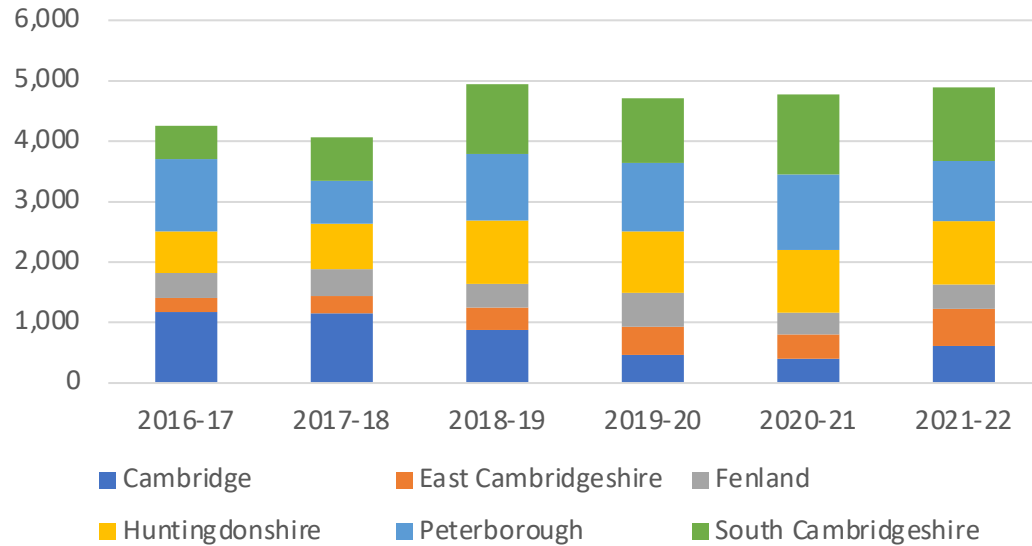
- There is variation amongst local authority districts, with Cambridge and South Cambridgeshire facing the most acute affordability constraints as per the affordability ratio.
- However, housing affordability is a challenge across the whole of Cambridgeshire and Peterborough, with house prices no lower than 7.4 times annual earnings.

Note: Affordability ratio refers to the ratio between lower quartile house price (existing dwellings) to lower quartile gross annual workplace earnings

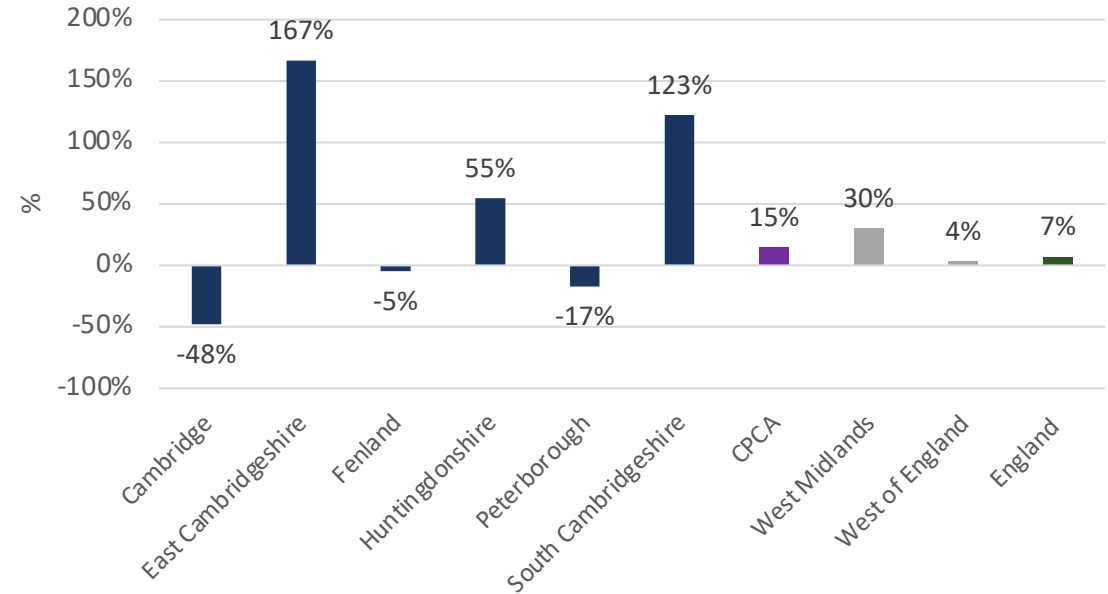
Source: ONS Housing Affordability in England and Wales: 2022, ONS House Price Statistics for Small Areas, ONS Annual Survey of Hours and Earnings

Housing – supply

Net additional dwellings (2016/17-2021/22)



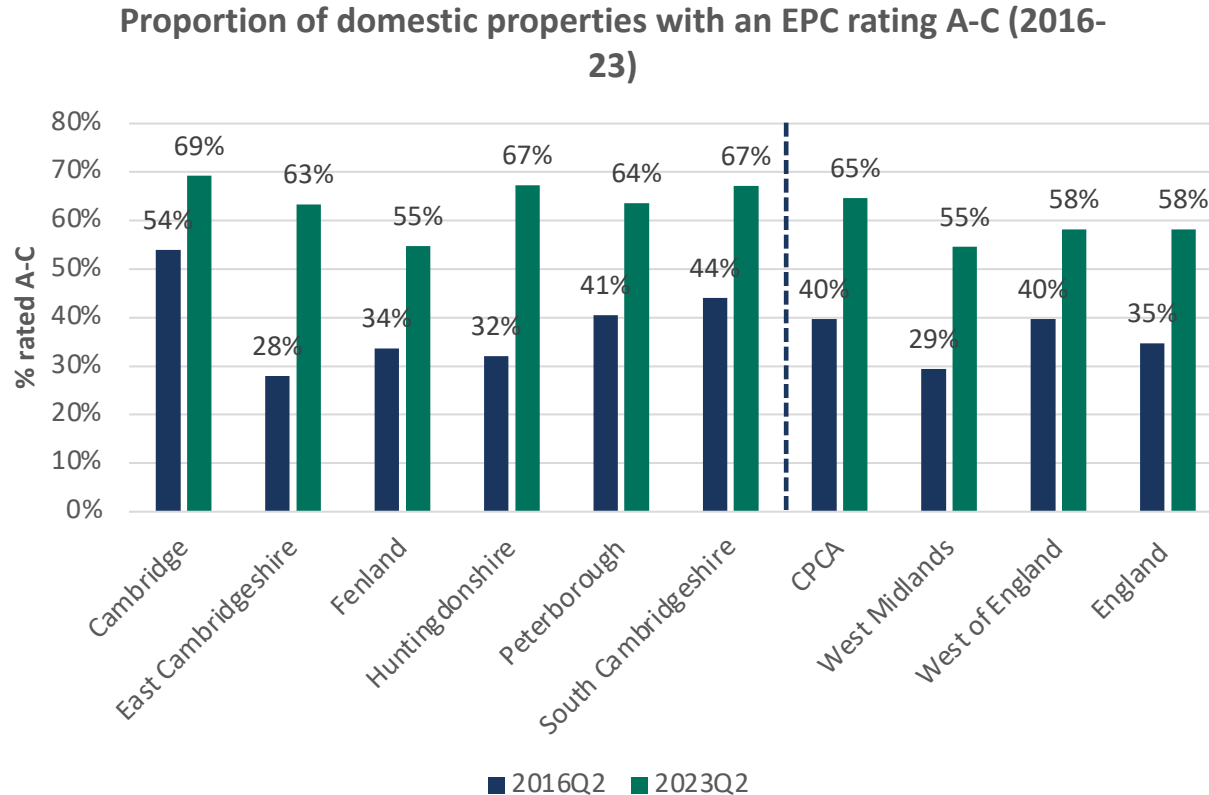
Growth in net additional dwellings (2016/17 - 2021/22)



- There were almost 5,000 additional dwellings across Cambridgeshire and Peterborough in 2021/22, up by 15% since 2016/17, although this remains slightly below levels seen in 2018/19, with the Pandemic impacting growth in supply, similar to the trend seen nationally post-pandemic.
- Huntingdonshire and particularly East and South Cambs have seen growth in supply, contributing to overall growth in Cambridgeshire and Peterborough above the national rate. Additional dwellings have doubled in both East and South Cambs.
- Supply has fallen across the other local authority districts, particularly Cambridge where supply has almost halved since 2016/17.
- Supply had increased in Peterborough falling a dip in 2017/18 but fell by a quarter between 2020/21 and 2021/22, country to most other areas.

Source: Department for Levelling Up, Housing and Communities Housing supply: net additional dwellings

