



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## **SKILLS & EMPLOYMENT COMMITTEE**

**Date: Monday, 03 July 2023**

**Democratic Services**

Edwina Adefehinti  
Interim Chief Officer Legal and Governance  
Monitoring Officer

**11:00 AM**

72 Market Street  
Ely  
Cambridgeshire  
CB7 4LS

**Civic Suite, Pathfinder House, St Mary's Street, Huntingdon  
PE9 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**

To approve the minutes of the meeting held on 5 June 2023 and to note the Action Log.

**Skills Employment Committee Draft Minutes - 5 June 2023**

**1 - 10**

- 3 Public Questions**  
 Arrangements for asking a public question can be viewed here  
 - [Public Questions - Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](https://www.cambridgeshirepeterborough-ca.gov.uk)
- 4 Employment and Skills Strategy Implementation Update 11 - 20**
- 5 District and Unitary Council Employment and Skills Profiles 21 - 74**
- 6 AEB Local Innovation Fund Allocations 2022-23 75 - 81**
- 7 UK SPF – Skills Projects and Succession Planning for Skills Brokerage Service 82 - 109**
- 8 Budget and Performance Report - July 23 110 - 114**
- 9 Skills & Employment Committee Agenda Plan 115 - 121**
- 10 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 the information).
- 11 Growth Works Management Update to Year3, Q9 (to April 2023) 122 - 268**
- 12 Date of next meeting:**  
 Monday, 4 September at 10.00am

### **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

Councillor Sam Wakeford

Councillor Eileen Wilson

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



## Skills & Employment Committee

**Monday 5 June 2023**

|           |  |  |
|-----------|--|--|
| Venue:    | Civic Suite, Pathfinder House, Huntingdon PE29 3TN   |  |
| Time:     | 10.00 to 12.00   |  |
| Present:  | Councillor Lucy Nethsingha<br>Councillor James Lay<br>Councillor Jackie Allen<br>Councillor Sam Carling<br>Councillor Eileen Wilson<br>Councillor Sam Wakeford<br>Mr Nitin Patel | Chair and Member for Cambridgeshire County Council<br>East Cambridgeshire District Council<br>Peterborough City Council (substitute)<br>Cambridge City Council<br>South Cambridgeshire District Council<br>Huntingdonshire District Council<br>Business Board Representative |
| Apologies | Councillor Ian Benney<br>Councillor Lynn Ayres<br>Mr Vic Annells   | Fenland District Council<br>Peterborough City Council<br>Business Board Representative   |

### Minutes:

|          |  |
|----------|--|
| <b>1</b> | <b>Announcements, Apologies for Absence and Declarations of Interest</b>   |
| 1.1      | Apologies were received from Cllr Benney, Vic Annells, and Cllr Ayres who was substituted by Cllr Allen.   |
| 1.2      | No declarations of interest were made.   |
| <b>2</b> | <b>Election of Vice-Chair</b>  |
| 2.1      | Cllr Nethsingha proposed Cllr Wakeford for the position of Vice-Chair of the Committee and this was seconded by Cllr Carling. There being no further nominations the matter was put to the vote and unanimously approved.<br><br><u>RESOLVED:</u><br>That Cllr Sam Wakeford be appointed as Vice-Chair of the Skills and Employment Committee. |
| <b>3</b> | <b>Minutes of the Skills Committee meeting on 9 January 2023 and Action Log</b>  |
| 3.1      | The minutes of the meeting on 23 March 2023 were approved as an accurate record.   |
| 3.2      | 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.   |

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| <p><b>4</b></p> <p>4.1</p>            | <p><b>Public Questions</b></p> <p>A question had been received from Cllr Simone Taylor from Huntingdonshire District Council. As Cllr Taylor was not present at the meeting the Governance Officer read out the question and a verbal response was given. Both question and response were published on the CPCA website here: <a href="#">CMIS &gt; Meetings</a> under additional meeting documents.</p>  |
| <p><b>5</b></p> <p>5.1</p> <p>5.2</p> | <p><b>Contract Awards to Independent Training Providers for 2023-24</b></p> <p>Parminder Singh Garcha, Senior Responsible Officer, introduced the report which asked the Committee to recommend to the CA Board approval and delegations for funding allocations to Independent Training Providers (ITPs). The report also updated members on contract awards to ITPs for Wave 4 of Skills Bootcamps for the 2023-24 financial year as set out in Table B of the report.</p> <p>The following points were raised in discussion:</p> <ol style="list-style-type: none"> <li>a) ITPs were only paid on results. If ITPs did not perform, they were not paid which was why allocations were not always spent.</li> <li>b) At the end of every year, performance was assessed, and allocations altered for the next year. There was very tight contract management in place.</li> <li>c) The management of ITPs was a challenging environment, but a great deal of support was given to providers to enable them to deliver. Having more providers overall rather than just 12 learning organisations, as previously helped to spread and mitigate risk and ensure delivery.</li> <li>d) Unemployment benefits were not affected for these learners on courses specifically provided for the unemployed and those economically inactive who were looking to reskill.</li> <li>e) Future reports within the Committee's agenda plan for the year would report on levels of performance to elucidate the wider outcomes of learning, looking at the more qualitative aspects that were being delivered. Each year, an official report was submitted as a return to the Department for Education (DfE) This report considered the annual performance, both qualitative and quantitative, and was included on the Agenda Plan for the January meeting each year.</li> <li>f) A market engagement event for the procurement of Skills Bootcamp providers had been well attended and the procurement exercise had also been shared through linked-in and provider networks to advertise the opportunity more widely.</li> <li>g) A new privacy notice had been introduced so that learners on the Skills Bootcamps could be contacted by the CPCA meaning that feedback could be obtained directly from the learners rather than only through the DfE.</li> <li>h) All constituent Councils' Economic Development officers (EDOs) were contacted directly about the Skills Bootcamp procurement but only one response had been received. However, there was ongoing regular contact between the different ED teams, with the CPCA meeting with the majority of teams on a six-weekly basis.</li> </ol> <p><u>RESOLVED</u></p> <p>The Skills &amp; Employment Committee unanimously resolved to:</p> <ol style="list-style-type: none"> <li>1. Recommend the Combined Authority Board approve contract awards for the Adult Education Budget, Free Courses for Jobs and Multiply to Independent Training Providers for the 2023/24 academic year</li> <li>2. Recommend that the Combined Authority Board delegates authority to the Assistant Director - Skills in consultation with the Chief Finance Officer and Monitoring Officer, to enter and sign contracts for services with the Independent Training Providers set out in this report and make in-year adjustments to contract values based on performance.</li> <li>3. Note the contract awards for Skills Bootcamps for the 2023/24 financial year</li> </ol> |

4. Recommend the Combined Authority Board allocates £1m of recycled funds from the AEB Reserve Fund to be released for the additional commissioning of Free Courses for Jobs (Level 3)

## **6 Health and Care Sector Work Academy – End of Contract Performance Review**

6.1 Fliss Miller, Assistant Director for Skills introduced the report which asked the Committee to note the progress and performance of the Health and Care Sector Work Academy during the delivery stage of the pilot.

6.2 The following points were raised in discussion:

- a) Due to several sub-contractors being used, the final figures for the project were not expected until June *but* if all the numbers that had been pledged by the subcontractors came in then the target would be exceeded.
- b) There would be an underspend on the project even if final participant numbers were achieved as bursaries, for eg. childcare or travel, had not been claimed.
- c) Councillors were reassured that the evaluation of the project would look at why there had been a lack of uptake of bursaries and whether, for example, it was because they were difficult to access or because they had not been advertised widely enough.
- d) Officers would be looking to see if they could use some of the Adult Education Budget pot, to continue with the project, albeit in a slightly different guise.

### RESOLVED:

The Skills and Employment Committee unanimously resolved to:

1. Note and scrutinise the contents of the report which gives progress on the delivery phase of the pilot.
2. Note the forecast for the final validation and evaluation stage of the pilot

## **7 Combined Authority Governance Arrangements**

7.1 Jodie Townsend, Improvement Lead introduced the report which provided an overview of the changes to governance at the Combined Authority and the elements specific to the Skills and Employment Committee

The following comments were made:

- a) The Committee would look forward to working with the new Education Advisory Group
- b) It would be useful at some point in the future to review the new ways of working.

### RESOLVED:

The Skills and Employment Committee unanimously resolved to:

1. Note the changes made to CPCA Governance arrangements
2. Note the Terms of Reference for the Skills & Employment Committee
3. Note the progress in developing an Education Advisory Group as set out from 2.12
4. Provide comment on the draft Education Advisory Group Terms of Reference set out in Appendix B

|                                       |   |
|---------------------------------------|---|
| <p><b>8</b></p> <p>8.1</p> <p>8.2</p> | <p><b>Cambridgeshire and Peterborough Local Skills Improvement Plan Update</b></p> <p>Laura Guymer, Strategic Careers Hub Lead, introduced the report which updated members of the progress of the Local Skills Improvement Plan (LSIP).</p> <p>The following points were raised in discussion:</p> <ul style="list-style-type: none"> <li>a) The CA Board had received an update to the LSIP at their meeting on 31 May and had unanimously approved the statement that the CA had submitted.</li> <li>b) All Mayoral Combined Authorities were invited by the Secretary of State to provide a statement to go alongside the LSIP. The statement was not an approval of the LSIP but to allow the CA to share their views on the Plan.</li> <li>c) The statement produced, provided support for the LSIP and also highlighted that the Combined Authority was recognised as a consistent and authoritative voice, and a systems leader in Skills. It also recognised that the LSIP was one part of what was already quite a fragmented Skills system.</li> <li>d) The LSIP was the basis on which local colleges and providers could bid for the Local Skills Improvement Fund (LSIF). This funding programme was currently open, so officers were working with colleges across the area to pull together a strong application to access the £2m funding pot. The college leading on the bid was Cambridge Regional College.</li> <li>e) It was disappointing that the formula used had arrived at a figure of £2m for the funding pot as this was the lowest amount that any area could get.</li> <li>f) The funding ceiling was based on productivity, the working age population and weighted by attainment. One of the issues for the Combined Authority was that within it there were very high and very low levels of both educational attainment and productivity.</li> <li>g) The LSIP document was owned by the Cambridgeshire Chamber of Commerce who had engaged with the constituent councils' EDOs to capture the wider region's view.</li> </ul> <p><b><u>RESOLVED:</u></b></p> <p>The Skills and Employment Committee unanimously resolved to:</p> <ol style="list-style-type: none"> <li>1. Receive an update regarding the publication of the Local Skills Improvement Plan</li> <li>2. Note the publication of the LSIP</li> <li>3. Note the statement and position of the Combined Authority in relation to the LSIP</li> <li>4. Note further devolved powers over LSIPs in the Trailblazer Devolution Deals secured by Greater Manchester and West Midlands Combined Authorities.</li> </ol> |
| <p><b>9</b></p> <p>9.1</p> <p>9.2</p> | <p><b>Proposals for External Funding</b></p> <p>Parminder Singh Garcha, Senior Responsible Officer, introduced the report which asked the Committee to note and support the proposal outlined in the report to make applications for external funding to the National Lottery Connecting Communities Fund, the DWP Flexible Support Fund and the Youth Futures Foundation.</p> <p>The following points were raised in discussion:</p> <ul style="list-style-type: none"> <li>a) In response to a query on why the economic inactivity rate was so high in Fenland, officers proposed that they would engage with Cambridge Insights who provided the Combined Authority with economy and skills data analysis, to provide a deeper dive into Fenland's local data.</li> <li>b) The quality of health in Fenland was significantly below the quality of health in the rest of the County which may have contributed to a higher inactivity rate.</li> <li>c) The CA had co-commissioned some work with Cambridge Ahead that investigated economic inactivity in the area's over 50 population and officers would share this with the Committee to provide more insight into this issue.</li> </ul>   |

- d) The Cambridge Ahead work had considered both the pre and post pandemic situation.
- e) A report would be added to the July meeting agenda which would detail the proposed organisations to receive match funding and ask for a recommendation to the Board to approve the appropriate delegations to authorise them. The Chair asked whether an informal briefing note on this issue could be circulated prior to the meeting.

**RESOLVED:**

The Skills & Employment Committee unanimously resolved to:

- 1. Endorse the policy intent to widen the participation of adults in learning and skills and deepen our reach into communities.
- 2. Support applications for external funding that target disadvantaged communities and individuals, particularly activities to engage economically inactive residents.
- 3. Recommend to the Combined Authority to allocate £300,000 from the Local Innovation Fund from the 2023/24 Medium Term Financial Plan to be used as potential 'match-funding' for proposals.

**ACTIONS:**

Officers to liaise with Cambridge Insights to provide the Committee with further data on the reasons behind the high level of economic inactivity in Fenland.

- 3. The co-commissioned work with Cambridge Ahead on economic inactivity in the area's over 50 population to be circulated to the Committee.
- 4. A short briefing note on the proposed organisations to receive match funding to be circulated to the Committee prior to the July meeting.

**10 Employment and Skills Board Update**

10.1 Fliss Miller, Assistant Director for Skills introduced the report which provided the Committee with a summary of the recent meeting of the Cambridgeshire and Peterborough Combined Authority Employment and Skills Board (ESB)

10.2 During discussion, the following points were noted:

- a) Officers were looking to extend the membership of the Employment and Skills Board and had therefore contacted several employers in the region to broaden the reach of the Board. Any additional recommendations by Committee members would be welcomed.