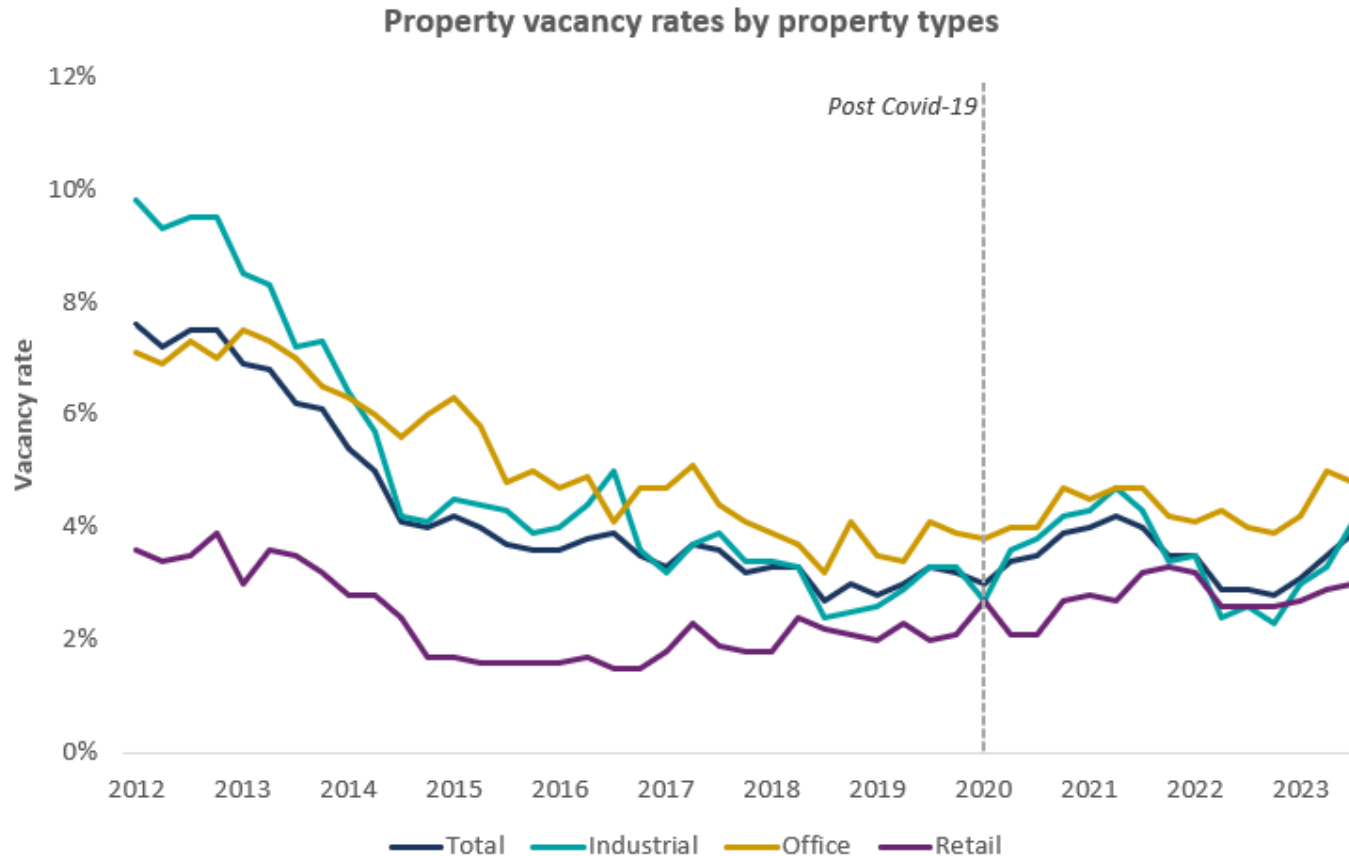
Housing – Retrofit



- All local authority districts have made progress in retrofitting domestic properties, with most districts at or above two thirds of domestic properties with an EPC rating of A-C.
- Fenland is the only local authority with a lower proportion of A-C EPC rated properties than the national average despite progress since 2016.
- Cambridge remains the area with the highest proportion of A-C rated properties but only slightly above areas in Greater Cambridge and Peterborough.

Source: Department for Levelling Up, Housing and Communities Energy Performance of Buildings Certificates (Domestic Energy Performance Certificates for all dwellings by energy efficiency rating)

Commercial vacancy rates

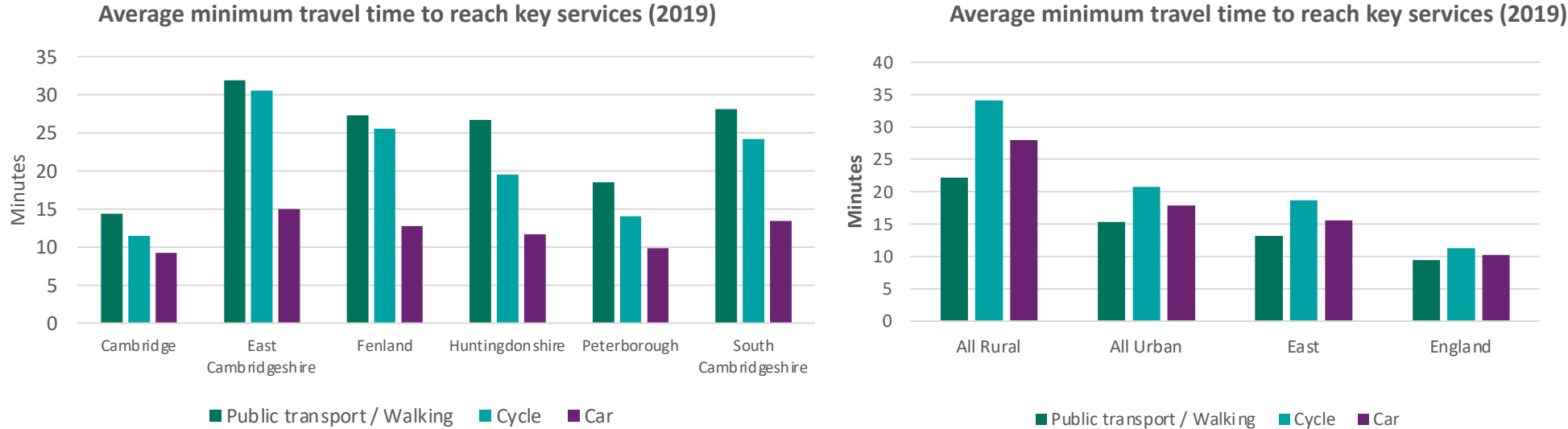


Source: Metro Dynamics analysis of CoStar data, Bidwells, Savills and Cheffins

- There is acute shortage of available laboratory space, with estimates in March that demand for space stands in excess of 1 million sq ft. Demand has brought forward schemes expected to deliver 370,000 sq ft this year and a more sustained supply pipeline for 2024 but this is expected to be below demand.
- Office vacancies were already highest among property types pre-pandemic and have remained so post covid as increased hybrid working is likely reducing demand for office space. Although the rate is below 7.6% seen nationally.
- Retail vacancies saw a slight increase up until the end of 2021 before stabilising at 3%, similar to the trend nationally. Retail services, although initially impacted by lockdowns, were largely able to continue to operate although under restrictions. Increase in the rate largely explained by increasing vacancies in Huntingdonshire.
- Industrial vacancies have been most volatile post-covid. Initial restrictions likely to have impacted the number of people able to work in industrial settings therefore reducing demand for space until mid-2021, when demand appeared to increase as restrictions were eased.
- From late last year, industrial vacancies have risen. High energy and input costs likely to be impacting producers who may have reduced production as a result, therefore reducing demand for industrial space. Recent increase in the industrial vacancy rate largely explained by increasing vacancies in Huntingdonshire and particularly South Cambs where industrial vacancies were at 8.5% in Q2 2023.
- Industrial vacancies have been consistently been below 1% in East Cambs and Fenland since 2021, indicating constrained supply, although the vacancy rate slightly increased in Fenland last quarter.

Transport

- Longer journey times using public transport in 4 of the local authority districts compared to rural areas in England highlight connectivity challenges facing the area despite a number of improvements being made. Challenges cited include rail connectivity such as the need for improvements on the East Coast Mainline, poor reliability on the bus network and major issues with road quality in the Fens.
- Looking towards the transition towards EVs the more urban areas of South Cambridgeshire, Cambridge and Peterborough all have charging point numbers broadly in line with the national average, while more rural areas of East Cambridgeshire, Huntingdonshire and Fenland have numbers significantly below the national average.

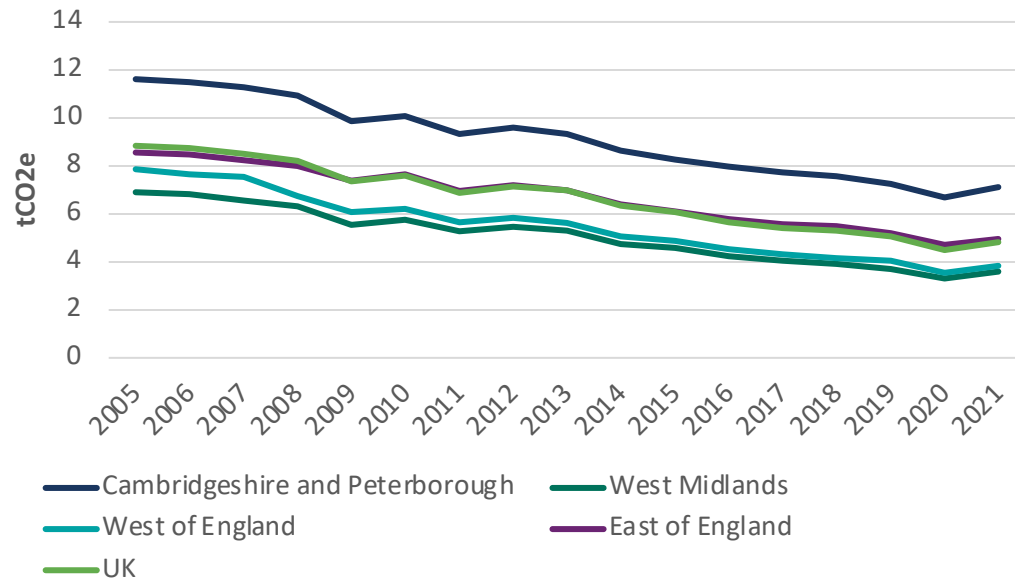


Source: Cambridgeshire & Peterborough Local Transport and Connectivity Plan, DfT Journey time statistics

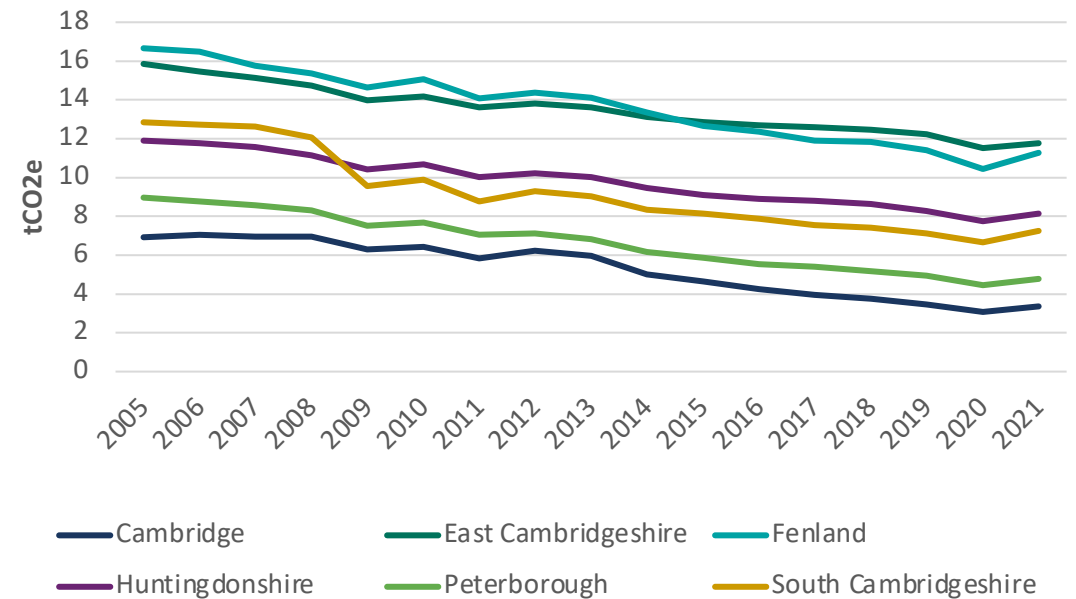
CO2 emissions

- Emissions slightly rose between 2020-21, primarily due to the increase in the use of road transport as nationwide lockdowns were eased, along with increases in emissions from power stations and the residential sector, matching trends across all areas.
- Between 2005-21, emissions per capita fell by 39% across Cambridgeshire and Peterborough, slower than all comparator regions,
- Transport has only seen a 4% reduction in emissions since 2005, making up a larger contribution of total emissions (up from 26% in 2005 to 34% in 2021).
- Only Cambridge (3.4) and Peterborough (4.8) are at or below the UK's 4.8 tCO2e per capita emissions, with East Cambridgeshire and Fenland at almost triple the emissions per capita, reflecting their rurality.