**RESOLVED:**

The Skills & Employment Committee resolved to:

- 1. Note the paper which provided an overview of the recent Employment and Skills Board held on 16 May 2023

**11 Budget and Performance Report**

11.1 Rob Emery, Assistant Director Finance, introduced the report which provided an update of the financial position for 2022/23 and an analysis against the 2022/23 budgets, up to the period ending March 2023

During discussion, the following points were noted:

- a) Overall, there would be an approximately 33% underspend on the programme for the year which was not ideal. The main drivers for this had been the Health Care Academy and the Skills



Bootcamps, both of which had had significant historic issues achieving the levels of learners that had been submitted in funding bids. This had been taken on as a lesson learnt when bidding for future waves of funding, so the same level of underspend was not anticipated for 2023-24

RESOLVED:

That the Skills & Employment Committee:

1. Note the year financial position against budget

**12 Skills and Employment Committee Agenda Plan**

12.1 There were no comments from the Committee

RESOLVED:

1. That the Skills and Employment Committee Agenda Plan be noted.

**13 Date of Next Meeting**

13.1 The date of the next meeting was confirmed as Monday 3 July 2023

Meeting Ended: 11.15am

## 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 5 September 2022

| Minute | Report Title  | Lead Officer           | Action  | Response  | Status |
|--------|---|------------------------|---|---|--------|
| 79.a   | Adult Education Budget: Contract Awards to Independent Training Providers and proposals for further commissioning | Parminder Singh Garcha | The geographical targeted mapping work of provision would be shared with the Committee when available | On-boarding of the 17 new ITPs across AEB and Multiply is currently underway. Mapping of the geographic focus of each provider will be shared once the on-boarding process has concluded. Some of the providers are establishing new premises and/or delivery sites across the sub-region. This information will be shared as it becomes available.<br><br>Information circulated to members 13.06.23 | Closed |

### Minutes of the meeting on 9 January 2023

| Minute | Report Title  | Lead Officer           | Action   | Response  | Status      |
|--------|---|------------------------|--|---|-------------|
| 105.a  | The University of Peterborough Phase 3 Living Lab, Full Business Case | Rachael Holliday       | Requested information on how the university would be marketed through schools over the next 12 months. Officers explained that they would liaise with ARU Peterborough colleagues and feedback to members. | Information to be circulated W/C 06.02.23                 | In progress |
| 107.c  | Adult Education Budget Annual Return 2021/22                          | Parminder Singh Garcha | Queried whether the Skills Brokerage Service tool had been successful. Officers agreed to feedback on the progress with the tool and the number of hits and conversions.                                   | The data has been requested from Growth Works for Skills. | In progress |
| 109.a  | Mid -year Performance Review of Skills funded provision 2022-23       | Fliss Miller           | Highlighted that table B on page 180 of the papers was not broken down by district and requested this information be circulated to members.  | To be circulated  | In progress |

## 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<br>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  |  | In Progress |
| 117.b  | Adult Education Budget - Grant Funding Allocations and Policy<br>Changes for 23-24 Academic Year | Parminder Singh Garcha | Questioned Table two in the report on subject areas and how the areas were spread through the various colleges and providers. Members stated they were interested in the breakdown of the data. Officers agreed to provide the data requested.   | Information circulated to members 13.06.23       | Closed      |
| 120.   | Finance and Performance Report   | Fliss Miller           | Queried whether there was a more robust way that the committee could feedback to the DfE in relation to the benefits of multi-year contracts. The Chair requested that the committee ask the skills and finance teams to look at three areas were there had been under delivery, Wave 3 Bootcamps, Digital Skills Bootcamp and the Health and Sector Work Academy and ask for a deep dive into these projects to see what had gone wrong, what had worked well and any lessons for the future. This would then also allow to feedback to central government. |  | In progress |
| 121.a  | Growth Works - Management Update Q8 - Annual Reporting Jan to Dec 2022 (Skills Committee)        | Fliss Miller           | The Interim Associate Skills Director stated that the Business Board had Commissioned a review into the Growth Works contract. The Terms of Reference would be shared with committee members.  | 06.06.23 Information circulated to the Committee | Closed      |

## Minutes of the meeting on 6 March 2023

| Minute | Report Title  | Lead Officer | Action   | Response   | Status |
|--------|---|--------------|--|--|--------|
| 121.b  | Growth Works - Management Update Q8 - Annual Reporting Jan to Dec 2022 (Skills Committee) | Fliss Miller | Highlighted that one of the long running challenges across economic development teams in the districts was around access to data and queried whether there was any ongoing work through the CRM hub-spot to address this. The Interim Associate Skills Director stated that she understood that there was a draft report by district that had been developed but that she had not seen the template and would update the committee on when this might be available | 06.06.23 Information circulated to the Committee | Closed |
| 121.c  | Growth Works - Management Update Q8 - Annual Reporting Jan to Dec 2022 (Skills Committee) | Fliss Miller | Highlighted the inequalities across different districts compared to other areas in relation to support and would like to know why this was. The Interim Associate Skills Director stated that due to the priority areas in Peterborough and Fenland there was different weighting on how different programmes were assessed. She explained that she would need to review with growth works officers and come back to the committee with further information        | 06.06.23 Information circulated to the Committee | Closed |
| 121.d  | Growth Works - Management Update Q8 - Annual Reporting Jan to Dec 2022 (Skills Committee) | Fliss Miller | The Chair stated that there had been a broad level of concern for a while in relation to Growth Works and requested a workshop for the committee to look at growth works more broadly before the next committee meeting in June.   | 06.06.23 Information circulated to the Committee | Closed |

## Minutes of the meeting on 5 June 2023

| Minute | Report Title                   | Lead Officer           | Action   | Response | Status |
|--------|--------------------------------|------------------------|--|----------|--------|
| 9.     | Proposals for External Funding | Parminder Singh Garcha | Officers to liaise with Cambridge Insights to provide the Committee with further date on the reasons behind the high level of economic inactivity in Fenland |          | Open   |
| 9.     | Proposals for External Funding | Fliss Miller           | The co-commissioned work with Cambridge Ahead on economic inactivity in the area's over 50 population to be circulated to the Committee.                     |          | Open   |
| 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.                    |          | Open   |



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|--|--|-------------|
| <b>Skills &amp; Employment Committee</b> |  | Agenda Item |
| <b>3 July 2023</b>                       |  | <b>4</b>    |
| Title:                                   | Employment and Skills Strategy Implementation Update |             |
| Report of:                               | Fliss Miller, Assistant Director Skills              |             |
| Lead Member:                             | Cllr Lucy Nethsingha, Lead Member for Skills         |             |
| Public Report:                           | Yes  |             |
| Key Decision:                            | No   |             |
| Voting Arrangements:                     | No vote required                                     |             |

**Recommendations:**

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| A | To note the progress of the Implementation of the Employment and Skills Strategy |
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**Strategic Objective(s):**

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

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

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

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| 1.1 | The purpose of this paper is to inform the Skills and Employment Committee of the progress that has been made in taking forward the implementation of the Employment and Skills Strategy. |
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## 2. Proposal

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| 2.1 | It is proposed that the Skills and Employment Committee note the progress undertaken to date. |
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## 3. Background

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| 3.1 | On the 26 <sup>th</sup> January 2022 the Combined Authority Board unanimously approved the Employment and Skills Strategy. |
|-----|--|

This strategy builds on the ambition for Cambridgeshire and Peterborough set out in the 2019 Skills Strategy. The updated vision is for:

A successful, globally competitive economy offering high-skilled, well-paid, good quality jobs, delivering increased productivity and prosperity to support strong, sustainable, and healthy communities, and enabled by an inclusive, world-class local skills system that matches the needs of our employers, learners, and communities

|     |   |
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| 3.2 | The Employment and Skills Strategy focuses on four core themes: |
|-----|---|

- Pre-work learning and formal education
- Employer access to talent
- Life-wide and lifelong learning
- Support into and between work

For each of these themes long-term outcomes were identified, underpinned by a sub-set of core short-term priorities and objectives that move forward the process of delivering the long-term outcomes.

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| 3.3 | To ensure the Employment and Skills Strategy delivers on its ambition, a comprehensive implementation and delivery plan was developed and was unanimously approved by the Skills Committee on 5 <sup>th</sup> September 2022. |
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| 3.4 | Considerable progress has been made in relation to development of the short-term priorities identified within the employment and skills strategy. A table setting out all these actions and future planned interventions are included in Appendix 1. a review of the actions assigned in the implementation plan can also be found in Appendix 2. |
|-----|---|

All the work undertaken by the Skills Team is totally aligned to the implementation of the Employment and Skills Strategy. Achievements to date include:

- ARU Peterborough opened in October 2022 and welcomed its first students onto campus.
- Phase 3 of the University, known as the Living Lab, has now started, building work has commenced.
- North Cambridgeshire Training Centre has welcomed its first students onto campus.
- Secured £4million to develop the Multiply Programme, now into the second year of delivery.
- Secured £2.9million to develop Skills Bootcamps in Wave 4.
- Our devolved Adult Education Budget allocation has risen to £12,128k for 2023/24, an increase of £151k (1.25%) from 2022/23. Since 2019/20 our total AEB allocation has risen by over £600k.
- Successfully completed the Turning Point Project, funded by the Community Renewal Fund which placed over 100 residents into funded internships.
- Chosen to be one of four Trailblazers in a new national scheme to introduce new career-related learning programme in schools.
- Adult Education Budget (AEB): Participation in learning opportunities continues to increase in the 2021/22 academic year, with 9,770 residents benefiting through AEB, compared to 9,061 in 2020/21. This is a 10% increase in take-up against a national decline.
- Level 3 courses have increased from only 0.9% in 2019/20 to 3.4% of all enrolments in

|     |   |        |
|-----|---|--------|
|     | <p>2021/22.</p> <ul style="list-style-type: none"> <li>• The Launch of the Skills Provider Network – The aim is to build a community of good practice and ensure we have sufficient high-quality providers engaged in the Combined Authority region to deliver the Combined Authority’s skills requirements.</li> <li>• Inaugural Careers Hub Conference</li> </ul>   | Item 4 |
| 3.5 | <p>As reported earlier on the Committee’s agenda, work to achieve the three longer term change projects has also started. These three projects are to:</p> <ul style="list-style-type: none"> <li>• Create a regional curriculum enabling strategic collaboration across providers, with learning and training aligned to local job opportunities and careers,</li> <li>• A dual track system, anticipating long-term needs and responding with agility in the short term,</li> <li>• A co-ordinated place-based action framework, to engage all stakeholders in addressing multiple/complex issues.</li> </ul> |        |
| 3.6 | <p>A review of the metrics identified in the Employment and Skills Strategy will be reviewed on an annual basis when the latest datasets are available.</p>   |        |

## 4. Appendices

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| 4.1 | <p>Appendix 1 - E&amp;S Strategy Actions &amp; Future Planned Intervention Table<br/>Appendix 2 - E&amp;S Strategy Implementation Plan -review of actions assigned</p> |
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## 5. Implications

|   |  |
|---|--|
| Financial Implications                      |  |
| 5.1   | There are no financial implications.   |
| Legal Implications                          |  |
| 6.1   | There are no legal implications.   |
| Public Health Implications                  |  |
| 7.1   | The recommendations in this report are for noting and therefore there are no Public Health implications.                     |
| Environmental & Climate Change Implications |  |
| 8.1   | The recommendations in this report are for noting and therefore there are no Environmental implications.                     |
| Other Significant Implications              |  |
| 9.1   | The recommendations in this report are for noting and so there are no Other Significant implications.                        |
| Background Papers                           |  |
| 10.1  | <p><a href="#">Employment and Skills Strategy</a><br/><a href="#">Employment and Skills Strategy Implementation Plan</a></p> |



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

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

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

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

| Theme | Short-term priority   | Progress made to June 2023   | Planned Activity   |
|-------|---|--|--|
|       |   | of enrolments were from individuals currently economically inactive due to caring commitments or long-term sickness. | <p>1700 people engaged in job search activities</p> <p>770 people into employment or self employment</p> <p>80 people undertaking paid internships</p> |
|       | Providing support for disadvantaged groups to access the labour market        |  |  |
|       | Targeting support for Covid-19 recovery and transitions for displaced workers |  |  |

## Appendix 2: Employment &amp; Skills Strategy Implementation Plan – review of actions assigned June 2023

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

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



|  |             |
|--|-------------|
| <b>Skills &amp; Employment Committee</b> | Agenda Item |
| <b>5 July 2023</b>                       | <b>5</b>    |

|                      |  |
|----------------------|--|
| Title:               | District and Unitary Employment and Skills Profiles                  |
| Report of:           | Parminder Singh Garcha, Senior Responsible Officer – Adult Education |
| Lead Member:         | Cllr Lucy Nethsingha, Lead Member for Skills                         |
| Public Report:       | Yes  |
| Key Decision:        | No   |
| Voting Arrangements: | No vote required   |

| <b>Recommendations:</b> |   |
|-------------------------|---|
| A                       | To note the District and Unitary Council Employment and Skills Profiles that have been compiled to inform strategy, policy, and strategic commissioning.                  |
| B                       | To note a summary of CA commissioning and its alignment to addressing local need.   |
| C                       | Members to consider how well district and unitary council initiatives contribute to the wider Employment and Skills Strategy that all constituent councils have approved. |

| <b>Strategic Objective(s):</b>  |   |
|---|---|
| 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                          |
| 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):  |   |
| <ul style="list-style-type: none"><li>• <b>Pre-work learning and formal education:</b> 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.</li><li>• <b>Employer access to talent:</b> developing priority skills that support sustainable growth, improving employers' engagement with education and improving job quality</li><li>• <b>Life-wide and lifelong learning:</b> improving access to life wide careers guidance and a rich learning and skills offer to upskill and reskill residents through their life-course</li><li>• <b>Support into and between work:</b> Supporting the unemployed residents to transition into training and then employment and support to disadvantaged groups to access the labour market.</li></ul> |   |



## 1. Purpose

|     |  |
|-----|--|
| 1.1 | Members are requested to note the six local authority profiles which are provided as Appendices to this report, which aim to support members understanding of the high-level data available, to inform the Employment and Skills strategy in the sub-region.   |
| 1.2 | <p>Section 2.2 of this report provides a high-level summary aligning the interventions commissioned by the Combined Authority in response to the district and unitary council profiles.</p> <p>Members are requested to:</p> <ul style="list-style-type: none"> <li>• note and discuss the profiles and analysis</li> <li>• consider how constituent councils are supporting the implementation of the shared Employment and Skills Strategy in their respective areas and identify opportunities for better alignment, and barriers, to deliver strategic change faster.</li> </ul> |

## 2. Proposal

|     |   |
|-----|---|
| 2.1 | <p><b>District and Unitary Council Employment and Skills profiles</b></p> <p>Data from various sources including published government data, Office for National Statistics and Lightcast, has been used to compile the profiles. The key data sets in the profiles are:</p> <ul style="list-style-type: none"> <li>• Total population, gender, age profile and trend</li> <li>• Skills profile of the 16+ population and economic activity</li> <li>• Employment and unemployment profile</li> <li>• Top ten employment sectors and sectors with most vacancies</li> <li>• Wages and wage growth</li> <li>• Income deprivation affecting children</li> <li>• Further education and Apprenticeship participation</li> </ul> <p>Note that 16-18 participation and NEET data will be shared in a separate report. The main headlines pertaining to Employment and Skills are summarised in section 2.2 to 2.7 below.</p> |
| 2.2 | <p><b>Cambridge</b> – has a much higher proportion of residents qualified at level 4+ than the national and Combined Authority average:</p> <ul style="list-style-type: none"> <li>• 10% of residents have no qualification which is lower than the national benchmark</li> <li>• Employment rates are higher than the national average and economic inactivity is skewed by the high student population</li> <li>• Vacancies were buoyant, particularly in IT sector</li> <li>• Wages are 16% higher than the England average</li> </ul>   |
| 2.3 | <p><b>East Cambridgeshire</b> - profile of skills levels is broadly in line with the Combined Authority and England average.</p> <ul style="list-style-type: none"> <li>• 17% of residents have no qualifications and 35% are qualified at level 4 or above</li> <li>• Retirement is the main reason for economic inactivity and is reflected in the older population profile - 66% compared to 55% in England.</li> <li>• Participation of residents in FE and Skills provision continues to decrease</li> </ul>   |
| 2.4 | <p><b>Fenland</b> – has the lowest qualified population of Cambridgeshire residents, particularly those with no qualifications compared to both the national and Combined Authority average:</p> <ul style="list-style-type: none"> <li>• 26% of residents aged 16 plus have no qualifications compared to 18% nationally</li> <li>• 35% of residents are qualified to level 3 or above (national average is 56%)</li> <li>• Wages were 11% lower than the Combined Authority average</li> <li>• Participation in FE and Skills was 8% higher in 2021/22 compared to 2020/21</li> <li>• Fenland is in the 30% of relatively most deprived local authorities in England when considering income deprivation affecting children</li> <li>• Attainment 8 score of key stage 4 pupils is below the England average.</li> </ul>  |

|     |   |
|-----|---|
| 2.5 | <p><b>Huntingdonshire</b> - the residents' skills profile is in line with the Combined Authority and England average.</p> <ul style="list-style-type: none"> <li>• 16% of residents aged 16 plus have no qualifications (national average is 18%)</li> <li>• 33% of residents are qualified at degree level (level 4+ and the national average is 34%)</li> <li>• A higher proportion of economically inactive residents are retired – 66% compared to 55% in England.</li> </ul>   |
| 2.6 | <p><b>Peterborough</b> - has a much lower qualified population compared to the national and Combined Authority average:</p> <ul style="list-style-type: none"> <li>• 22% of residents aged 16 plus have no qualifications (national av. is 18%)</li> <li>• 47% of residents are qualified to level 3 or above (national av. is 56%)</li> <li>• 26% of residents are qualified at degree level (level 4+ and the national av. is 34%)</li> <li>• 37% of economically inactive have no qualifications</li> <li>• Participation in FE and Skills was 10% higher in 2021/22 than 2020/21</li> </ul>   |
| 2.7 | <p><b>South Cambridgeshire</b> – has a higher proportion of residents qualified at level 4 + (48%) compared to England (34%) and the Combined Authority (37%)</p> <ul style="list-style-type: none"> <li>• 12% of residents aged 16 plus have no qualifications (national av. is 18%)</li> <li>• 65% of economically inactive residents are retired compared to 55% nationally in line with the older population profile</li> <li>• Unemployment rates are low at 1.8%</li> <li>• In 2022, wages in South Cambridgeshire were +16% higher than the regional average and +19% higher than the national average</li> <li>• FE and Skills participation has remained steady</li> </ul>   |
| 2.8 | <p>This section highlights how the Combined Authority strategic commissioning helps address the disparities identified within the local authority profiles.</p> <ul style="list-style-type: none"> <li>• <b>Employment Support</b></li> </ul> <p>Overall, unemployment rates in Cambridgeshire and Peterborough were 2.9% (Source: Annual Population Survey, 2022) which is below the national average of 3.7%. However, unemployment was highest in Peterborough at 4.8%.</p> <p>DWP are responsible for delivering and commissioning support for unemployed residents to access work. This is delivered directly through Job Coaches in Job Centres and commissioned services with welfare-to-work providers. The Combined Authority works collaboratively with DWP to influence and inform employment support and ensure DWP clients have access to skills support programmes. As can be seen in all the area profiles, Preparation for Life and Work is collectively the biggest subject area funded by AEB. In the full 2022/23 academic year, there were 7,500 enrolments (45%). Within our main AEB programme, over 50% of learners are unemployed and of those who were unemployed when they started learning over 800 were recorded as having secured work within six months of the course end. Further work to improve the capture and recording of destination is an area of focus and a review of Preparation for Work and Life..</p> <ul style="list-style-type: none"> <li>• <b>Levelling Up in Peterborough and Fenland and areas of deprivation across Cambridgeshire</b></li> </ul> <p>The data reiterates the north/south divide with the lower levels of skill in Peterborough and Fenland. Since devolution, the data shows that participation in learning is increasing in these areas. The Combined Authority has focussed commissioning and investment into the north, with most of the area covered by the local disadvantage uplift.</p> |

Capital investment to improve educational facilities has been made in Fenland (March Community Centre, North Cambridge Training Centre and College of West Anglia) and in Peterborough (ARU, City College Peterborough and Peterborough Regional College).

Through ITP commissioning, six providers have been secured with training centres in Peterborough (Back 2 Work Training, Steadfast Training, Shaw Trust, Portland Training, People Plus and TCHC).

In Fenland, Seetec, MPCT and Portland Training have been directed to enhance the provision offering led by Cambridgeshire Skills (March), College of West Anglia (Wisbech) and West Suffolk College (Chatteris).

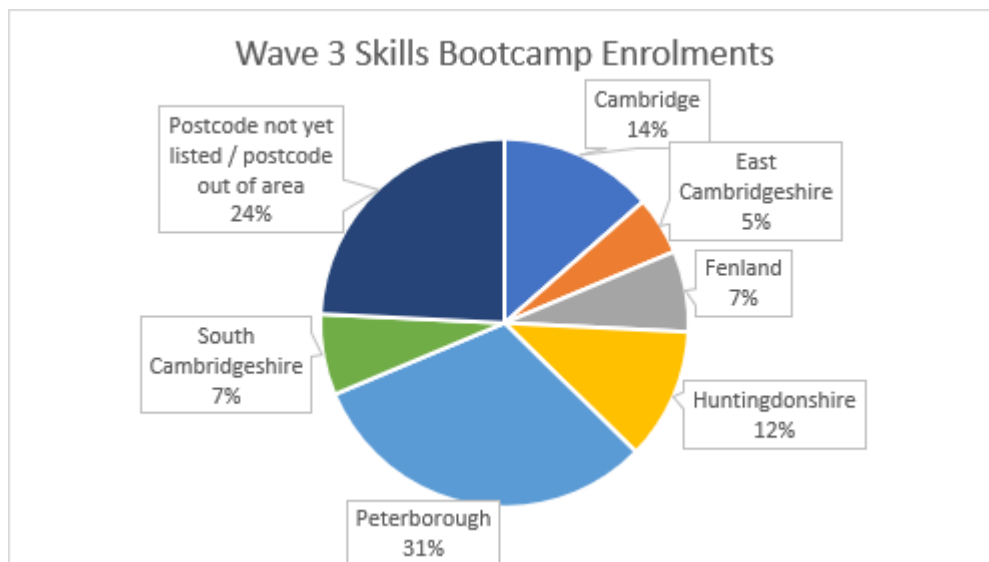
The table below shows the data for the full academic year 2021/22 for AEB, participation by local authority, showing an 8% increase in participation overall: a 15% increase in Fenland and a 22% increase in Peterborough.

## Learners by Local Authority of Residence

| Local Authority of Learner Residence   | Adult Skills and Community Learning |                       |                     | Adult Skills       |                                  | Community Learning |                                  |
|--|-------------------------------------|-----------------------|---------------------|--------------------|----------------------------------|--------------------|----------------------------------|
|  | All Learners                        | % of Learners in CPCA | Change with 2020/21 | Number of Learners | % of Learners in Local Authority | Number of Learners | % of Learners in Local Authority |
| Cambridge                              | 1,407                               | 14%                   | 0%                  | 1,072              | 76%                              | 461                | 33%                              |
| East Cambridgeshire                    | 608                                 | 6%                    | -18%                | 508                | 84%                              | 124                | 20%                              |
| Fenland                                | 1,318                               | 14%                   | +15%                | 1,001              | 76%                              | 369                | 28%                              |
| Huntingdonshire                        | 1,379                               | 14%                   | -5%                 | 1,187              | 86%                              | 277                | 20%                              |
| Peterborough                           | 3,695                               | 38%                   | +22%                | 3,518              | 95%                              | 413                | 11%                              |
| South Cambridgeshire                   | 1,305                               | 13%                   | +2%                 | 989                | 76%                              | 412                | 32%                              |
| Unknown                                | 5                                   | <1%                   | -44%                | 2                  | 40%                              | 3                  | 60%                              |
| <b>Cambridgeshire and Peterborough</b> | <b>9,709</b>                        |                       | <b>+8%</b>          | <b>8,269</b>       | <b>85%</b>                       | <b>2,059</b>       | <b>21%</b>                       |

Because a learner can enrol in multiple qualifications throughout a year under both funding models and whilst moving between local authorities, the total number of learners will not necessarily match the sum of an individual set of categories  
Includes all active learning in the 2021/22 academic year

The Chart below shows participation in Wave Skills Bootcamps by local authority:



To note, there are 24% of enrolments listed as 'out of area' and the reason for this is as follows:

109 learners who do not live in CPCA postcode area, or the learner's postcode is not currently picked up due to living on new estate/new home; 81 out of the 106 were co-funded by Combined Authority based employers and an additional 9 of the 106 are self-employed who undertake contract work in the area, providing the local employers with the opportunity to upskill their staff, close skills gaps and drive productivity for the business in our region

- **Devolved funding flexibilities**

|  |  |
|--|--|
|  | <p>Various funding flexibilities have been implemented to accelerate progress towards addressing Skills challenges including funding uplifts for areas of deprivation and a higher threshold for the low wage scheme, rising to £22,500 in 2023/24.</p> <p>A focus on Essential Skills for residents with no qualifications and on sectors that generate vacancies such as construction, education and social care have been a focus of AEB. Skills Bootcamps have focussed on the digital and IT, construction and retrofit.</p> <ul style="list-style-type: none"> <li>• <b>Rates of economic inactivity</b></li> </ul> <p>A report was tabled at the June Skills Committee setting-out our approach to lever further external funding from the lottery and DWP to add value to tackle this policy area. Our Community Learning offer and Third Sector Commission will also support this.</p> <ul style="list-style-type: none"> <li>• <b>Aligning skills provision with employer and labour market</b></li> </ul> <p>The Combined Authority has made progress in better aligning the course offer across all learning organisations to meet needs as previously highlighted in Evaluations of AEB. The 3 Year Impact Evaluation will elucidate this further. Bootcamps are aligned to vacancies and focus on priority and growth sectors including Digital, Retrofit and Construction to address labour market shortages.</p> <ul style="list-style-type: none"> <li>• <b>Next Steps:</b></li> </ul> <p>The outputs and outcomes of devolved skills funding programmes are reported regularly throughout the committee cycle for member over-view. Evaluations are undertaken to provide qualitative and quantitative analysis of impact and to inform future policy and interventions and will be shared with members as they are completed.</p> <p>To further progress the improvement of Combined Authority commissioned programmes, their outcomes and impact for residents and businesses, the following pieces of work are proposed:</p> <ol style="list-style-type: none"> <li>1) Improvements to data quality, including the capture and consistent recording of learner destinations</li> <li>2) A review of Preparation for Work and Life to improve Essential Skills and employability programmes</li> <li>3) Development of the Regional Curriculum.</li> </ol> |
|--|--|

**3. Background**

|     |   |
|-----|---|
| 3.1 | <p>At the Combined Authority Board meeting of November 2022, Leaders requested that local authority level data and intelligence on Employment and Skills be provided to support informed decision-making.</p> <p>This works builds on the SWOT analysis contained within the Employment and Skills Strategy, approved by Board in March 2022. This highlighted the key interventions for each local authority area, where delivery is underway and a separate report on progress has been provided.</p> |
| 3.2 | <p>Cambridgeshire Insights have produced the profiles on behalf of the Combined Authority. A prototype report for East Cambridgeshire was produced to get feedback and test the usability of the format. A data-analysis tool has been released on the Cambridgeshire Insights website to allow the public to access local data, including the Employment and Skills data sets.</p>   |
| 3.3 | <p><b>Responsibilities and Funding</b></p> <p>Members are reminded that the full suite of responsibilities and funding for Employment and Skills within the sub-region were <b>not</b> included with the Combined Authorities’ Devolution Agreement. Under orders made from the Local Democracy, Economic Development and Construction Act 2009, adult</p>  |

|  |   |
|--|---|
|  | <p>education functions from the Apprenticeships, Skills, Children and Learning Act 2009 were transferred from the Secretary of State for Education from August 2019. A recurrent budget of c£12m is devolved each year to discharge these duties and to ensure local learning and skills needs are better addressed and aligned to local strategy.</p> <p>In addition, funding is delegated for Free Courses for Jobs, Multiply, Skills Bootcamps, Shared Prosperity Fund, and the Careers Hub. Thus, the art of cohering these disparate 'pots' of funding and leveraging 'soft' powers through convening, is how the Combined Authority (on behalf of Constituent Councils) influences delivery. So, the focus of advisory boards such as the Employment and Skills Board and the proposed Education Advisory Group are key in advancing the policy areas below:</p> <p>Therefore, the Combined Authority <b>does not</b> have direct responsibility or powers for:</p> <ul style="list-style-type: none"> <li>• Statutory Education</li> <li>• Funding and policy for 16-18 education and training (both academic and technical routes)</li> <li>• Funding for support for young people aged 16-18 who are Not in Education, Employment or Training (NEET)</li> <li>• Apprenticeships</li> <li>• Higher Education</li> <li>• Employment Support</li> <li>• Adult careers information, advice, and guidance.</li> </ul> |
|--|---|

| <b>4. Appendices</b> |   |
|----------------------|---|
| 4.1                  | <p>Appendix 1 – Area Profile Cambridge</p> <p>Appendix 2 – Area Profile East Cambridgeshire</p> <p>Appendix 3 – Area Profile Fenland</p> <p>Appendix 4 – Area Profile Huntingdonshire</p> <p>Appendix 5 – Area Profile Peterborough</p> <p>Appendix 6 – Area Profile South Cambridgeshire</p> |

| <b>5. Implications</b>                      |  |
|---|--|
| Financial Implications                      |  |
| 5.1   | The recommendations in this report are for noting and so there are no financial implications.                        |
| Legal Implications                          |  |
| 6.1   | The recommendations in this report are for noting and so there are no legal implications.                            |
| Public Health Implications                  |  |
| 7.1   | The recommendations in this report are for noting and so there are no Public Health implications.                    |
| Environmental & Climate Change Implications |  |
| 8.1   | The recommendations in this report are for noting and so there are no Environmental and Climate Change implications. |
| Other Significant Implications              |  |
| 9.1   | The recommendations in this report are for noting and so there are no Other Significant implications.                |
| Background Papers                           |  |
| 10.1  | <a href="#">Employment and Skills Strategy 2022</a>  |

# Cambridge City Local Authority District Labour Market and Skills Profile

**This area profile has been produced to provide a series of metrics on the labour market and skills profiles for Cambridge City. These profiles should be used for information purposes only**

Produced by Cambridgeshire County Council Policy and Insight Team  
on behalf of Cambridgeshire and Peterborough Combined Authority

# Cambridge – Key Definitions

| Term  | Definition  |
|---|---|
| <b>Attainment 8 Score (Key Stage 4)</b>                                   | Overall measure of pupil GCSE level attainment at state-funded mainstream schools in England. A higher attainment 8 score means higher overall attainment.  |
| <b>Average Point Score (Key Stage 5)</b>                                  | An overall measure of pupil attainment at Key Stage 5 where points are assigned based on qualification and grade , a higher score means higher overall attainment   |
| <b>Consumer Price Index including Owner Occupier Housing Costs (CPIH)</b> | Headline measure of inflation used by the Office for National Statistics  |
| <b>Economically Active</b>  | Employed or unemployed and available or seeking work  |
| <b>Economically Inactive</b>  | Unemployed and not available for or actively seeking work   |
| <b>Employment Rate</b>  | Proportion of total 16-64 population who are employed   |
| <b>Middle Layer Super Output Area (MSOA)</b>                              | A geographical as defined in the 2021 Census. They comprise between 2,000 and 6,000 households and have a usually resident population between 5,000 and 15,000 persons. MSOAs fit within local authorities. |
| <b>Unemployment Rate</b>  | Proportion of total 16-64 <i>economically active</i> population who are unemployed  |