CO2 emissions per capita (2005-21)



CO2 emissions per capita (2005-21)



Source: Department for Energy Security & Net Zero UK local authority and regional greenhouse gas emissions national statistics: 2005-2021

Utilities - Water

Utilities continue to be a significant challenge across Cambridgeshire and Peterborough. These challenges are critical to consider in the context of climate change and delivering sustainable development.

- Decreasing water supply is now a major barrier to growth across the region, with development levels effectively capped across the East of England including Cambridgeshire. In June, the Environment Agency objected to five planning applications in South Cambridgeshire based on concerns over water supply, the first time it has raised objections to new housing over such concerns.
- Demand has increased post-pandemic, with population growth and continued hybrid working expected to increase this further over the next 25 years.
- To add to this, reductions in supply are needed to protect and restore important environments locally. Nearly all water from the region comes from chalk aquifers that feed chalk streams. In order to protect these rare streams, reductions amounting to more than half of current water availability are required.
- Options in place to expand supply include a water transfer from Grafham reservoir in Anglia Water's operating area and building a reservoir in the Cambridgeshire Fens, but these won't be ready until 2030, and the new reservoir is unlikely to be ready until the late 2030s so there remains a short-term issue to 2030, when caps from the Environment Agency on the amount water companies can take from sources come into effect.

Source: Cambridge Water Draft Water Resources Management Plan 2024, Water Resources East Draft Regional Plan

Utilities – Energy

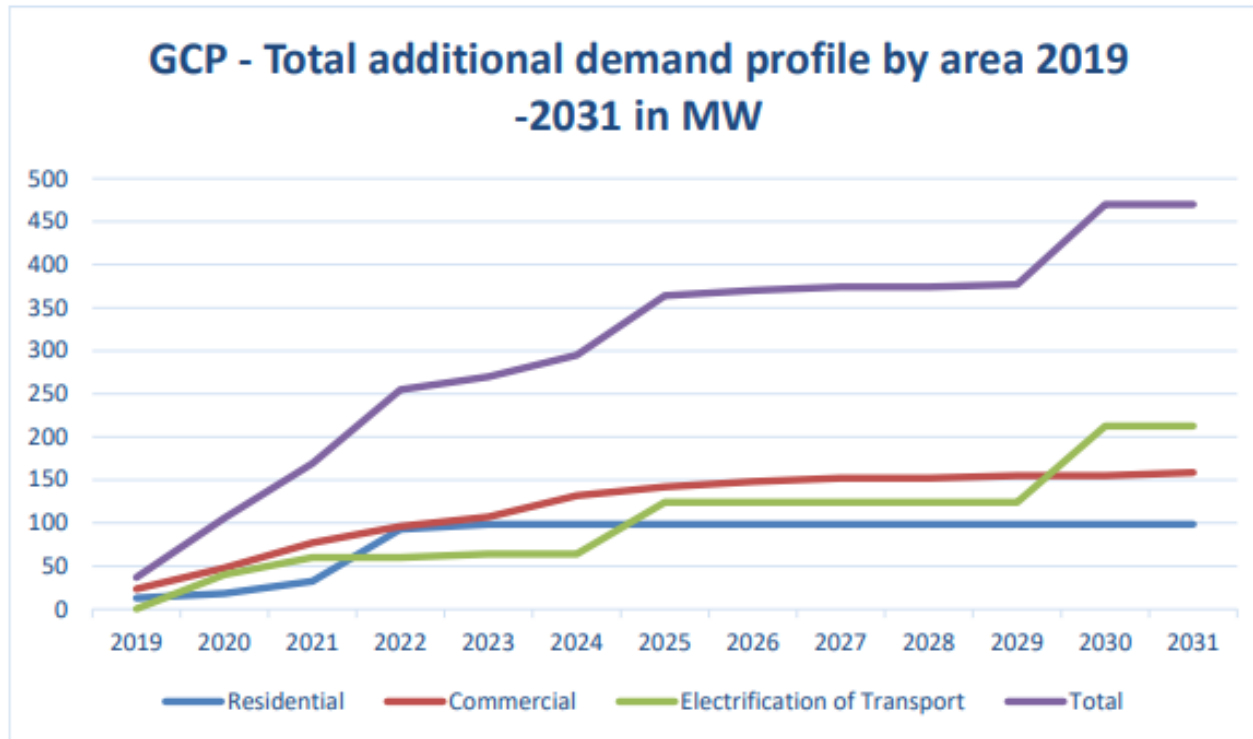


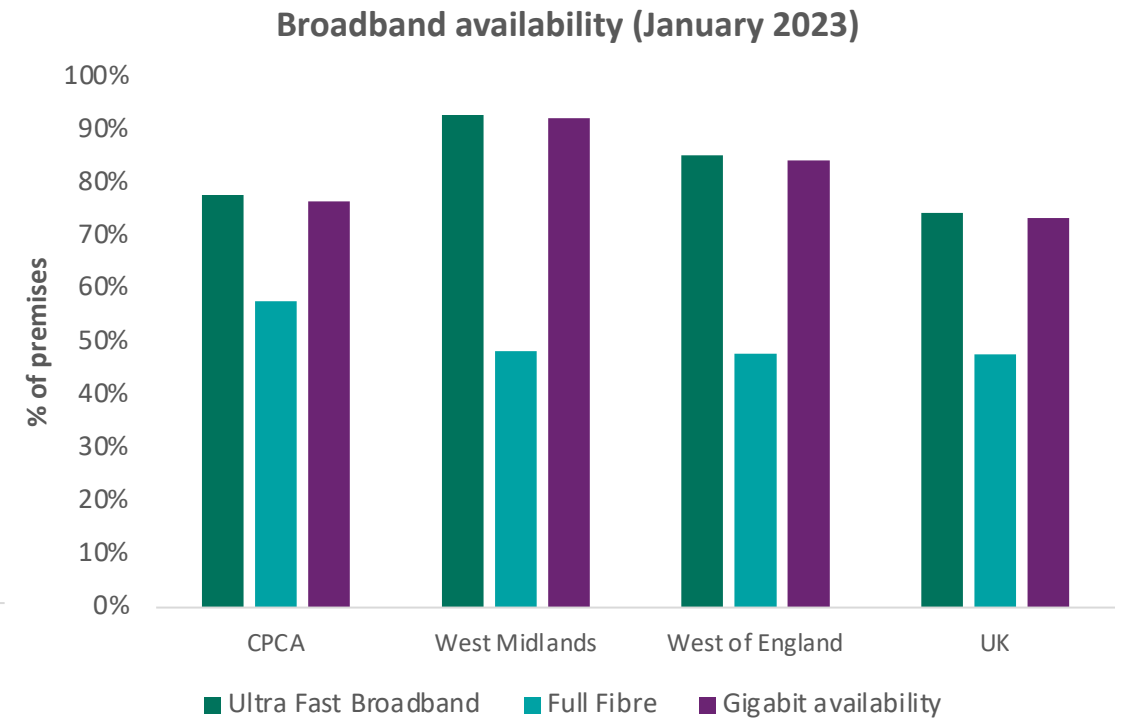
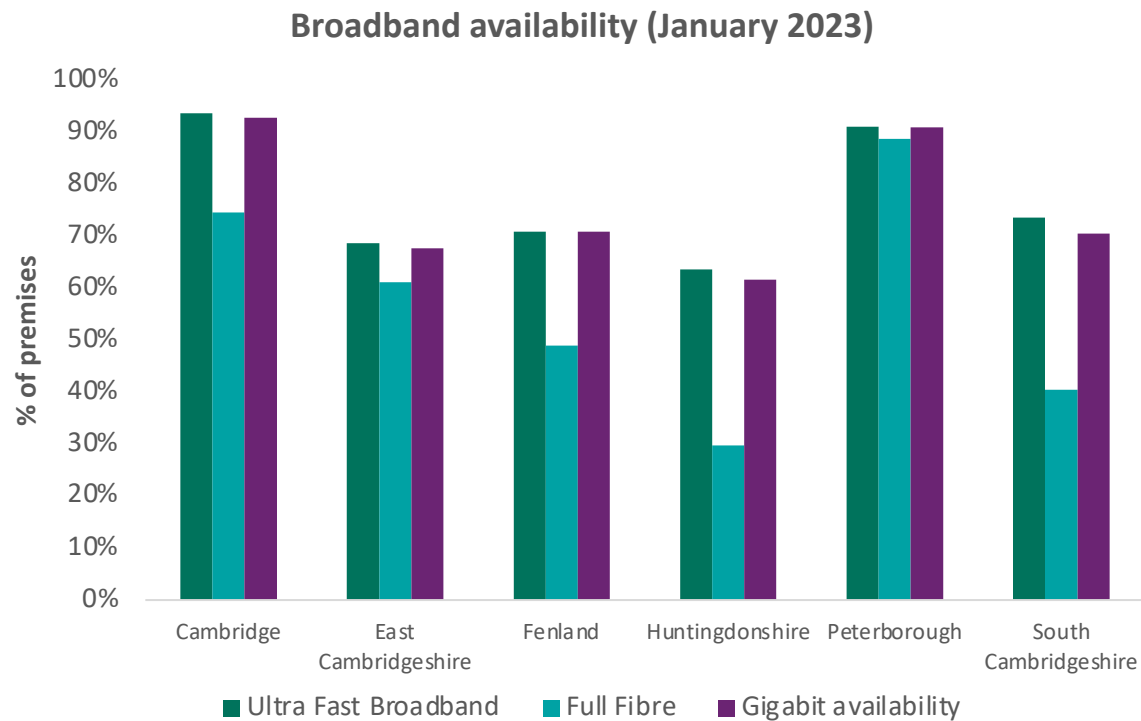
Figure 2.1 The cumulative additional demand profile by area together with the total cumulative demand profile from 2019-2031.

- UKPN advised that demand capacity for Greater Cambridge is 240 MW in 2019, with predicted electricity demand expected to triple to 710MW by 2031 mainly driven by business growth, home building and the electrification of transport and homes.
- There is limited capacity within the existing high voltage (132kV) primary substation network. The problems are particularly acute at Histon, Arbury and Fulbourn grid substations.
- The electricity grid network capacity is also constrained for generation, which means that opportunities to exploit renewable energy sources, such as solar power, cannot be fully realised until capacity is reinforced, therefore severely impacting localised generation of clean energy and ability to install Electric Vehicle (EV) charging points.
- Recently announced proposals for two new substations in Trumpington and East Cambridge would provide upgrades to the constrained network.