# Cambridge – Data Sources

| Source   | Publisher  | Reference Time Period                      | Description of Source   | Profile Metrics   |
|--|--|--|---|---|
| <b>Annual Population Survey</b>                    | Office for National Statistics                     | January – December 2022                    | Residence based labour market survey, updated quarterly   | Employment Rate   |
|  |  |  |   | Unemployment Rate   |
| <b>Annual Survey of Hours and Earnings</b>         | Office for National Statistics                     | 2020 to 2022                               | Survey conducted in April of each year to obtain information about the levels, distribution and make-up of earnings and hours worked for employees.   | Weekly Median Wage  |
|  |  |  |   | Wage Growth   |
| <b>Census 2021</b>                                 | Office for National Statistics                     | 2021                                       | Data from the 2021 Census carried out on 21 March 2021  | Population  |
|  |  |  |   | Highest Level of Qualification                                |
|  |  |  |   | Economic Inactivity and Reason for Inactivity                 |
|  |  |  |   | Sector of Employment  |
| <b>Income Deprivation Affecting Children Index</b> | Department for Levelling Up, House and Communities | 2019                                       | Sub-Domain of the Indices of Multiple Deprivation which measures the proportion of children aged 0-15 who lived in income deprived households in 2019 | Income Deprivation Affecting Children Index                   |
| <b>Individualised Learner Record</b>               | Education and Skills Funding Agency                | 2021/22 Academic Year (Aug '21 – July '22) | Central data collection from further education colleges and other   | Further Education and Skills                                  |
|  |  |  |   | Apprenticeships   |
| <b>School Attainment</b>                           | Department for Education                           | 2021/22 Academic Year (Aug '21 – July '22) | Key stage 4 and Key Stage 5 assessment measures for state funded schools and colleges in England  | Key Stage 4 Attainment 8 Score                                |
|  |  |  |   | Key Stage 5 Average Point Score                               |
| <b>Sustained Destination Data</b>                  | Department for Education                           | 2021/22 Academic Year (Aug '21 – July '22) | Information on the sustained destinations of learners in the 2020/21 academic year who completed their study in 2019/20                               | Sustained destination of Key Stage 4 and Key Stage 5 Learners |
| <b>Vacancies Information</b>                       | Lightcast  | 2022                                       | Collation of data on online job postings and vacancies information  | Total Vacancies/ Job Postings                                 |
|  |  |  |   | Vacancies/Job Postings by Sector                              |



# Cambridge – Population Overview and Existing Skills Levels

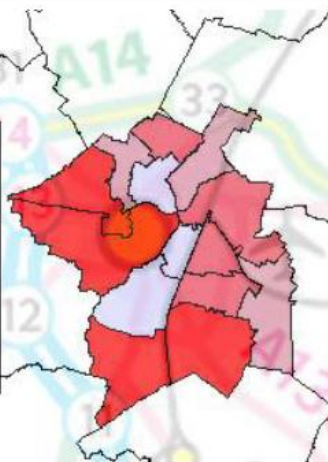
## Total Population – Census 2021

**145,674**

16% of Cambridgeshire and Peterborough's Population  
+17.6% higher than 2011

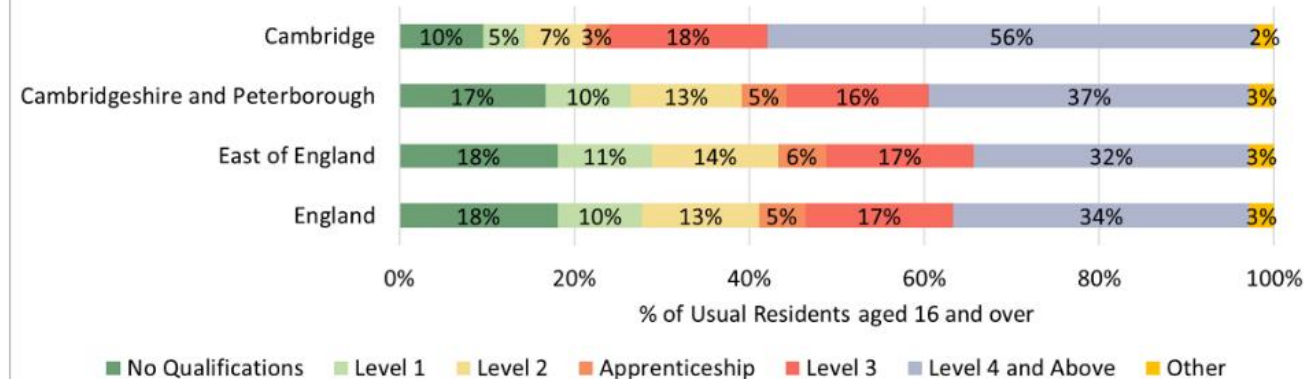
Cambridge Population by MSOA  
Census 2021

- 11,000 to 16,500 (4)
- 10,000 to 11,000 (4)
- 8,500 to 10,000 (3)
- 6,000 to 8,500 (3)



## Highest Level of Qualification (16+ Population) – Census 2021

Level of Highest Qualification of Cambridge Usual Residents aged 16+ including National and Regional Comparison - Census 2021



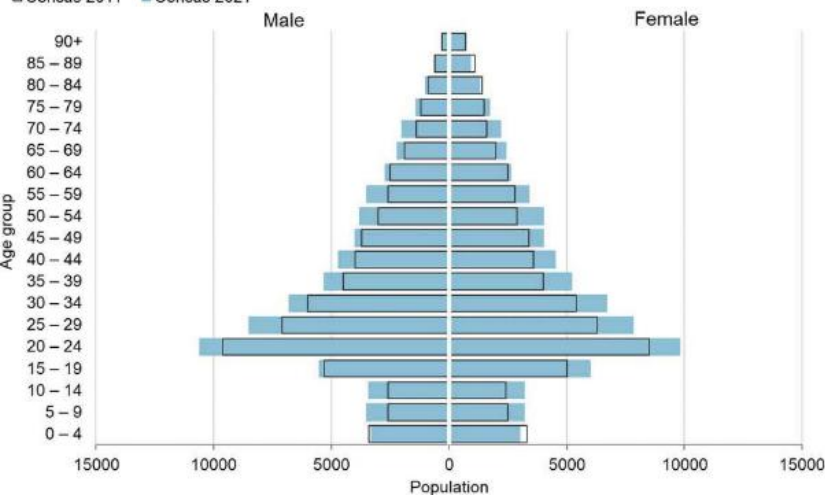
Cambridge has a much higher proportion of residents with level 4+ qualifications (56%) than Cambridgeshire and Peterborough (37%) and England (34%)

## Economically Active (16+ Population)

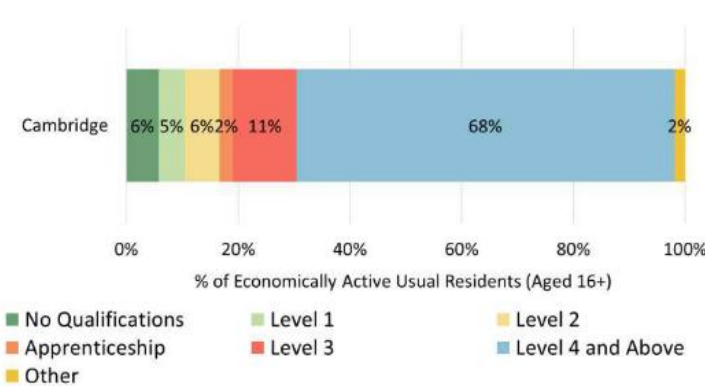
## Economically Inactive (16+ Population)

Cambridge Census 2021 and Census 2011 population by sex and age group

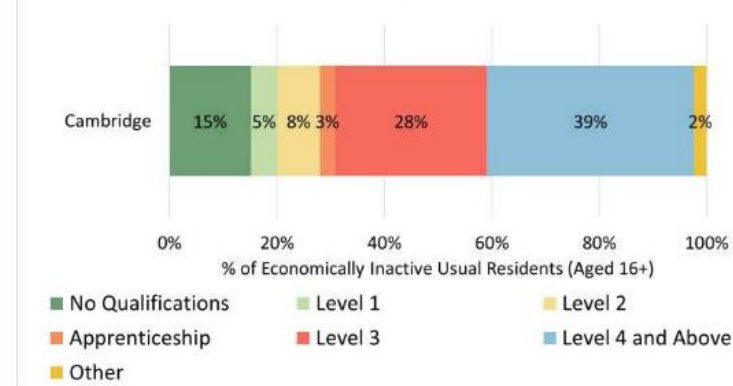
□ Census 2011 ■ Census 2021



Highest Level of Qualification for Economically Active Usual Residents aged 16+ - Census 2021



Highest Level of Qualification for Economically Inactive Usual Residents aged 16+ - Census 2021



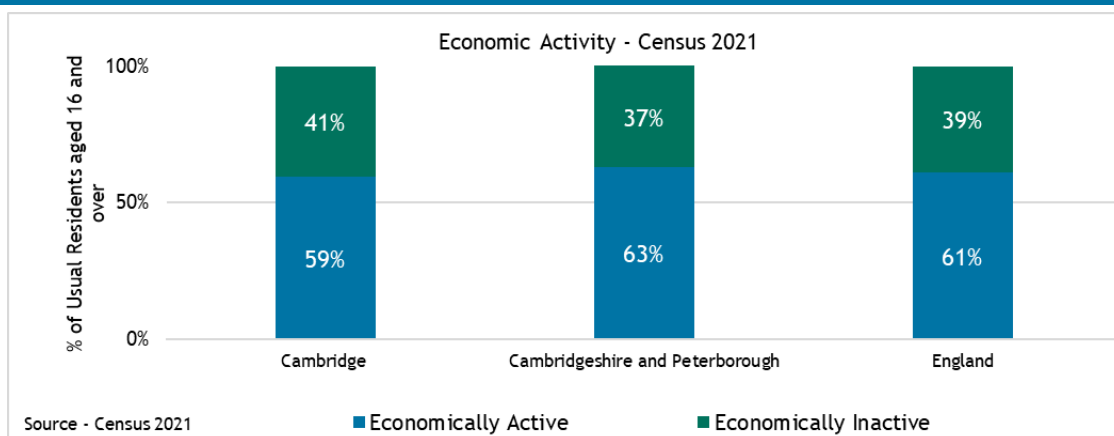
## Employment and Unemployment Rate – Annual Population Survey 2022

## Employment and Vacancies by Sector

| Geography                       | Employment Rate | Unemployment Rate |
|---------------------------------|-----------------|-------------------|
| Cambridge                       | 78.2%           | 3.0%              |
| Cambridgeshire and Peterborough | 80.1%           | 2.9%              |
| England                         | 75.8%           | 3.7%              |

| Top Ten Employment Sectors - Census 2021                             |                 |                     |
|--|-----------------|---------------------|
| Employment Industry  | Number Employed | Percentage of Total |
| Education  | 15,145          | 21%                 |
| Human health and Social Work Activities                              | 10,671          | 15%                 |
| Professional, Scientific and Technical Activities                    | 10,027          | 14%                 |
| Information and Communication  | 7,118           | 10%                 |
| Wholesale and Retail Trade; Repair of Motor Vehicles and motorcycles | 6,076           | 9%                  |
| Manufacturing  | 3,853           | 5%                  |
| Accommodation and food service activities                            | 3,653           | 5%                  |
| Other  | 2,955           | 4%                  |
| Administrative and support service activities                        | 2,663           | 4%                  |
| Construction   | 2,468           | 3%                  |

## Economic Activity (16+ Population) – Census 2021



Cambridge has a higher proportion of economically inactive residents than England and is 4 percentage points higher than Cambridgeshire and Peterborough

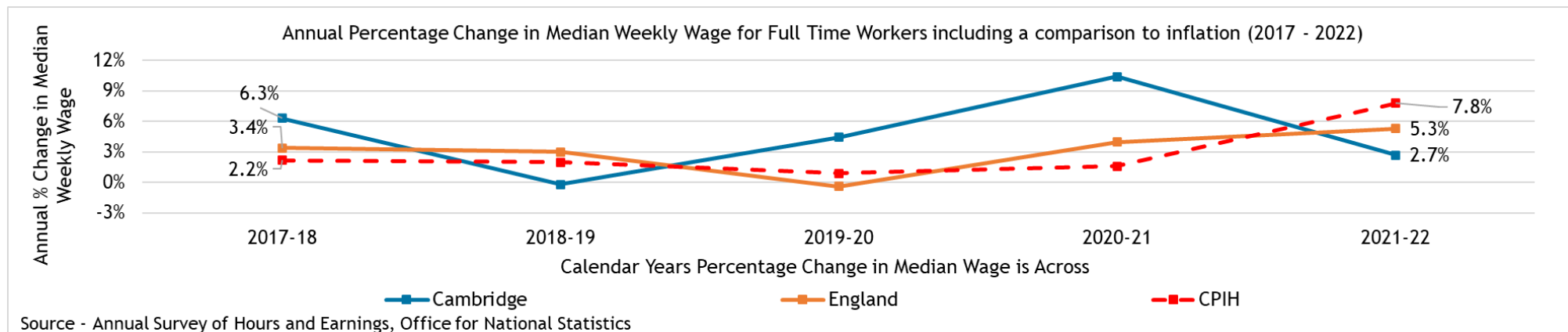
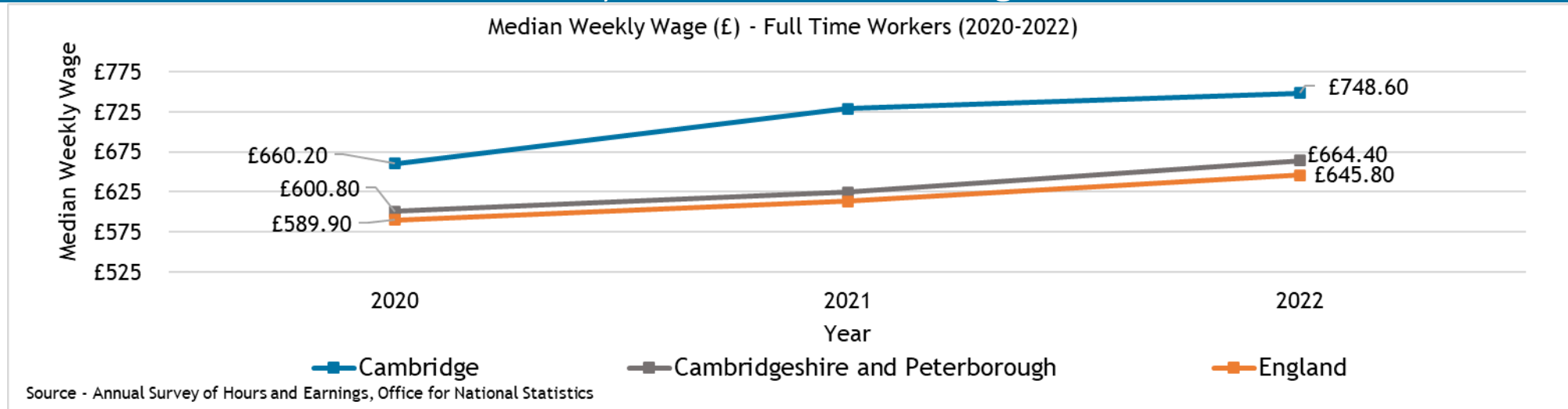
## Reason for Economic Inactivity – Census 2021

| Reason for Economic Inactivity | % of Economically Inactive Population |                                 |         |
|--------------------------------|---------------------------------------|---------------------------------|---------|
|                                | Cambridge                             | Cambridgeshire and Peterborough | England |
| Retired                        | 29%                                   | 54%                             | 55%     |
| Student                        | 51%                                   | 18%                             | 14%     |
| Looking after Home or Family   | 8%                                    | 12%                             | 12%     |
| Long Term Sick                 | 6%                                    | 9%                              | 10%     |
| Other                          | 6%                                    | 7%                              | 8%      |

## Top 5 Sectors With Most Vacancies – Lightcast 2022

| Total Vacancies                                   |                   | 149,998             |
|---|-------------------|---------------------|
| Employment Sector                                 | Vacancies in 2022 | Percentage of Total |
| Information and Communication                     | 27,018            | 18%                 |
| Human Health and Social Work Activities           | 14,935            | 10%                 |
| Administrative and Support Service Activities     | 10,936            | 7%                  |
| Manufacturing                                     | 10,087            | 7%                  |
| Professional, Scientific and Technical Activities | 9,739             | 6%                  |

# Cambridge – Wages and Wage Growth – Annual Survey of Hours and Earnings 2020-22



The Consumer Price Index including Owner Occupier Housing Costs (CPIH) is the Office for National Statistics' headline inflation statistic  
 Note – The inflation figures in the chart above is for April of that year as this is the month the Annual Survey of Hours and Earnings is taken. For example, the 2021-22 figure is inflation as of April 2022

- In 2022, wages in Cambridge were +13% higher than the Cambridgeshire and Peterborough average and +16% higher than the England average
- In 2022, Cambridge wage growth was -5.1% percentage points below CPIH

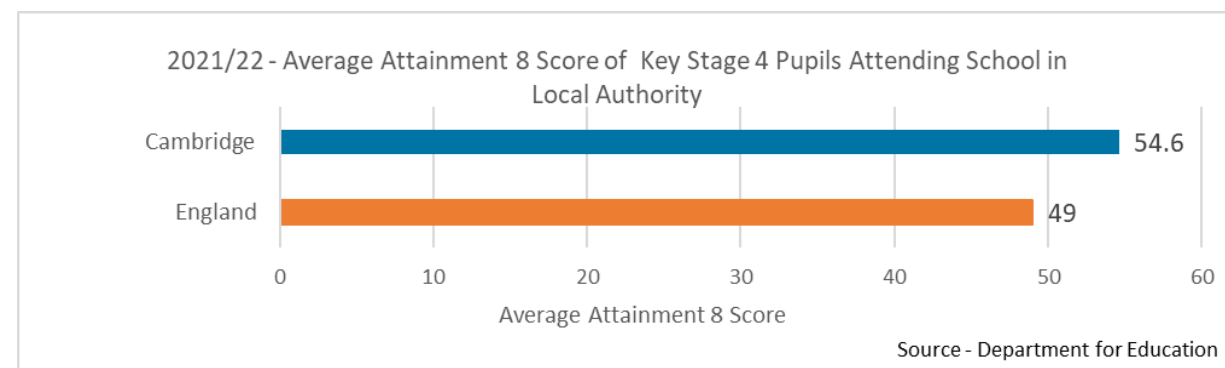
# Cambridge – Income Deprivation Affecting Children, Secondary Education Performance and Outcomes

## Income Deprivation Affecting Children - 2019

## Key Stage 4 School Results – DfE 2021/22 Academic Year

According to the Indices of Multiple Deprivation (2019) Cambridge ranks (where 1 means most relatively deprived and 317 means least relatively deprived):

- **203<sup>rd</sup> most relatively deprived out of 317** English local authorities in 2019 when looking at children who live in income deprived households.
- This would place Cambridge within **the 40% least deprived local authorities in England when considering income deprivation affecting children**



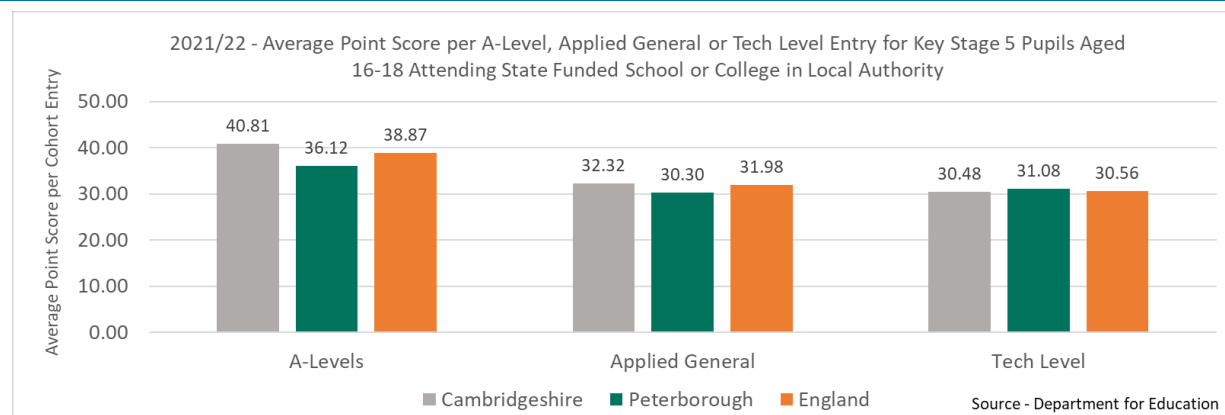
**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**

Attainment 8 is an overall measure of pupil GCSE level attainment at state-funded mainstream schools in England. A higher attainment 8 score means higher overall attainment.

## Key Stage 4 and 5 Sustained Destinations – DfE 2020/21 Academic Year

## Key Stage 5 Results – DfE 2021/22 Academic Year

| Sustained Destination Type              | % of Pupils who Completed Key Stage 4 in 2020 | Sustained Destination Type              | % of Pupils who Completed Key Stage 5 in 2020 |
|---|---|---|---|
| Education                               | 91.5%   | Education                               | 55.5%   |
| Apprenticeship                          | 0.9%  | Apprenticeship                          | 3.5%  |
| Employment                              | 1.1%  | Employment                              | 25.1%   |
| <b>Total with sustained destination</b> | <b>93.5%</b>                                  | <b>Total with sustained destination</b> | <b>84.2%</b>                                  |



**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**

Average Point score is an overall measure of pupil attainment, a higher score means higher overall attainment

**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**

A destination is counted as sustained if the pupil is recorded as having participated in it for at least 6 months of the destination year (2020/21)

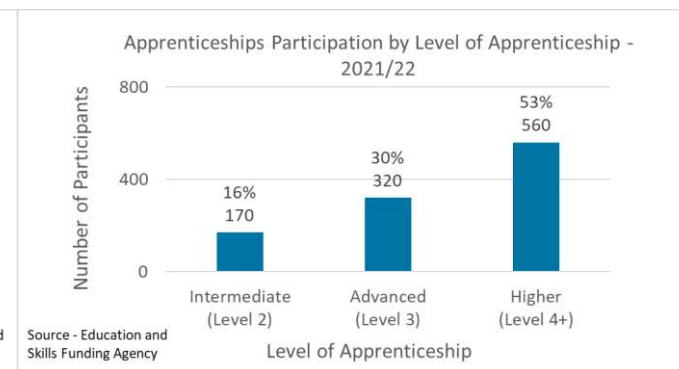
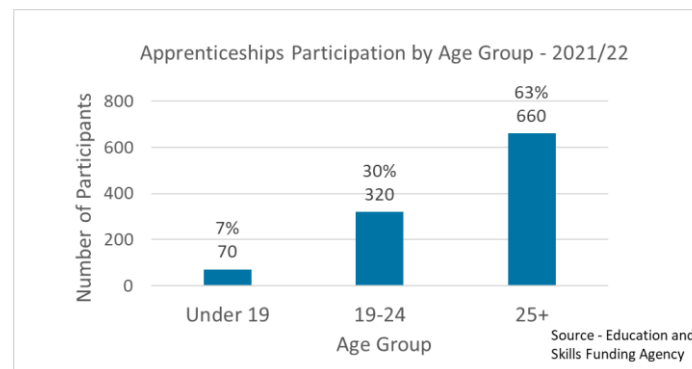
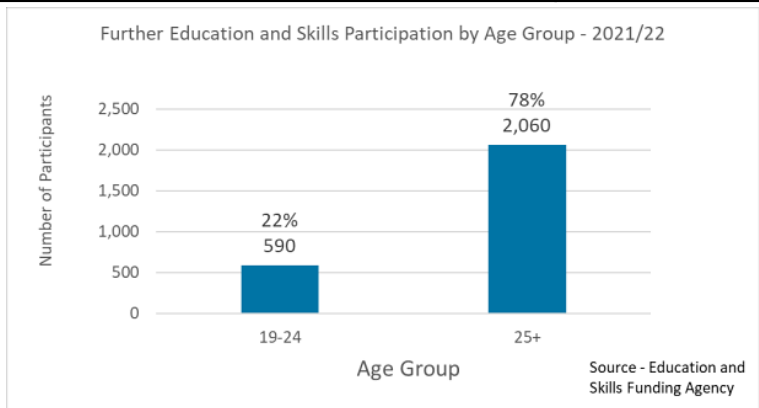
# Cambridge – Further Education and Skills (19+) and Apprenticeships (16+) (2021/22 Academic Year)

## Further Education and Skills (Aged 19+)

## Apprenticeships (Aged 16+)

|  |   |
|--|---|
| <b>Further Education and Skills Participants</b><br>(Attended at least one day of learning with academic year) | <b>2,640</b><br><b>-1% Lower than 2020/21</b> |
|--|---|

|  |  |
|--|--|
| <b>Apprenticeship Participants</b><br>(Attended at least one day of learning with academic year) | <b>1,050</b><br><b>+6% Higher than 2020/21</b> |
|--|--|



### Further Education and Skills (19+) Enrolments by Top 5 Subject Sectors (2021/22)

| Total Enrolments – 5,501                 |            |                       |
|--|------------|-----------------------|
| Sector                                   | Enrolments | % of Total Enrolments |
| Preparation for Life and Work            | 1,773      | 32%                   |
| Health, Public Services and Care         | 971        | 18%                   |
| Business, Administration and Law         | 959        | 17%                   |
| Arts, Media and Publishing               | 332        | 6%                    |
| Information and Communication Technology | 324        | 6%                    |

An Enrolment indicates a learner was taking part in qualification or framework within the given academic year

### Apprenticeship (16+) Starts by Top 5 Subject Sectors (2021/22)

| Total Starts - 488                         |        |                   |
|--|--------|-------------------|
| Sector                                     | Starts | % of Total Starts |
| Business, Administration and Law           | 156    | 32%               |
| Health, Public Services and Care           | 119    | 24%               |
| Information and Communication Technology   | 66     | 14%               |
| Retail and Commercial Enterprise           | 62     | 13%               |
| Engineering and Manufacturing Technologies | 37     | 8%                |

Starts indicate the number of learners who have started an apprenticeship programme within a given year

**Note** – Publicly available Further Education and Skills data includes Apprenticeships, Community Learning, and Education and Training provision taken at General Further Education Colleges (including Tertiary), Sixth Form Colleges, Special Colleges (Agricultural and Horticultural Colleges, and Art and Design Colleges), Specialist Colleges and External Institutions for participants aged 19 and over. Apprenticeship data includes information on all participants aged 16 and above. Because a participant can enrol in multiple qualifications throughout a year under different categories, the total number of participants may not equal the sum of any one category, enrolments for further education will be higher than the number of participants

# East Cambridgeshire Local Authority District Labour Market and Skills Profile

**This area profile has been produced to provide a series of metrics on the labour market and skills profiles for East Cambridgeshire. These profiles should be used for information purposes only**

Produced by Cambridgeshire County Council Policy and Insight Team  
on behalf of Cambridgeshire and Peterborough Combined Authority



# East Cambridgeshire – Key Definitions

| Term  | Definition  |
|---|---|
| <b>Attainment 8 Score (Key Stage 4)</b>                                   | Overall measure of pupil GCSE level attainment at state-funded mainstream schools in England. A higher attainment 8 score means higher overall attainment.  |
| <b>Average Point Score (Key Stage 5)</b>                                  | An overall measure of pupil attainment at Key Stage 5 where points are assigned based on qualification and grade , a higher score means higher overall attainment   |
| <b>Consumer Price Index including Owner Occupier Housing Costs (CPIH)</b> | Headline measure of inflation used by the Office for National Statistics  |
| <b>Economically Active</b>  | Employed or unemployed and available or seeking work  |
| <b>Economically Inactive</b>  | Unemployed and not available for or actively seeking work   |
| <b>Employment Rate</b>  | Proportion of total 16-64 population who are employed   |
| <b>Middle Layer Super Output Area (MSOA)</b>                              | A geographical as defined in the 2021 Census. They comprise between 2,000 and 6,000 households and have a usually resident population between 5,000 and 15,000 persons. MSOAs fit within local authorities. |
| <b>Unemployment Rate</b>  | Proportion of total 16-64 <i>economically active</i> population who are unemployed  |