Source: GCP Electricity Grid Reinforcement Project Outline Business Case, Climate and Environment Advisory Committee June 2021

Digital connectivity

- Cambridge and Peterborough continue to perform well against the national average across connections.
- All districts have improved connections available since May last year, particularly on Full Fibre availability for residential premises, increasing from 45% to 58% in January this year across Cambridgeshire and Peterborough. But despite this progress, some districts, particularly those which are more rural, face more significant digital connectivity challenges.



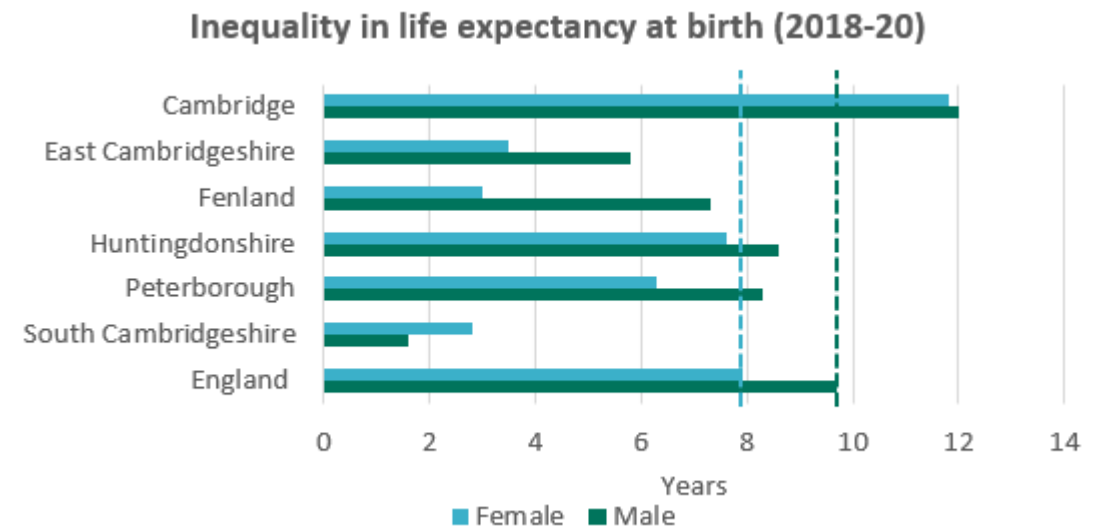
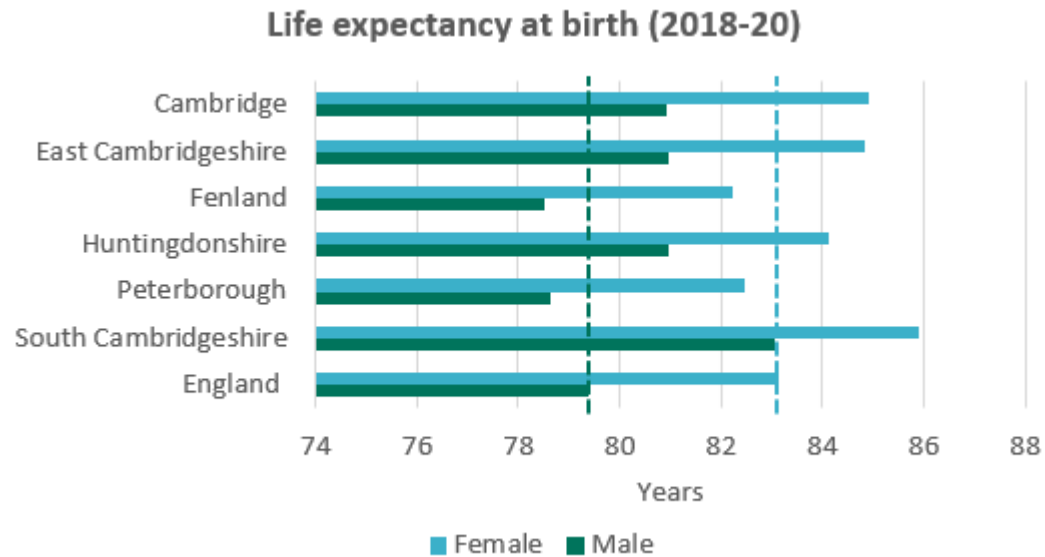
Source: Ofcom. Connected Nations update: Spring 2023.



Health and skills

Inequality in life expectancy

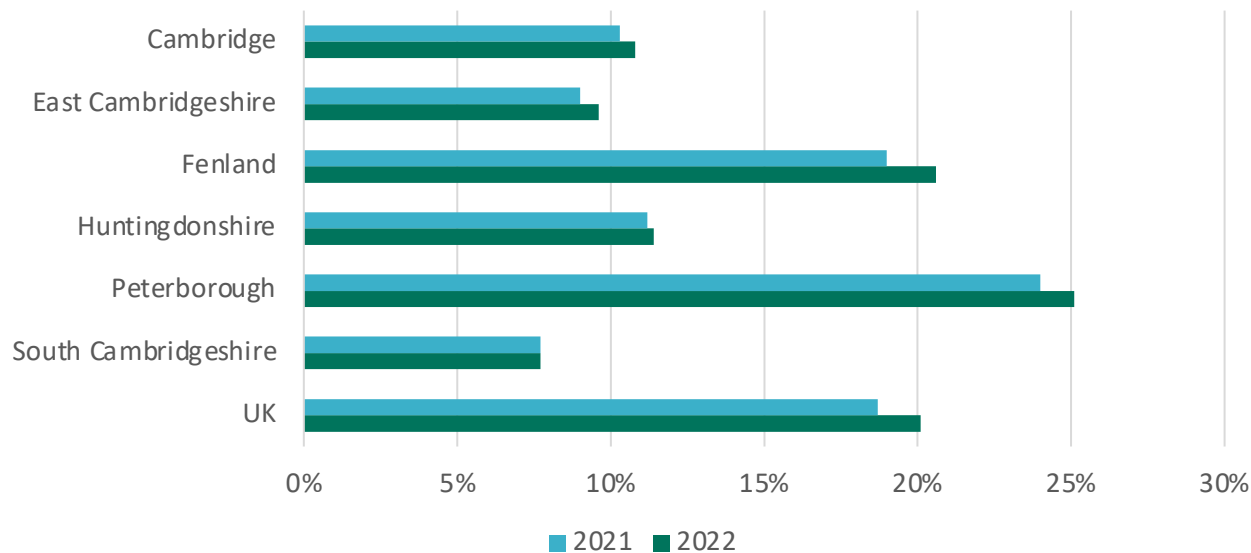
- Life expectancy generally higher across districts for males and females compared to the national average, other than in Fenland and Peterborough.
- There is a clear gap in quality of life across the region. In the regions most deprived neighbourhoods, healthy life expectancy is below the retirement age. Inequality in life expectancy is significantly higher in Cambridge, with a 12 year gap between life expectancy at birth between the most and least deprived areas.



Source: ONS Health State Life expectancy (2018-20), Office for Health Improvement & Disparities Inequality in life expectancy at birth (2018-20)

Health deprivation – child poverty

Percentage of children living in relative low income families (2021-22)



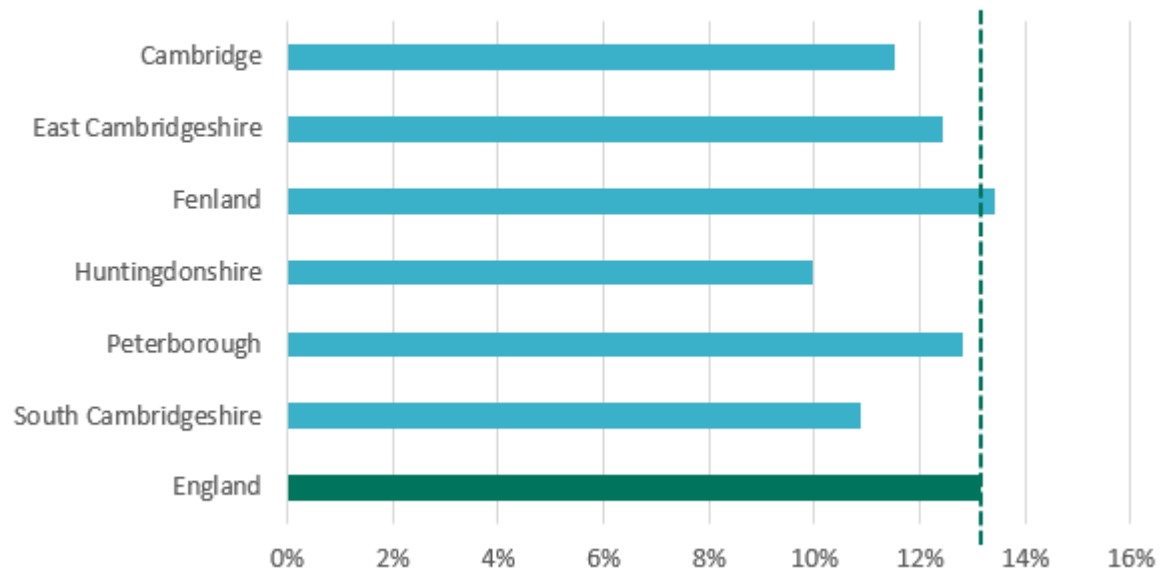
- There continues to be variation in the proportion of children living in relative low income families among local authority districts. Most districts have a lower proportion of children living in relative low income families including South Cambs which has one of the lower rates across the county at 7.7% (Richmond Upon Thames lowest at 5%), whereas it is as high as 25% in Peterborough (42% in Leicester highest across the UK).
- Peterborough has a higher proportion of children living in relative poverty compared to regionally and nationally, with Fenland at the national rate, experiencing the largest percentage point increase between 2021 and 2022.

Note: Relative low income is defined as a family in low income Before Housing Costs (BHC) in the reference year. A family must have claimed Child Benefit and at least one other household benefit (Universal Credit, tax credits, or Housing Benefit) at any point in the year to be classed as low income in these statistics.

Source: Department for Work & pensions Children in low income families: local area statistics, financial year ending 2022

Health deprivation – fuel poverty

Proportion of households in fuel poverty (2021)



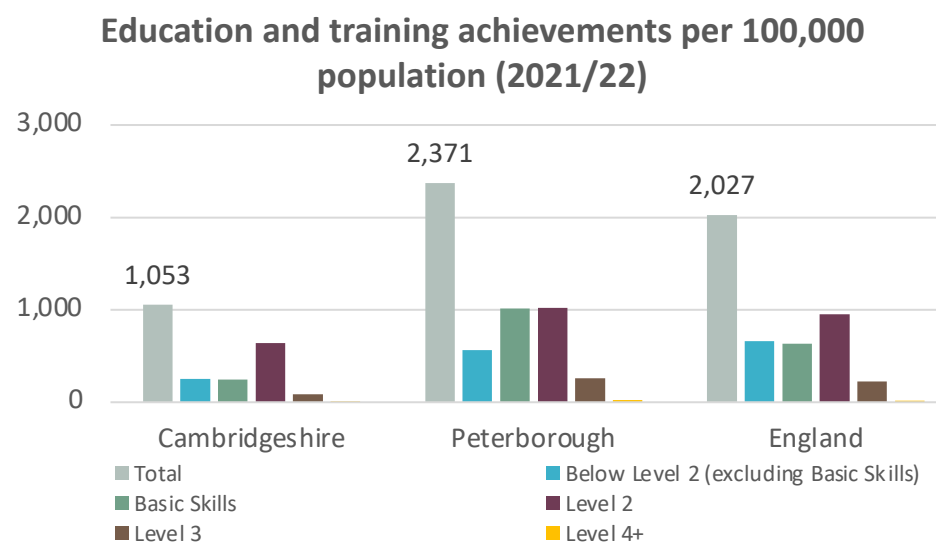
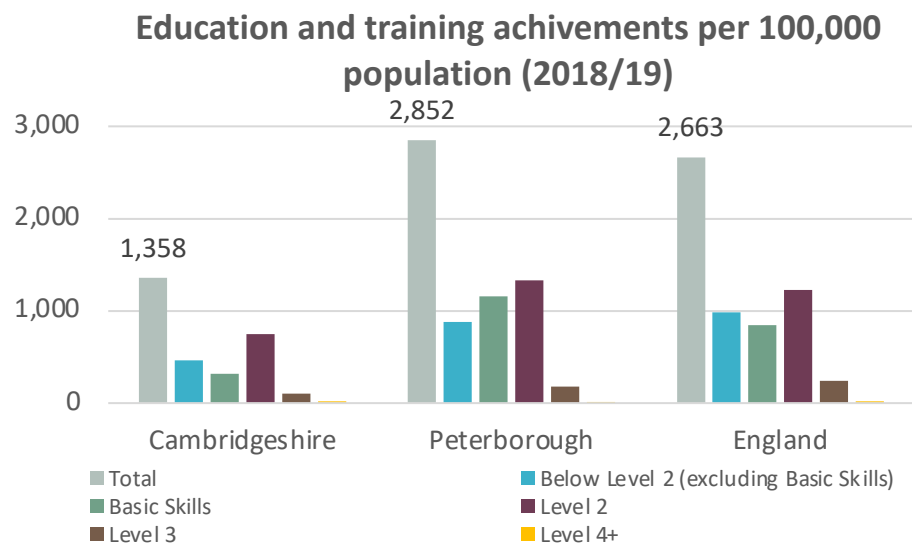
Note: The Low Income Low Energy Efficiency fuel poverty metric considers a household to be fuel poor if it is living in a property with an energy efficiency rating of band D, E, F or G and its disposable income (income after housing costs (AHC) and energy needs) would be below the poverty line

- Most recent data available at a local authority level are for 2021, which do not take into account rapid price rises over the last year in energy. In 2022, 13.4% of households were estimated to be in fuel poverty in England in 2022 and this is projected to increase to 14.4% (3.53m households) in 2023.
- Using National Energy Action’s definition of fuel poverty that a household is fuel poor if it needs to spend more than 10% of its income on energy to provide a satisfactory heating regime, the government has estimated 8.8m households could be classed as fuel poor in 2023, although this would be reduced once the delay to the Energy Price Guarantee and reductions in fuel prices over the second half of 2023 are factored in.
- In 2021, all districts were either at or had a lower proportion of households defined as fuel poor than the national average. Given the above, fuel poverty is expected to increase across all areas once more recent data is released at a local level.

Source: BEIS/Department for Energy Security & Net Zero Sub-regional fuel poverty in England 2023 (2021 data).

Education and Training: Achievement Rates

- Total achievements were impacted significantly due to the disruption caused by the pandemic and have not yet returned to pre-pandemic levels; achievements are down 17% and 9% from 2018/19 levels in Cambridgeshire and Peterborough respectively, but showing greater signs of recovery than the 23% fall seen nationally.
- Level 3 and 4 achievements have grown in Peterborough, although making up a small proportion of total achievements, whereas achievements in Cambridgeshire have fallen across the board.

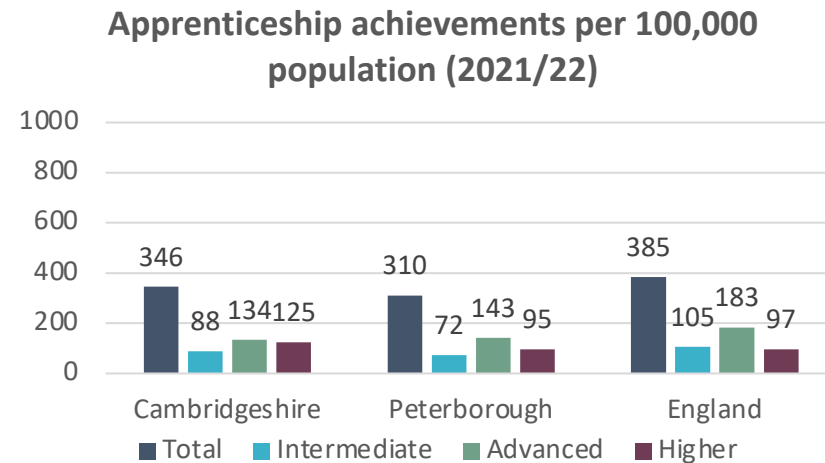
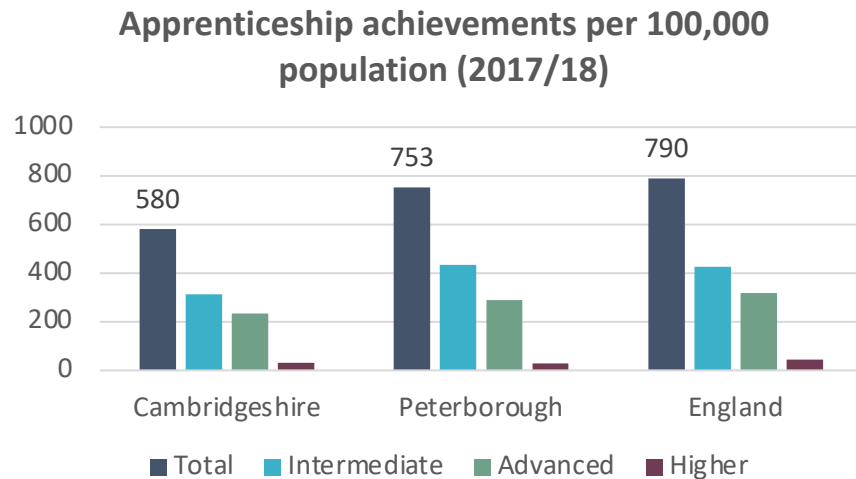


Note: 2022/23 data are provisional and only covers the first three quarters of the academic year so we report on 2021/22 as it is most recent year with data covering the full academic year

Source – DfE Further education and skills 2021/22

Apprenticeships: achievements

- Despite an increase in apprenticeship total achievements between 2019/20 and 2020/21 following the initial easing of covid related restrictions, achievements fell again to 2021/22 and were 36% and 54% lower than in 2017/18 in Cambridgeshire and Peterborough respectively, similar to falls seen nationally and regionally.
- Higher apprenticeship achievements have risen in contrast to other types, similar to trends regionally and nationally but rises have been higher across Cambridgeshire and Peterborough, where higher achievements have more than doubled with Cambridgeshire now having a higher number of achievements in higher apprenticeships per 100,000 population.



Note: 2022/23 data are provisional and only covers the first three quarters of the academic year so we report on 2021/22 as it is most recent year with data covering the full academic year

Source – DfE Apprenticeships and traineeships 2021/22



Skills & Employment Committee		Agenda Item
6 November 2023		10
Title:	Budget and Performance Report	
Report of:	Bruna Menegatti, Finance Manager	
Lead Member:	Councillor Lucy Nethsingha, Chair of the Skills & Employment Committee	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	No vote required.	

Recommendations:

A	Note the financial position of the Skills Division for the financial year 23/24 to September 2023
B	Review and comment on the current Skills and Employment budgets within the Combined Authority's Medium-Term Financial Plan and Capital Programme.

Strategic Objective(s):

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

x	Achieving ambitious skills and employment opportunities
x	Achieving good growth
x	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
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2. Background

2.1	At the last meeting, the Committee 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.
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3. Revenue Income and Expenditure

3.1 A breakdown of the Economy and Growth Directorate Skills Grant income for the period to 31 July 2023 is set out in Table 1 below.

Table 1

Skills 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
Adult Education Budget	-12,690	-	12,690	-11,973	-12,026	-53	624	-
AEB Level 3 Courses	-	-	-	-954	-816	138	0	-
Bootcamp Wave 4 Careers and Enterprise Company (CEC)	-1,092	-	1,092	-2,878	-1,519	1,359	1,359	-1,359
Digital Skills Bootcamp	9	-	-	-	-	-	-	-
Multiply	-349	-	349	-1,395	-980	415	170	-
Total Skills Grant Income	-14,289	-	14,289	-17,513	-15,654	1,859	2,153	-1,359

3.2 The income received in the year is £14m. The variance compared to budget to date is due to timing difference.

3.3 The forecast outturn predicts that we'll receive £1.8m less income than budgeted for, key variances are:

1. Skill Bootcamp Wave 4 (£1.4m), the forecast has been revised to reflect the timing in which the courses will be taking place. The variance is slipped to next financial year when the programme will be completed.
2. Multiply (£0.4m), this reflects the underspend for 22/23, which will be deducted from the 23/24 funding allocation by DfE.
3. AEB Level 3 Course (Free Courses for Jobs) (£0.1m), this reflects the underspend for 22/23, which will be deducted by DfE in this academic year's allocation.

3.4 A breakdown of the Economy and Growth Directorate Skills Revenue Expenditure for the period to 31 July 2023 is set out in Table 2 below.