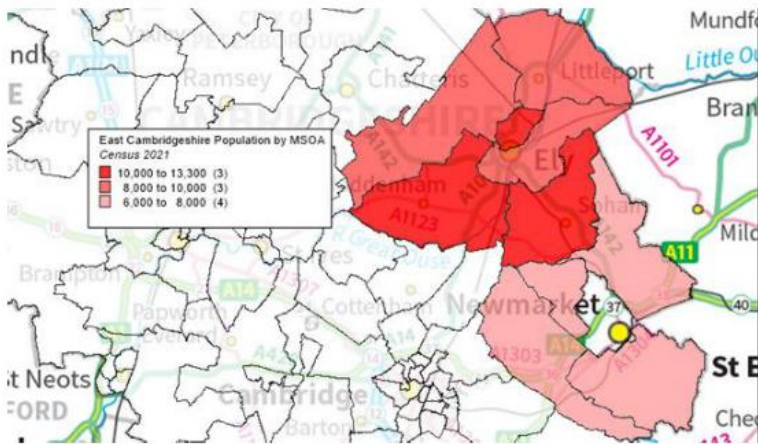
| Source   | Publisher  | Reference Time Period                      | Description of Source   | Profile Metrics   |
|--|--|--|---|---|
| <b>Annual Population Survey</b>                    | Office for National Statistics                     | January – December 2022                    | Residence based labour market survey, updated quarterly   | Employment Rate   |
|  |  |  |   | Unemployment Rate   |
| <b>Annual Survey of Hours and Earnings</b>         | Office for National Statistics                     | 2020 to 2022                               | Survey conducted in April of each year to obtain information about the levels, distribution and make-up of earnings and hours worked for employees.   | Weekly Median Wage  |
|  |  |  |   | Wage Growth   |
| <b>Census 2021</b>                                 | Office for National Statistics                     | 2021                                       | Data from the 2021 Census carried out on 21 March 2021  | Population  |
|  |  |  |   | Highest Level of Qualification                                |
|  |  |  |   | Economic Inactivity and Reason for Inactivity                 |
|  |  |  |   | Sector of Employment  |
| <b>Income Deprivation Affecting Children Index</b> | Department for Levelling Up, House and Communities | 2019                                       | Sub-Domain of the Indices of Multiple Deprivation which measures the proportion of children aged 0-15 who lived in income deprived households in 2019 | Income Deprivation Affecting Children Index                   |
| <b>Individualised Learner Record</b>               | Education and Skills Funding Agency                | 2021/22 Academic Year (Aug '21 – July '22) | Central data collection from further education colleges and other   | Further Education and Skills                                  |
|  |  |  |   | Apprenticeships   |
| <b>School Attainment</b>                           | Department for Education                           | 2021/22 Academic Year (Aug '21 – July '22) | Key stage 4 and Key Stage 5 assessment measures for state funded schools and colleges in England  | Key Stage 4 Attainment 8 Score                                |
|  |  |  |   | Key Stage 5 Average Point Score                               |
| <b>Sustained Destination Data</b>                  | Department for Education                           | 2021/22 Academic Year (Aug '21 – July '22) | Information on the sustained destinations of learners in the 2020/21 academic year who completed their study in 2019/20                               | Sustained destination of Key Stage 4 and Key Stage 5 Learners |
| <b>Vacancies Information</b>                       | Lightcast  | 2022                                       | Collation of data on online job postings and vacancies information  | Total Vacancies/ Job Postings                                 |
|  |  |  |   | Vacancies/Job Postings by Sector                              |



## Total Population – Census 2021

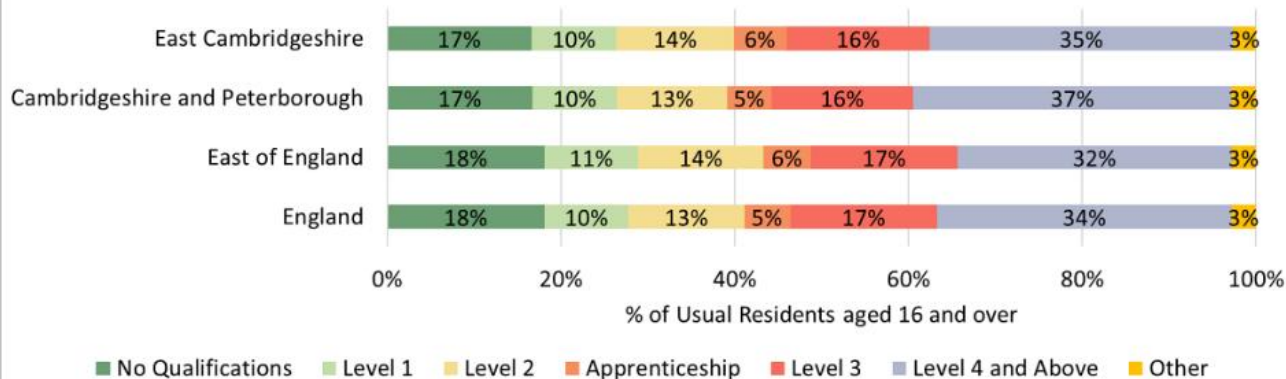
**87,762**

10% of Cambridgeshire and Peterborough's Population  
+4.7% higher than 2011



## Highest Level of Qualification (16+ Population) – Census 2021

Level of Highest Qualification of East Cambridgeshire Usual Residents aged 16+ including National and Regional Comparison - Census 2021

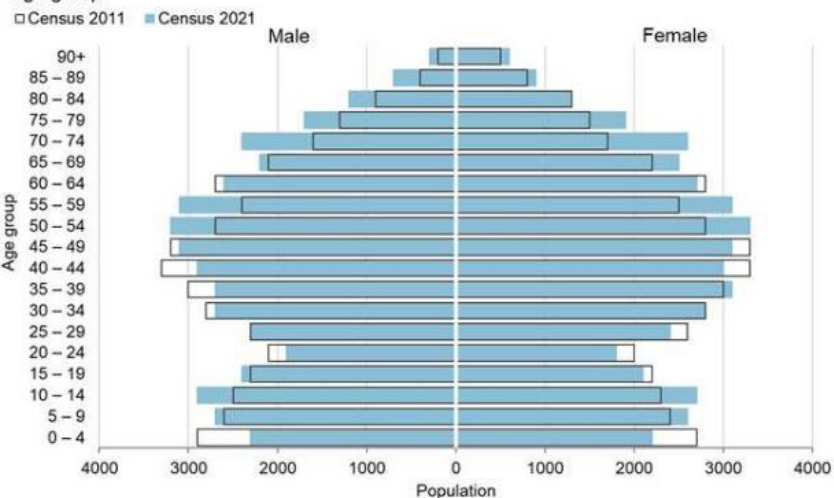


East Cambridgeshire has a similar proportion of residents at each qualification level to both Cambridgeshire and Peterborough and England

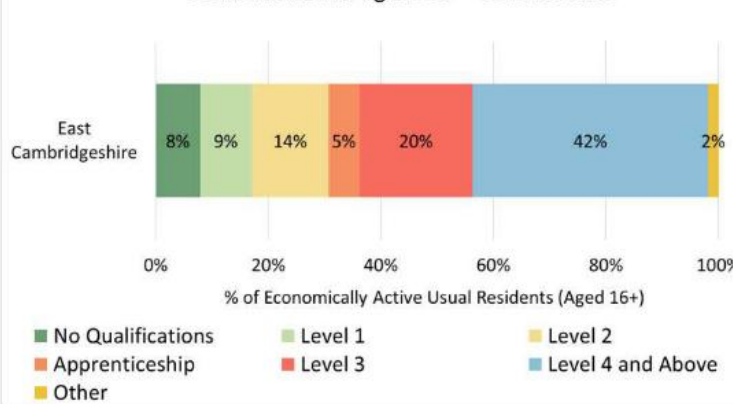
## Economically Active (16+ Population)

## Economically Inactive (16+ Population)

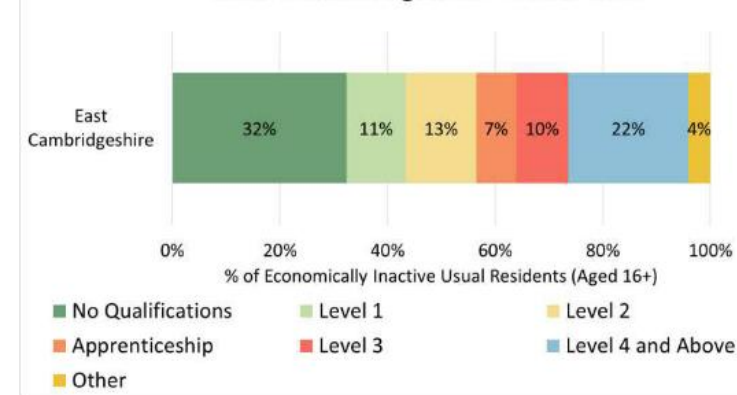
East Cambridgeshire Census 2021 and Census 2011 population by sex and age group



Highest Level of Qualification for Economically Active Usual Residents aged 16+ - Census 2021



Highest Level of Qualification for Economically Inactive Usual Residents aged 16+ - Census 2021



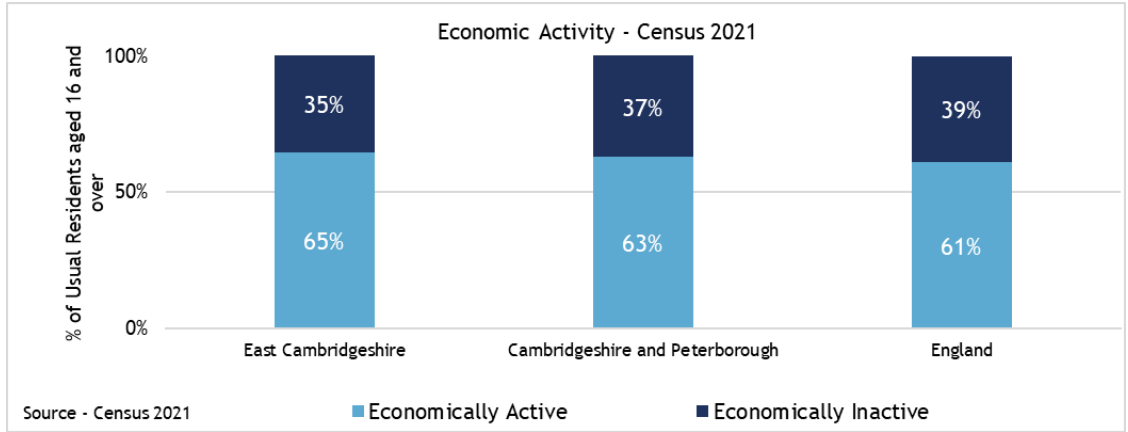
## Employment and Unemployment Rate – Annual Population Survey 2022

| Geography                       | Employment Rate | Unemployment Rate |
|---------------------------------|-----------------|-------------------|
| East Cambridgeshire             | 86.1%           | 4.7%              |
| Cambridgeshire and Peterborough | 80.1%           | 2.9%              |
| England                         | 75.8%           | 3.7%              |

## Employment and Vacancies by Sector

| Top Ten Employment Sectors - Census 2021                             |                 |                     |
|--|-----------------|---------------------|
| Employment Industry  | Number Employed | Percentage of Total |
| Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles | 5,751           | 13%                 |
| Education  | 5,562           | 12%                 |
| Human Health and Social Work Activities                              | 5,284           | 12%                 |
| Construction   | 4,292           | 10%                 |
| Professional, Scientific and Technical Activities                    | 4,185           | 9%                  |
| Manufacturing  | 3,884           | 9%                  |
| Information and Communication  | 2,684           | 6%                  |
| Other  | 2,374           | 5%                  |
| Administrative and Support Service Activities                        | 2,205           | 5%                  |
| Public Administration and Defence; Compulsory Social Security        | 1,926           | 4%                  |

## Economic Activity (16+ Population) – Census 2021

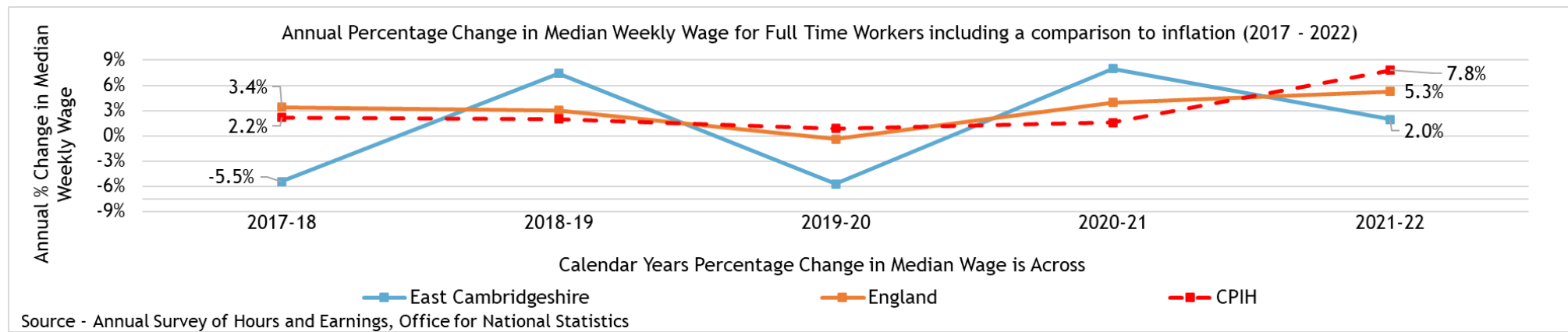
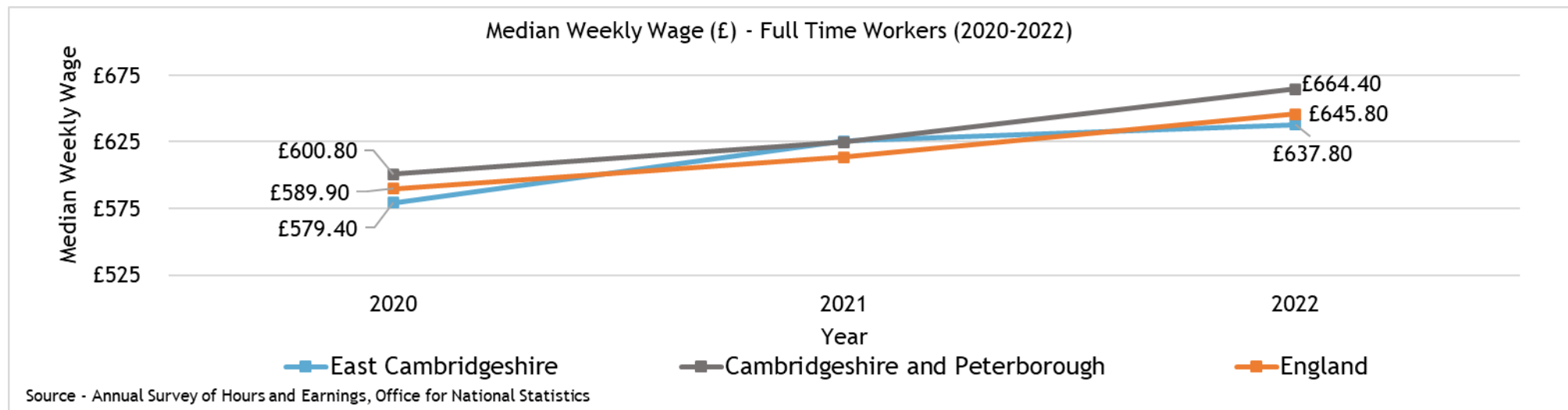