Table 2

Skills 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 Slippage £k
AEB Devolution Programme	6,664	6,172	492	11,081	11,081	-	-	-
AEB Free Courses for Jobs	33	594	-560	2,402	2,402	-	-	-
AEB Innovation Fund - Revenue	-	260	-260	779	779	-	-	-
AEB Programme Costs	51	260	-205	367	367	-	-	-
AEB Provider Capacity Building	-	23	-23	68	68	-	-	-
AEB Strategic Partnership Development	1	36	-35	108	108	-	-	-
Bootcamp Wave 4 Careers and Enterprise Company (CEC)	136	628	-492	2,878	1,781	-1,098	-1,098	1,098
Changing Futures	106	134	-27	266	266	-	28	-
Delivering Health and Wellbeing Strategy Skills	-	-	-	60	60	-	-	-
FE Cold Spots (rev)	-	113	-113	225	225	-	-	-
Multiply	578	517	62	1,565	1,565	-	-	-
Skills Advisory Panel (SAP) (DfE)	-	28	-28	55	55	-	-	-
Skills Bootcamp Wave 3	134	284	-150	2,001	929	-1,072	-	-
UK SPF Skills	0	0	0	278	278	-	278	-
Total Skills Revenue Expenditure	7,703	9,049	-1,339	22,633	20,464	-2,170	-291	1,098

3.5	<p>Expenditure to date is £1.4m lower than budget to date.</p> <p>Free Courses for Jobs is £0.6m behind profile however, as stated in the earlier performance report, it's anticipated that this will accelerate and all funds will be spend by the end of the academic year.</p> <p>Bootcamp wave 4 (£0.5m) has also had slow start in this financial year. The speed of delivery will increase in the following months, with spend continuing into the next financial year.</p> <p>Delays due to capacity issues effect AEB Innovation Funds (£0.2m), AEB Programme management costs (£0.2m), FE cold Spots (£0.1m) also contrite to the variance, together with the reduction of costs on Bootcamp Wave 3 (£0.1m) due to low enrolment.</p> <p>The apparent year-to-date overspend on the AEB Devolution Programme (£0.5m) is a timing difference due to the payment profile of the grant providers not matching the budget, as such the forecast position at year-end is still matching the overall budget.</p>	Item 10
3.6	The full year budget has increased by £0.8m to include the Delivering Health and Wellbeing Strategy Skills (funded by Treasury Management Income - £0.5m) and UK SPF – Skills (£0.3m, funded by DLUHC’s Shared Prosperity Fund)	
3.7	<p>Forecast outturn shows an underspend to budget for the year of £2.2m.</p> <p>The variance is due to the finalisation of the enrolment numbers for Bootcamp Wave 3 and resulting underspend, and the profiling of the costs for Bootcamp Wave 4 shifting more expenditure into 24-25 to reflect the deliverable training schedule.</p>	

4. Appendices

4.1	Appendix 1 – Current budget and MTFP
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5. Implications

Financial Implications	
4.1	There are no financial implications other than those included in the main body of the report.
Legal Implications	
6.1	The Combined Authority is required to prepare a balanced budget in accordance with statutory requirements.
Public Health Implications	
7.1	N/A
Environmental & Climate Change Implications	
8.1	N/A
Other Significant Implications	
9.1	N/A
Background Papers	
10.1	None

Agenda Item 10	Appendix
Budget and Performance Report	1

Current Skills and Employment Committee Budget and MTFP

The table below sets out the budgets within the Skills and Employment Committee's remit based on the Medium-Term Financial Plan approved in January 2023 and updated for subsequent Committee, Board and Officer decisions.

All figures are in thousands of pounds (£'000) and the only budget still subject to business case approval is the capital to deliver the Further Education (FE) Cold Spots.

Funding	Programme	2023-24	2024-25	2025-26	2026-27	2027-28
Capital	FE Cold Spots (cap)	2,400	2,175	-	-	-
Capital Total		2,400	2,175	-	-	-
Revenue	AEB Devolution Programme	10,846	10,846	10,846	10,846	10,846
Revenue	AEB Free Courses for Jobs	1,954	954	954	954	965
Revenue	AEB Innovation Fund - Revenue	779	500	500	500	500
Revenue	AEB Programme Costs	602	602	602	602	602
Revenue	AEB Provider Capacity Building	68	-	-	-	-
Revenue	AEB Strategic Partnership Development	108	-	-	-	-
Revenue	Careers and Enterprise Company (CEC)	266	161	-	-	-
Revenue	Changing Futures	60	60	-	-	-
Revenue	FE Cold Spots (rev)	225	-	-	-	-
Revenue	Multiply Programme	1,495	1,395	-	-	-
Revenue	Skills Advisory Panel (SAP) (DfE)	55	-	-	-	-
Revenue	Skills Bootcamp Wave 3	799	-	-	-	-
Revenue	Skills Bootcamp Wave 4	1,519	1,359	-	-	-
Revenue	UKSPF All age Careers	9	9	-	-	-
Revenue	UKSPF Internships	45	175	-	-	-
Revenue	UKSPF Skills Brokerage	75	300	-	-	-
Revenue Total		18,905	16,361	12,902	12,902	12,913



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

SKILLS & EMPLOYMENT COMMITTEE AGENDA PLAN

Updated 26/10/2023

Notes

Committee dates shown in bold are confirmed.
Committee dates shown in italics are TBC.

The definition of a key decision is set out in the Combined Authorities Constitution in Chapter 6 – Transparency Rules, Forward Plan and Key Decisions, Point 11
<http://cambridgeshirepeterborough-ca.gov.uk/assets/Uploads/CPCA-Constitution-.pdf>

Standing agenda items (shaded blue) are considered at each Committee meeting:

1. **Minutes of previous meeting and Action Log**
2. **Agenda Plan**
3. **Budget and Performance Report**
4. **Employment and Skills Board Update (where it follows a meeting of the Board)**

Committee date		Agenda item	Report Purpose	Lead officer	Report to CA Board for decision	Reference if key decision	Agenda despatch date
05/06/23		Minutes & Action Log		Jo Morley	n/a	n/a	26/05/23
	1.	Skills Contract Awards to Independent Training Providers for 2023-24 academic year	To approve AEB, FCFJ, Multiply contract awards for 2023-24 academic year and note Bootcamps contract awards.	Parminder Singh Garcha / Melissa Gresswell	Yes	n/a	
	2.	Health and Social Care Sector Academy – end of contract performance review	To note the end of project performance	Fliss Miller	No	n/a	
	3.	Governance Review and the formation of a new Education Advisory Group	To note the changes to Combined Authority Governance and the creation of the proposed Education Advisory Committee	Jodie Townsend	No	n/a	
	4.	Local Skills Improvement Plan (LSIP)	To receive the LSIP	Laura Guymer	No	n/a	
	5.	External funding proposals	To note external funding proposals being made by the Combined Authority proposal submitted to the National Lottery Community Fund	Parminder Singh Garcha / Alexis McLeod	Yes	n/a	
		Employment & Skills Board Update		Melissa Gresswell/ Fliss Miller	No	n/a	
		Budget & Performance Report		Bruna Menegatti	No	n/a	
		Agenda Plan		Jo Morley	n/a	n/a	
03/07/23		Minutes & Action Log		Jo Morley	n/a	n/a	

Committee date		Agenda item	Report Purpose	Lead officer	Report to CA Board for decision	Reference if key decision	Agenda despatch date
	1.	UK SPF – Skills projects and succession Planning for Skills Brokerage Service	To approve proposals for delivery of the Skills Strand of UKSPF	Alexis McLeod	Yes		
	2.	Employment & Skills Strategy Implementation update	To note progress made in implementation of the Employment and Skills Strategy	Fliss Miller	No		
	3.	Growth Works Update	To note the Quarterly progress report	Steve Clarke	No		
	4.	District and Unitary Profiles	To note District and Unitary Employment and Skills Profiles	Parminder Singh Garcha	No		
	5.	Local Innovation Fund Grant allocations	To recommend to CA Board to approve and delegate authority for grant allocations from the AEB Local Innovation Fund to be made.	Parminder Singh Garcha	Yes		
		Budget & Performance Report		Bruna Mengatti	No	n/a	
		Agenda Plan		Jo Morley	n/a	n/a	
04/09/23		Minutes & Action Log		Jo Morley	n/a	n/a	
	1.	Findings from AEB 3 Year Impact Evaluation of devolved AEB	To note the impact of devolved AEB to the sub-region and lessons learnt from the first three years of devolution.	Parminder Singh Garcha	No		
	2.	Careers Hub update for 2023/24	To note the delivery focus for 2023/24 academic year	Laura Guymer	No		
	3.	FE Coldspots –progress update	To note update on progress	Parminder Singh Garcha			

Committee date		Agenda item	Report Purpose	Lead officer	Report to CA Board for decision	Reference if key decision	Agenda despatch date
	4.	Skills Bootcamps 2024-25 FY	to recommend that the CA Board approves the submission of the bid for further Skills Bootcamp funding for the 2024-25 financial year and delegate authority to the Assistant Director of Skills to procure, enter into, award and extend contracts.	Melissa Gresswell	Yes		
	5.	UK SPF – Skills Projects and Succession Planning for Skills Brokerage Services	To approve and delegate authority to implement the recommended model of mobilisation and delivery of strategic Skills projects contained within the UKSPF Implementation plan	Fliss Miller	Yes		
		Budget & Performance Report		Bruna Mengatti	No	n/a	
		Agenda Plan		Jo Morley	n/a	n/a	
06/11/23		Minutes & Action Log		Jo Morley	n/a		
	1.	All Skills Programme Performance Update for the 2022/23 academic year (incl. Multiply mid-project update)	To note progress of delivery of all skills programmes for academic year 2022/23, a mid-project progress report for the Multiply and Skills Bootcamps programme and the audit plan for 2023-24.	Claire Paul / Parminder Singh Garcha			
	2.	Growth Works Update	To note the quarterly progress report	Steve Clarke			
	3.	ARU Peterborough Update	To note the progress update on the development of ARU Peterborough	Jim Cunningham			

Committee date		Agenda item	Report Purpose	Lead officer	Report to CA Board for decision	Reference if key decision	Agenda despatch date
	4.	FE Cold Spots Project Update	To note the progress update on the feasibility studies for St Neots and East Cambridgeshire	Parminder Singh Garcha			
	5.	State of the Economy Report	To note the latest position regarding the state of the Cambridgeshire & Peterborough economy.	Richard Kenny			
		Employment & Skills Board Update		Melissa Gresswell	No	n/a	
		Budget & Performance Report		Bruna Mengatti	No	n/a	
		Agenda Plan		Jo Morley	n/a	n/a	
15/01/24		Minutes & Action Log		Jo Morley	n/a		
	1.	AEB Annual Report to DfE for 2022/23 academic year	To note performance on AEB delivery for the fourth year of devolution and approve the Annual Report to the DfE which forms part of our local assurance arrangements.	Jaki Brad			
	2.	ESOL Local Planning Partnerships	To receive the Annual Report from the ESOL Local Planning Partnerships and note the progress made in 2022/23	Parminder Singh Garcha			
	3.	Skills Bootcamps F/Y 2024/25	To recommend for CA Board to approve the acceptance of the grant for the 2024/25 financial year	Melissa Gresswell	Yes		
	4.	External Funding Bids	To recommend for CA Board to approve specific funding bids to external funding sources	Alexis McLeod Jaki Bradley	Yes		