East Cambridgeshire has a higher proportion of economically active residents than Cambridgeshire and Peterborough and is 4 percentage points higher than the England figure

| Top 5 Sectors With Most Vacancies – Lightcast 2022 |                   |                     |
|--|-------------------|---------------------|
| Total Vacancies                                    | 5,885             |                     |
| Employment Sector                                  | Vacancies in 2022 | Percentage of Total |
| Human Health and Social Work Activities            | 806               | 14%                 |
| Manufacturing                                      | 796               | 14%                 |
| Administrative and Support Service Activities      | 551               | 9%                  |
| Transportation and Storage                         | 408               | 7%                  |
| Education  | 369               | 6%                  |

| Reason for Economic Inactivity – Census 2021 |                                       |                                 |         |
|--|---------------------------------------|---------------------------------|---------|
| Reason for Economic Inactivity               | % of Economically Inactive Population |                                 |         |
|  | East Cambridgeshire                   | Cambridgeshire and Peterborough | England |
| Retired                                      | 66%                                   | 54%                             | 55%     |
| Student                                      | 9%                                    | 18%                             | 14%     |
| Looking after Home or Family                 | 11%                                   | 12%                             | 12%     |
| Long Term Sick                               | 7%                                    | 9%                              | 10%     |
| Other  | 6%                                    | 7%                              | 8%      |

# East Cambridgeshire Cambridge – Wages and Wage Growth – Annual Survey of Hours and Earnings 2020-22



The Consumer Price Index including Owner Occupier Housing Costs (CPIH) is the Office for National Statistics' headline inflation statistic  
 Note – The inflation figures in the chart above is for April of that year as this is the month the Annual Survey of Hours and Earnings is taken. For example, the 2021-22 figure is inflation as of April 2022

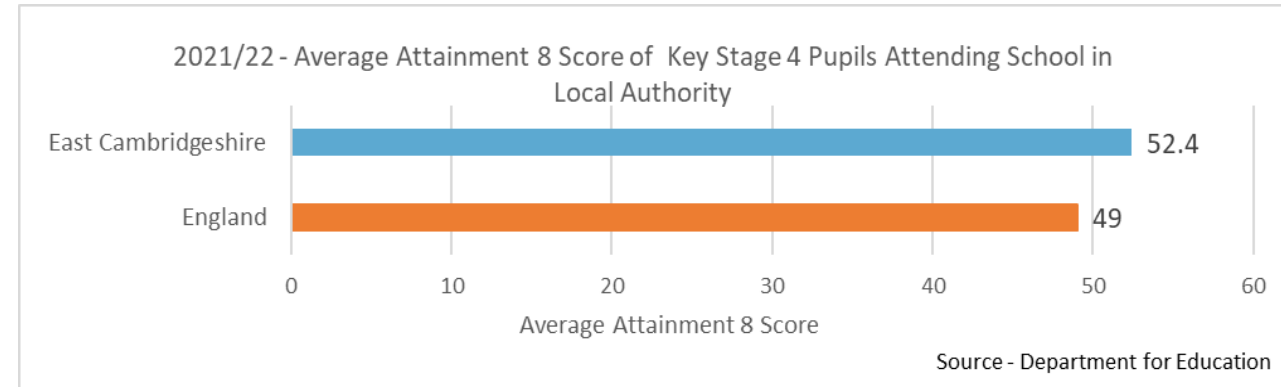
- In 2022, wages in East Cambridgeshire were -4% lower than the Cambridgeshire and Peterborough average and -1% lower than the England average
- In 2022, East Cambridgeshire wage growth was -5.8% percentage points below CPIH

## Income Deprivation Affecting Children - 2019

According to the Indices of Multiple Deprivation (2019) East Cambridgeshire ranks (where 1 means most relatively deprived and 317 means least relatively deprived)

- **283<sup>rd</sup> most relatively deprived out of 317** English local authorities in 2019 when looking at children who live in income deprived households.
- This would place East Cambridgeshire within **the 20% least deprived local authorities in England when considering income deprivation affecting children**

## Key Stage 4 School Results – DfE 2021/22 Academic Year



**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**

Attainment 8 is an overall measure of pupil GCSE level attainment at state-funded mainstream schools in England. A higher attainment 8 score means higher overall attainment.

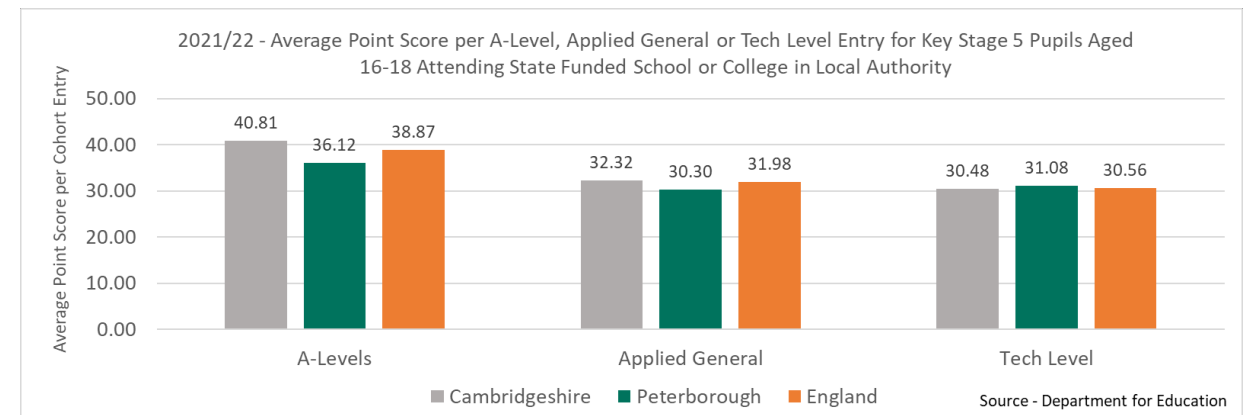
## Key Stage 4 and 5 Sustained Destinations – DfE 2020/21 Academic Year

| Sustained Destination Type              | % of Pupils who Completed Key Stage 4 in 2020 | Sustained Destination Type              | % of Pupils who Completed Key Stage 5 in 2020 |
|---|---|---|---|
| Education                               | 90.5%   | Education                               | 25%   |
| Apprenticeship                          | 3.7%  | Apprenticeship                          | 4.2%  |
| Employment                              | 2.4%  | Employment                              | 41.7%   |
| <b>Total with sustained destination</b> | <b>96.6%</b>                                  | <b>Total with sustained destination</b> | <b>70.8%</b>                                  |

**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**

A destination is counted as sustained if the pupil is recorded as having participated in it for at least 6 months of the destination year (2020/21)

## Key Stage 5 Results – DfE 2021/22 Academic Year



**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**

Average Point score is an overall measure of pupil attainment, a higher score means higher overall attainment

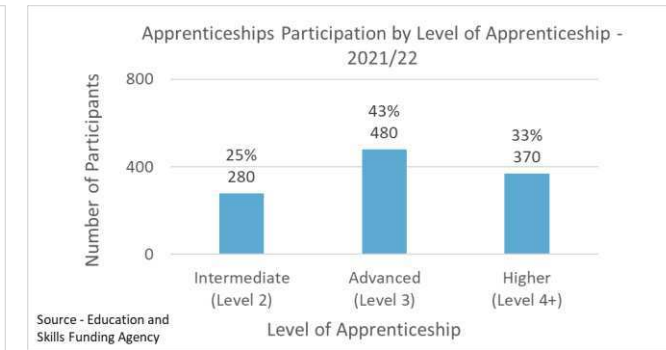
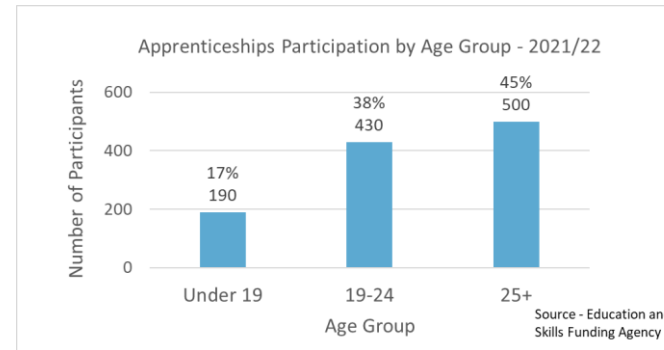
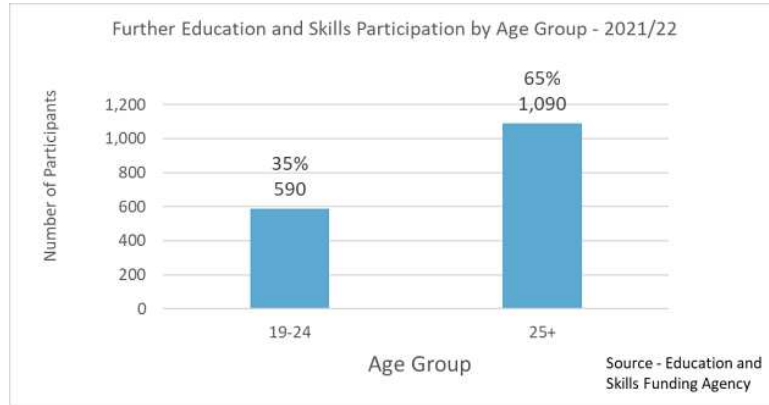
# East Cambridgeshire – Further Education and Skills (19+) and Apprenticeships (16+) (2021/22 Academic Year)

## Further Education and Skills (Aged 19+)

## Apprenticeships (Aged 16+)

|  |   |
|--|---|
| <b>Further Education and Skills Participants</b><br>(Attended at least one day of learning with academic year) | <b>1,680</b><br><b>-4% Lower than 2020/21</b> |
|--|---|

|  |  |
|--|--|
| <b>Apprenticeship Participants</b><br>(Attended at least one day of learning with academic year) | <b>1,120</b><br><b>+2% Higher than 2020/21</b> |
|--|--|



### Further Education and Skills (19+) Enrolments by Top 5 Subject Sectors (2021/22)

| Total Enrolments – 3,676                         |            |                       |
|--|------------|-----------------------|
| Sector   | Enrolments | % of Total Enrolments |
| Health, Public Services and Care                 | 910        | 25%                   |
| Preparation for Life and Work                    | 772        | 21%                   |
| Business, Administration and Law                 | 693        | 19%                   |
| Engineering and Manufacturing Technologies       | 327        | 9%                    |
| Construction, Planning and the Build Environment | 197        | 5%                    |

An Enrolment indicates a learner was taking part in qualification or framework within the given academic year

### Apprenticeship (16+) Starts by Top 5 Subject Sectors (2021/22)

| Total Starts - 457                           |        |                   |
|--|--------|-------------------|
| Sector                                       | Starts | % of Total Starts |
| Health, Public Services and Care             | 122    | 27%               |
| Business, Administration and Law             | 115    | 25%               |
| Engineering and Manufacturing Technologies   | 60     | 13%               |
| Construction, Planning and Built Environment | 53     | 12%               |
| Retail and Commercial Enterprise             | 50     | 11%               |

Starts indicate the number of learners who have started an apprenticeship programme within a given year

**Note** – Publicly available Further Education and Skills data includes Apprenticeships, Community Learning, and Education and Training provision taken at General Further Education Colleges (including Tertiary), Sixth Form Colleges, Special Colleges (Agricultural and Horticultural Colleges, and Art and Design Colleges), Specialist Colleges and External Institutions for participants aged 19 and over. Apprenticeship data includes information on all participants aged 16 and above. Because a participant can enrol in multiple qualifications throughout a year under different categories, the total number of participants may not equal the sum of any one category, enrolments for further education will be higher than the number of participants



# Fenland Local Authority District Labour Market and Skills Profile

**This area profile has been produced to provide a series of metrics on the labour market and skills profiles for Fenland. These profiles should be used for information purposes only**

Produced by Cambridgeshire County Council Policy and Insight Team  
on behalf of Cambridgeshire and Peterborough Combined Authority

# Fenland – Key Definitions

| Term  | Definition  |
|---|---|
| <b>Attainment 8 Score (Key Stage 4)</b>                                   | Overall measure of pupil GCSE level attainment at state-funded mainstream schools in England. A higher attainment 8 score means higher overall attainment.  |
| <b>Average Point Score (Key Stage 5)</b>                                  | An overall measure of pupil attainment at Key Stage 5 where points are assigned based on qualification and grade , a higher score means higher overall attainment   |
| <b>Consumer Price Index including Owner Occupier Housing Costs (CPIH)</b> | Headline measure of inflation used by the Office for National Statistics  |
| <b>Economically Active</b>  | Employed or unemployed and available or seeking work  |
| <b>Economically Inactive</b>  | Unemployed and not available for or actively seeking work   |
| <b>Employment Rate</b>  | Proportion of total 16-64 population who are employed   |
| <b>Middle Layer Super Output Area (MSOA)</b>                              | A geographical as defined in the 2021 Census. They comprise between 2,000 and 6,000 households and have a usually resident population between 5,000 and 15,000 persons. MSOAs fit within local authorities. |
| <b>Unemployment Rate</b>  | Proportion of total 16-64 <i>economically active</i> population who are unemployed  |

# Fenland – Data Sources

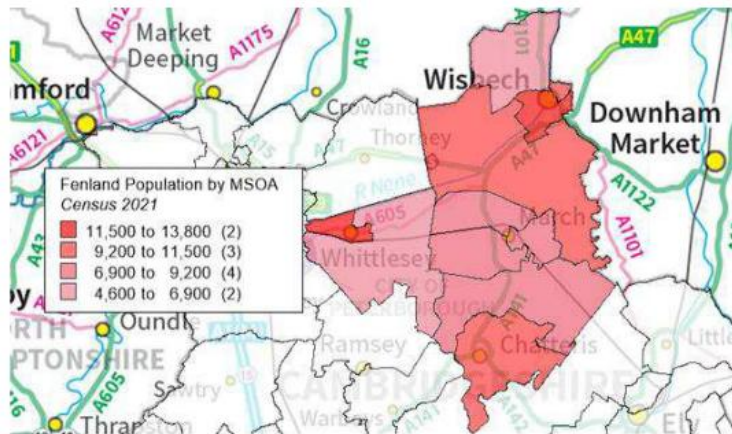
| Source   | Publisher  | Reference Time Period                      | Description of Source   | Profile Metrics   |
|--|--|--|---|---|
| <b>Annual Population Survey</b>                    | Office for National Statistics                     | January – December 2022                    | Residence based labour market survey, updated quarterly   | Employment Rate   |
|  |  |  |   | Unemployment Rate   |
| <b>Annual Survey of Hours and Earnings</b>         | Office for National Statistics                     | 2020 to 2022                               | Survey conducted in April of each year to obtain information about the levels, distribution and make-up of earnings and hours worked for employees.   | Weekly Median Wage  |
|  |  |  |   | Wage Growth   |
| <b>Census 2021</b>                                 | Office for National Statistics                     | 2021                                       | Data from the 2021 Census carried out on 21 March 2021  | Population  |
|  |  |  |   | Highest Level of Qualification                                |
|  |  |  |   | Economic Inactivity and Reason for Inactivity                 |
|  |  |  |   | Sector of Employment  |
| <b>Income Deprivation Affecting Children Index</b> | Department for Levelling Up, House and Communities | 2019                                       | Sub-Domain of the Indices of Multiple Deprivation which measures the proportion of children aged 0-15 who lived in income deprived households in 2019 | Income Deprivation Affecting Children Index                   |
| <b>Individualised Learner Record</b>               | Education and Skills Funding Agency                | 2021/22 Academic Year (Aug '21 – July '22) | Central data collection from further education colleges and other   | Further Education and Skills                                  |
|  |  |  |   | Apprenticeships   |
| <b>School Attainment</b>                           | Department for Education                           | 2021/22 Academic Year (Aug '21 – July '22) | Key stage 4 and Key Stage 5 assessment measures for state funded schools and colleges in England  | Key Stage 4 Attainment 8 Score                                |
|  |  |  |   | Key Stage 5 Average Point Score                               |
| <b>Sustained Destination Data</b>                  | Department for Education                           | 2021/22 Academic Year (Aug '21 – July '22) | Information on the sustained destinations of learners in the 2020/21 academic year who completed their study in 2019/20                               | Sustained destination of Key Stage 4 and Key Stage 5 Learners |
| <b>Vacancies Information</b>                       | Lightcast  | 2022                                       | Collation of data on online job postings and vacancies information  | Total Vacancies/ Job Postings                                 |
|  |  |  |   | Vacancies/Job Postings by Sector                              |