Committee date		Agenda item	Report Purpose	Lead officer	Report to CA Board for decision	Reference if key decision	Agenda despatch date
	5.	LSIP and LSIF Update	To receive a progress report against the LSIP and LISF programme of work	Laura Guymer			
	6.	FE Cold Spots Feasibility Study	To note the progress update on the feasibility studies for St Neots and East Cambridgeshire	Parminder Singh Garcha			
	7.	Health and Care Sector Work Academy and Skills Bootcamps	To receive an update on the evaluation of the programme delivery of HSCWA and Skills bootcamps	Laura Guymer Strategic Careers Hub Lead Melissa Gresswell Project Manager – Skills Bootcamps			
		Employment & Skills Board Update		Melissa Gresswell			
		Budget & Performance Report		Bruna Mengatti			
		Agenda Plan		Jo Morley			
04/03/24		Minutes & Action Log		Jo Morley	n/a		
	1.	AEB Funding Policy Changes for 2024/25	To approve the implementation of AEB funding policy changes for the 2024/25 academic year.	Jaki Bradley			
	2.	Mid-year Skills Performance Review	To note mid-year performance on all Skills programmes for the 2023/24 academic year	Claire Paul			

Committee date		Agenda item	Report Purpose	Lead officer	Report to CA Board for decision	Reference if key decision	Agenda despatch date
	3.	Growth Works Evaluation	To receive and note the evaluation findings	Steve Clarke			
		Local Innovation Fund	To receive an update on in-year performance and proposals for 2024/25	Jaki Bradley			
		FE Cold Spots Feasibility Study	To recommend the CA Board approve the recommendations of the feasibility studies for St Neots and East Cambridgeshire	Parminder Singh Garcha	Yes		
		Employment & Skills Board Update		Melissa Gresswell			
		Budget & Performance Report		Bruna Mengatti			
		Agenda Plan		Jo Morley			
10/06/24		Minutes & Action Log		Jo Morley	n/a		
	1.	AEB, FCFJ and Multiply allocations to Independent Training Providers	To approve the funding allocations to ITPs for the 2024/25 academic year	Jaki Bradley			
		Employment & Skills Board Update		Melissa Gresswell			
		Budget & Performance Report		Bruna Mengatti			
		Agenda Plan		Jo Morley			



Skills & Employment Committee		Agenda Item
6 November 2023		13
Title:	Performance Review: Skills Funded Provision 2022-23	
Report of:	Claire Paul, Assistant Director: Skills	
Lead Member:	Cllr Lucy Nethsingha, Lead Member: Skills	
Public Report:	NB Appendix 1 is exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed. This is because data has yet to be formally verified by the Education & Skills Funding Agency.	
Key Decision:	No	
Voting Arrangements:	No vote required	

Recommendations:	
A	For Members to note and comment on the update provided within this report

Strategic Objective(s):	
The proposals within this report fit under the following strategic objective(s):	
✓	Achieving ambitious skills and employment opportunities
✓	Achieving good growth
	Increased connectivity
✓	Enabling resilient communities
✓	Achieving best value and high performance
<p>The Combined Authority’s devolution agreement and commissioning of skills programmes contribute to the above strategic objectives, aligned to the pillars within the Employment and Skills Strategy (2022):</p> <ul style="list-style-type: none"> • Pre-work learning and formal education: improving learning and experiences of work, including quality careers information, advice, and guidance, during formal education; providing a strong foundation for labour market entry and future working lives. • Employer access to talent: developing priority skills that support sustainable growth, improving employers’ engagement with education and improving job quality. • Life-wide and lifelong learning: improving access to life-wide careers guidance and a rich learning and skills offer to upskill and reskill residents through their life-course. • Support into and between work: Supporting unemployed residents to transition into training and then employment and support to disadvantaged groups to access the labour market. 	

1. Purpose

1.1	This report supports the Committee in their over-sight of the Combined Authority's funding and delivery of Skills programmes. It is part of an on-going reporting cycle via the Skills and Employment Committee in furtherance of our Single Assurance Framework (SAF).
1.2	Via this report, the Combined Authority is also demonstrating its accountability and transparency to residents and stakeholders.

2. Performance report 2022/23

2.1	<p>INTRODUCTION:</p> <p>This year has seen a return to normal life after the pandemic and it is encouraging to see learner numbers climbing again after a severe slump during lockdown. However, Covid has left behind a raft of challenging issues such as a tighter labour market and the high incidence of mental health problems amongst young people. The economic situation continues to make itself felt; employer engagement and investment in workforce training is falling, with many continuing to favour recruitment over up-skilling existing employees. Geopolitical challenges have also necessitated more skills programmes aimed at refugee-resettlement.</p> <p>On the provider front, it has also been challenging; increased energy, inflation and labour costs have made tight budgets even tighter. This has been exacerbated by falling learner participation detrimentally affecting economies of scale. And there remains an acute shortage of teachers nationally, especially in STEM subjects such as Maths.</p> <p>Notwithstanding these challenges, there have been encouraging shifts in the performance of the CPCA's Skills Programmes during the year as we continue to work with our partners to reshape and refocus the devolved skills landscape.</p>
2.2	<p>ADULT EDUCATION BUDGET (AEB):</p> <p>Background: Under the CPCA's Devolution Agreement of 2017, the Adult Education Budget was fully devolved to the Combined Authority. This translates into a c£12m annual budget which now reaches approx. 10,000 learners per year. The AEB funds qualifications for up-skilling and re-skilling residents, supporting them into work and between work. It also promotes lifelong learning opportunities which help eligible learners engage in learning, build confidence, and enhance wellbeing. In addition, devolution affords the Combined Authority additional flexibility to offer region-specific learning – e.g. full funding for everyone for the first Level 2 and 3 qualifications, full funding for ESOL (English for Speakers of Other Languages)</p> <p>Progress: We have reduced the number of training providers from 267 to 18 to improve quality, invest in our local provider base, and support providers with learner volumes which enable greater economies of scale. In effect, devolved funding has enabled a policy of 'fewer, bigger, better' providers. The initial impact of reshaping the provider-base led to a short-term drop in learner-numbers, exacerbated by the pandemic. Learner numbers are now building again, and we have surpassed the 10,000-learner milestone for the academic year 2022/23, continuing with a year-on-year increase of 14% in resident participation.</p> <p>Increased local flexibility has also enabled us to offer more support to learners from less advantaged backgrounds. For example, increases in ESOL enrolments from 4,717 (21/22) to 5,890 (22/23) have been driven by refugee re-settlement programmes such as Homes for Ukraine. The Care Leavers' Bursary and extended support (e.g. meals whilst at college, travel, and independent living skills) has been well received by social care and education partners. For the two academic years of the bursary's operation, 85 care leavers have been supported.</p>

	<p>Challenges: Reshaping the number and quality of our training providers led to a short-term reduction in learner numbers which we're now successfully rebuilding. Faced with a challenging skills landscape, capacity issues within the CPCA AEB team led to recruitment of an additional 3 FTE between April and July 2023.</p> <p>Looking ahead: Learner numbers are now increasing, and the next phase of maturity involves developing a clear framework for how we evidence impact against strategic priorities. We will also develop a commissioning framework to further target the AEB budget towards strategic priorities, collaborating with colleagues across the wider CPCA portfolio and regional partners to create holistic solutions.</p>
2.3	<p>FREE COURSES FOR JOBS (FCFJ):</p> <p>Background: 'Free Courses for Jobs' (Level 3 courses) were introduced by the government in 2020 to help adults aged 24+ who had not achieved a Level 3 qualification. Courses are free for unemployed residents and those in-work who earn less than £21,000.</p> <p>The CPCA had an allocation of £955k for the 2022/23 academic year, and this is commissioned through the same processes as AEB provision. The funding and reporting methodology are the same as AEB.</p> <p>Progress: There was a 60% increase in enrolments onto FCFJ in 2022/23 (compared to 293 in 2021/22) and we estimate (subject to final claims), we are on track to spend the funding allocation of £954k by the end of the academic year. Learning organisations have built capacity over the past three years to develop the Level 3 offer. The top five sector subject areas are: Health, Public Services and Care, Construction and the built environment, Business Administration and Law, Engineering and Manufacturing technologies, Information and Communication technology.</p> <p>Challenges: Two Independent Training Providers who deliver FCFJ have withdrawn from the market and performance has been picked up by other providers. While overall enrolments on Level 3 courses have increased across all local authority areas, we need to identify ways to further engage residents in Fenland.</p> <p>Looking ahead: A promotional campaign, 'Unlock with Level 3' is planned via social media to undertake spatial targeting to promote level 3 opportunities, particularly in Fenland and Peterborough and pockets within wider Cambridgeshire.</p>
2.4	<p>MULTIPLY</p> <p>Background: Multiply is a three-year programme which started in March 2022; it was one of the first priorities of the UK Shared Prosperity Fund and was officially launched during Number Confidence Week in November 2022. Designed to improve adult numeracy skills, each local authority area and all Mayoral Combined Authorities were given a three-year funding allocation – for CPCA this was c.£4m over the period of the programme.</p> <p>Progress: Overall participation of learners in substantive learning was 102% of the target, with 1,081 learners participating. 1,973 residents engaged with Multiply through outreach work such as open-days, tasters, roadshows, the Multiply Bus, an innovative 'escape rooms' initiative and other activity delivered by learning organisations. We also contracted with National Numeracy UK who engaged learners online through their National Numeracy Challenge and trained over 20 Numeracy Champions. 1,893 learners participated in substantive learning to improve numeracy skills through contextualised delivery addressing; budgeting and cost of living support, family learning, skills for employment, support for care leavers, support for recently release prisoners and support that leads to a functional skills qualification.</p> <p>Challenges: Working with employers to deliver the numeracy skills that are required in the workplace has been especially challenging. This is a nationwide problem, as is the shortage of maths teachers, which significantly impacts the ability of providers to meet delivery targets. A delayed start to the national campaign launch (and guidance being made available very late) led to a late delivery start and</p>

mobilisation period. Procurement of Providers took until October 2022 leaving only six months to deliver a full year's allocation. As a result, there was a nation-wide funding underclaim. The DfE recovered unspent funding from year one by adjusting the year two allocation. As a result, the Combined Authority's allocation was reduced by c£415k and the adjusted allocation for financial year 2 is now £794k.

Looking ahead: The DfE is undertaking a review of the programme and CPCA providers have been identified as potential participants. The review will be carried out by Ofsted inspectors. Year 3 provision will be revised based on the success of the interventions in Year 1 and 2 to ensure maximum impact in areas where there are disadvantaged learners.

2.5 **SKILLS BOOT CAMPS**

Background: Skills Bootcamps are flexible training courses for adults aged 19+, lasting up to 16 weeks. They are part of the government's commitment for individuals to be able to access lifelong learning. The courses are free for learners who are self-employed, unemployed, or looking for a career change. For those in work, employers can access up to 90% of the cost of Skills Bootcamps to upskill their staff.

CPCA Funding (Received / Bid)

- 2021/22 = £1.8m
- 2022/23 = Original grant value £4.9m, reduced to £2.1m (see below)
- 2023/24 = £2.8m
- 2024/25 = £2.9m pending approval of bid

Progress:

- **2021-22:** The Combined Authority worked with three Training Providers to deliver Skills Bootcamps at Level 3 or equivalent (i.e. A Level standard) in Digital sector provision, one of CPCA's priority sectors. Provision was delivered across the East of England.
- **2022-23:** Unlike in the previous year, delivery was focused solely on the CPCA area and, working with 11 training providers, delivered learning across a broader range of learning Levels and sectors (Level 2 GCSE equivalent, up to Level 5 Foundation Degree equivalent). CPCA's original grant funding of £4.9m from DfE was reduced to £2.1m due to difficulties attracting bids from Training Providers (see Challenges below).
- **2023-24:** The Combined Authority secured £2.8m in grant funding and has further increased the range of provision to include courses such as Level 3 and Level 5 Leadership and Management, Level 3 Care, and Level 2 Insulation Installation. Whilst course delivery is to be completed by 31st March 2024, this is an ongoing project until September 2024 as providers will work with learners to secure a positive job outcome.
- **2024-25:** Following recommendation from the Skills and Employment Committee, and approval from the Combined Authority Board, The Combined Authority submitted a grant proposal to DfE on the 30th September 2023 to secure further funding of £2.8m for the 2024-25 FY to support 845 learners.

Challenges: Skills Boot Camps were introduced during a global pandemic, and it has been challenging to assess the level of demand from providers, individuals, and employers. There are also structural challenges; Training Providers can bid directly to the DfE for a national contract, and they can also bid directly to any MCAs, LEPs, and Local Authorities. The short contract durations make it challenging to attract Providers who may not have existing capacity or resource in place to develop and deliver this provision.

As a result, the CPCA has experienced some difficulties in attracting Providers and, as a result, worked with the DfE and Providers to reduce the grant funding value for the 2022-23 FY from £4.9m to £2.1m. This was a nationwide capacity problem and led to DfE extending the funding rules to allow for learner starts until March 2023, rather than course completions by the end of the financial year.

Looking ahead: The Combined Authority has submitted a proposal to the Department for Education for funding of £2.9m for the 2024-25 FY. We believe this takes realistic account of the capacity challenges set out above. We expect to receive an update on the outcome of the proposal in early December.

Background: The purpose of the Careers Hub is to support greater collaboration and to drive progress against the Gatsby Benchmarks by enabling schools and colleges and their Careers' Leaders to access training and support, best practice, and local labour market insight. The CPCA is responsible for the performance of the Careers Hub, which is delivered by CPCA staff, Growth Work with Skills, and Form the Future. The Combined Authority has been responsible for the contract with the Careers and Enterprise Company since 2018 and a new Careers Hub model was launched in the 22/23 academic year, with all eligible educational institutions being members. Prior to 22/23, a tiered system operated, which included 30 schools within a Hub model, and 39 schools participating as part of a wider network. Performance for those in the Hub model in 21/22 was higher than those outside and, as a result, we created a single Hub model in order to encourage more equitable performance. In January 2024, as part of Growth Works with Skills' transfer into the CPCA, the Careers Hub team will come under direct Combined Authority leadership.

Progress: This year saw the merger of Hub and Non-Hub institutions in order to encourage more equitable performance. As a result, the number of participating organisations in a full Hub Model has increased from 30 to 72, this includes all mainstream secondary schools, special education needs and disabilities (SEND), Alternate Provision, and FE colleges.

Developments have been implemented which support progression against the Gatsby Benchmarks and we have seen a 23% increase against Benchmark 1 - this is the overarching benchmark that underpins all careers activity. We have also seen the average benchmark achievement grow year on year from 4.5 to 5.4 – with an increase of 17% for those schools achieving more than 3 Gatsby Benchmarks.

The Careers Hub has been invited by The Careers and Enterprise Company to be one of four Trailblazer areas developing careers education in primary schools, embedding careers related learning into the curriculum, facilitating closer employer relationships, and launching a community of practice. To date, 69 out of 75 schools are engaged in the project, which will run until March 2024. The CPCA will draw on the pilot's findings to support future work, enabling us to play a lead role in informing national policy related to primary careers provision.

Challenges: Capacity issues within schools continues to be the biggest challenge. Careers Leaders are time poor and seldom a dedicated resource (some spending only one hour a week on this activity). As a result, it had not been easy to engage Careers Leaders in Hub events such as Teacher Encounters and Rethink Apprenticeship CPD events. There has also been a large number of new Careers Leaders appointed over the last 12 months.

Looking ahead: The Careers Hub will continue to build upon the success of the 22/23 academic year, via focused activity on supporting schools to progress in line with the Gatsby Benchmarks. Activity within the Careers Hub will be based on the following 5 priorities:

1. Improve careers provision in schools and colleges against the Gatsby Benchmarks.
2. Provide more high-quality experiences with employers for students and teachers.
3. Amplify apprenticeships, technical and vocational routes.
4. Target interventions for economically disadvantaged young people
5. Connect careers provision in schools and colleges to the needs of local economies.

In January 2024, as part of Growth Works with Skills' transfer into the CPCA, the Careers Hub team will come under direct Combined Authority management.

SKILLS BROKERAGE SERVICE (GROWTH WORKS WITH SKILLS - GWwS)

Background: GWwS contributes towards the Combined Authority's strategic ambition to develop a skilled and resilient local workforce, achieving 'good growth' across the area. Launched in 2021, GWwS is delivered as part of CPCA's wider Business Growth Service and helps to connect primarily small and medium enterprise businesses (SMEs) with local skills provision.

The service has 4 leading indicators against which performance is monitored; two of which are contractual in relation to our ESF funded status, they focus on SME engagement and participation. More widely, the service is also measured against two other generalised skills indicators; to influence and instigate the creation of apprenticeships, and 'in-work' skills development opportunities. There is no restriction to size or sector of business in respect of these two wider outputs.

		ESF Contractual (Min 85% Achievement required)		CPCA Set KPIs	
		SMEs Engaged in Skills Needs Analysis	SMEs Instigating Skills Action Plans	Apprenticeship Opportunities Created (All businesses)	Learning Outcomes (All businesses)
Overall Performance	Target to End Dec	276	207	1,400	1,705
	Actual to date	238 (86%)	144 (69%)	723	1,500

Post-Brexit funding changes mean that, from January 1st 2024, a relaunched service will be funded through the UK Shared Prosperity Funding and will transition in-house and be managed directly by the CPCA Skills Team. NB the combined allocation of ESF and match funding stood at £4 million over 3 years, which has reduced to £1.4 million under UKSPF for a 15-month period, equivalent to getting 16% less funding per year.

Progress: In March 2023, DWP (in their capacity as managing authority on behalf of ESF) undertook a comprehensive audit of the CPCA's ESF funded activities within the service, (especially, activities which support SMEs to engage and execute skills development planning). The inspection took place across a three-week period, which included onsite observation of delivery as well as undertaking an extensive audit of policies, processes, management, and performance monitoring systems associated with the project. The project was passed with a 'clean sheet', receiving with no improvement actions or recommendations.

Since its launch in 2021, the service has actively supported more than 400 businesses across the combined authority, of all sizes and sectors:

- 238 SMEs have developed expertise in skills diagnostics and bespoke action planning (86% of contractual target, with 3 months remaining). 69% of those SMEs have instigated action plans within their workforces, leading to 1500 training and development opportunities for in-work learners.
- 723 Apprenticeships have been created for the area (of which 94 were higher level Apprenticeships (Level 4 and above) and 79 received financial support for their training from funds transferred from the Apprenticeship Levy).

Challenges: Launching this service during Covid and the immediate aftermath of the pandemic was challenging given that participation in education and skills was very significantly reduced across the UK, as was the number of apprentices being hired. More recently, there has been a significant upturn in engagement and participation, in considerable part due to CPCA's performance improvement plan. Additional resources and funding have been put towards achieving targets in relation to Apprenticeship creation, where significant progress has been seen in recent months due to a paid marketing campaign and partnership events and activities.

Looking ahead: Post-Brexit funding changes mean that, from January 1st 2024, a relaunched service will be funded through the UK Shared Prosperity Funding and will transition in-house and be managed directly by the CPCA Skills Team.

2.8	<p>APPRENTICESHIPS:</p> <p>Whilst the Combined Authority does not have responsibility for the funding and delivery of Apprenticeships, we monitor performance closely and seek ways to collaborate with partners and employers to encourage supply and demand across the region.</p> <p>The number of Apprenticeships being offered was hit very hard by the pandemic, but numbers are now starting to recover. There has been an 8% increase in Apprenticeship starts compared to 2020/21 and this compares to a national increase of 9%. However, nationally and regionally, the number of Apprenticeships being offered by employers has not reached the levels anticipated when the Apprenticeship Levy was introduced. Small and medium sized businesses, in particular, have found it very difficult to engage due to economic challenges and the complexity of navigating the Apprenticeship system.</p>	Item 13
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3. Appendices

3.1	Exempt Appendix A: Project Performance Data
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4. Implications

Financial Implications	
4.1	There are no direct implications of this report.
4.2	<p>In the case of under delivery of learner target numbers there is a risk of funding being lost either by claw-back (where it has been received in advance) or not reaching the required spend to draw it down within the funding period.</p> <p>While this is a direct risk for time-limited funding such as the FCFJ and Bootcamps, the AEB is devolved to the Combined Authority area and subject to more holistic monitoring by DfE so direct clawback is not a risk.</p>
Legal Implications	
4.3	The recommendations and activities outlined in this paper are to discharge the Combined Authorities' statutory duties under the Apprenticeships, Skills, Children and Learning Act 2009. Under the devolution agreement of 2016, specified adult education functions from the Secretary of State were transferred to the Combined Authority.
Public Health Implications	
4.4	The acquisition of skills improves job outcomes, economic prosperity, health and wellbeing of participants.
Environmental & Climate Change Implications	
4.5	No implications.
Other Significant Implications	
4.6	No other significant implications.
Background Papers	
5.1	Mid-year Performance Review of Skills funded provision 2022-23 (Skills Committee Report, 9 January 2023)