## Total Population – Census 2021

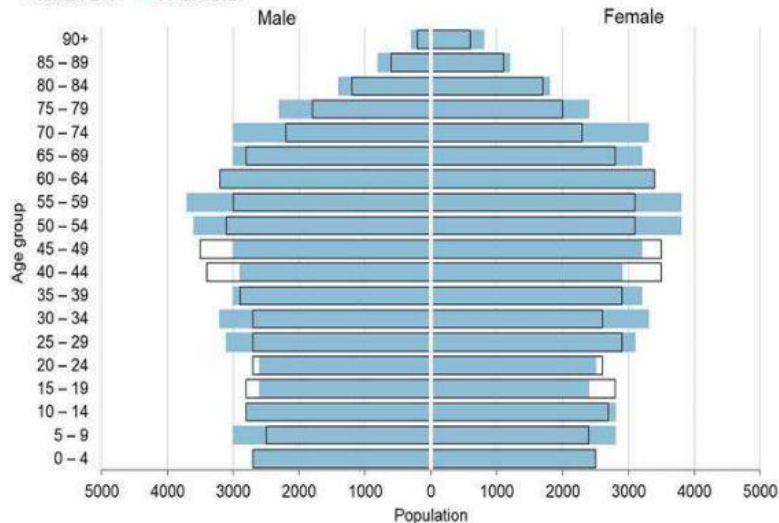
# 102,462

11% of Cambridgeshire and Peterborough's Population  
+7.6% higher than 2011



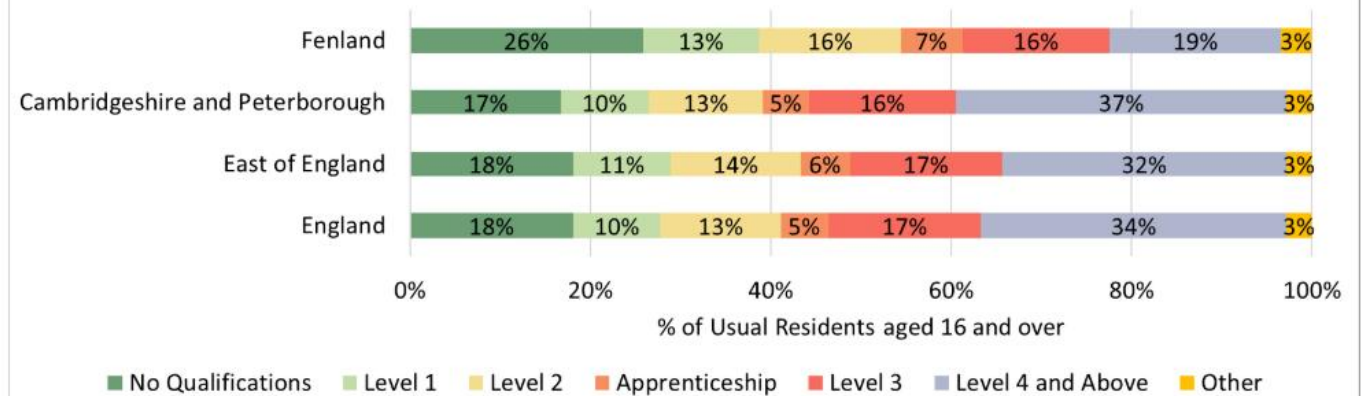
Fenland Census 2021 and Census 2011 population by sex and age group

□ Census 2011 ■ Census 2021



## Highest Level of Qualification (16+ Population) – Census 2021

Level of Highest Qualification of Fenland Usual Residents aged 16+ including National and Regional Comparison - Census 2021

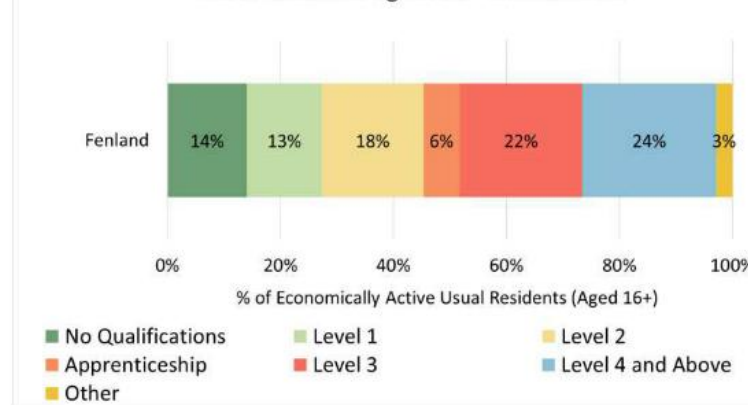


Fenland has a higher proportion of residents with no qualifications (26%) than Cambridgeshire and Peterborough and England

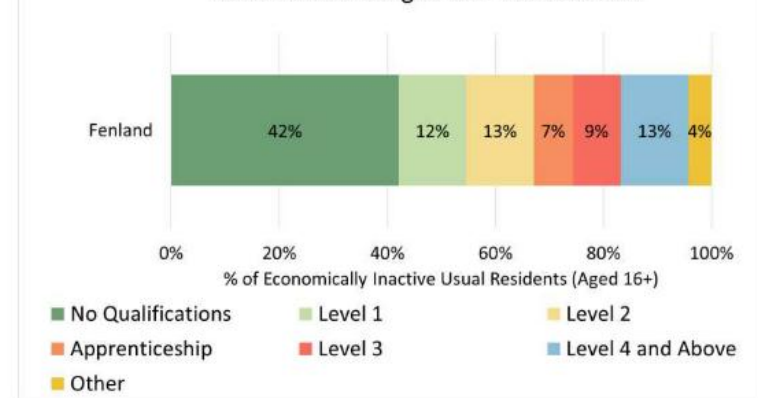
## Economically Active (16+ Population)

## Economically Inactive (16+ Population)

Highest Level of Qualification for Economically Active Usual Residents aged 16+ - Census 2021



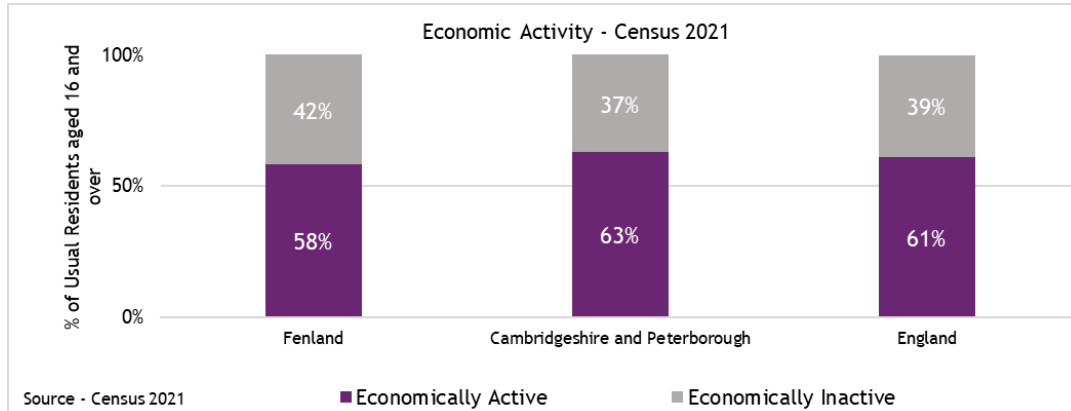
Highest Level of Qualification for Economically Inactive Usual Residents aged 16+ - Census 2021



## Employment and Unemployment Rate – Annual Population Survey 2022

| Geography                       | Employment Rate | Unemployment Rate  |
|---------------------------------|-----------------|--|
| Fenland                         | 75.3%           | Estimate not available since the survey group sample size was zero or disclosive (0-2) |
| Cambridgeshire and Peterborough | 80.1%           | 2.9%   |
| England                         | 75.8%           | 3.7%   |

## Economic Activity (16+ Population) – Census 2021



Fenland has a higher proportion of economically inactive residents than England and is 5 percentage points higher than Cambridgeshire and Peterborough

### Reason for Economic Inactivity – Census 2021

| Reason for Economic Inactivity | % of Economically Inactive Population |                                 |         |
|--------------------------------|---------------------------------------|---------------------------------|---------|
|                                | Fenland                               | Cambridgeshire and Peterborough | England |
| Retired                        | 63%                                   | 54%                             | 55%     |
| Student                        | 7%                                    | 18%                             | 14%     |
| Looking after Home or Family   | 12%                                   | 12%                             | 12%     |
| Long Term Sick                 | 11%                                   | 9%                              | 10%     |
| Other                          | 7%                                    | 7%                              | 8%      |

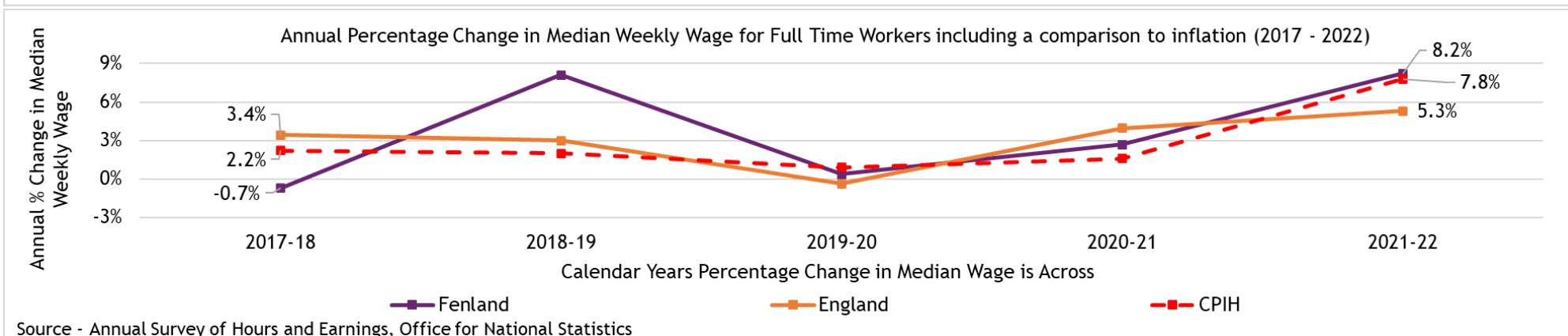
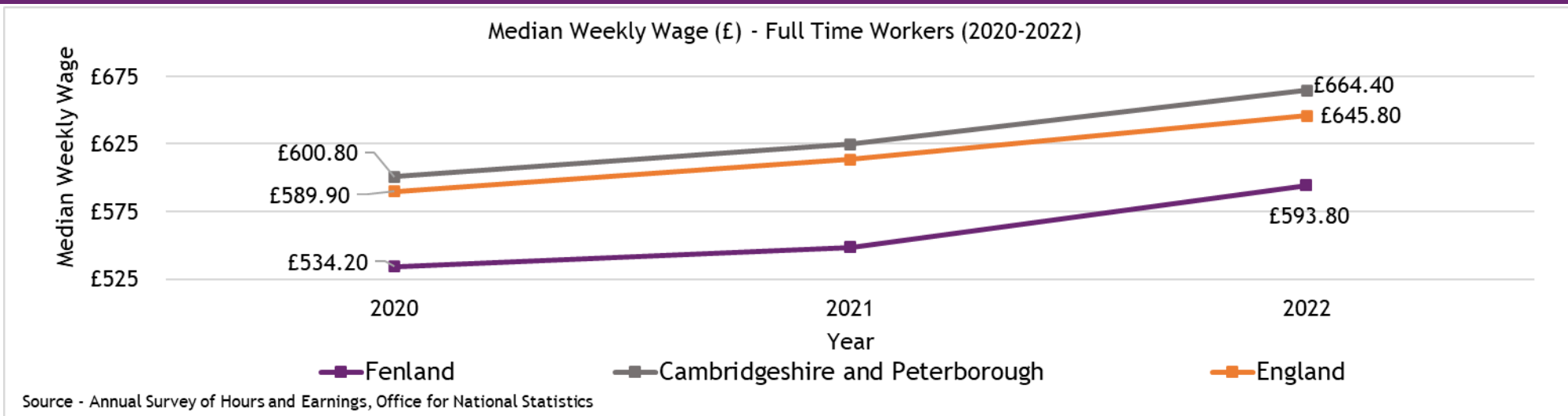
## Employment and Vacancies by Sector

| Top Ten Employment Sectors - Census 2021                             |                 |                     |
|--|-----------------|---------------------|
| Employment Industry  | Number Employed | Percentage of Total |
| Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles | 8,070           | 17%                 |
| Manufacturing  | 6,459           | 14%                 |
| Human Health and Social Work Activities                              | 5,683           | 12%                 |
| Construction   | 5,137           | 11%                 |
| Education  | 3,487           | 7%                  |
| Transport and Storage  | 2,862           | 6%                  |
| Administrative and Support Service Activities                        | 2,805           | 6%                  |
| Public Administration and Defence; Compulsory Social Security        | 2,548           | 5%                  |
| Other Service Sectors  | 2,102           | 4%                  |
| Professional, Scientific and Technical Activities                    | 2,057           | 4%                  |

### Top 5 Sectors With Most Vacancies– Lightcast 2022

| Total Vacancies                               |                   | 6,302               |
|---|-------------------|---------------------|
| Employment Sector                             | Vacancies in 2022 | Percentage of Total |
| Human Health and Social Work Activities       | 1,657             | 26%                 |
| Manufacturing                                 | 707               | 11%                 |
| Administrative and Support Service Activities | 554               | 9%                  |
| Transportation and Storage                    | 543               | 9%                  |
| Education                                     | 446               | 7%                  |

# Fenland – Wages and Wage Growth – Annual Survey of Hours and Earnings 2020-22



The Consumer Price Index including Owner Occupier Housing Costs (CPIH) is the Office for National Statistics' headline inflation statistic  
 Note – The inflation figures in the chart above is for April of that year as this is the month the Annual Survey of Hours and Earnings is taken. For example, the 2021-22 figure is inflation as of April 2022

- In 2022, wages in Fenland were -11% lower than the Cambridgeshire and Peterborough average and -8% lower than the England average
- Wage Growth in Fenland has broadly mirrored the pattern of CPIH over the last 3 years.

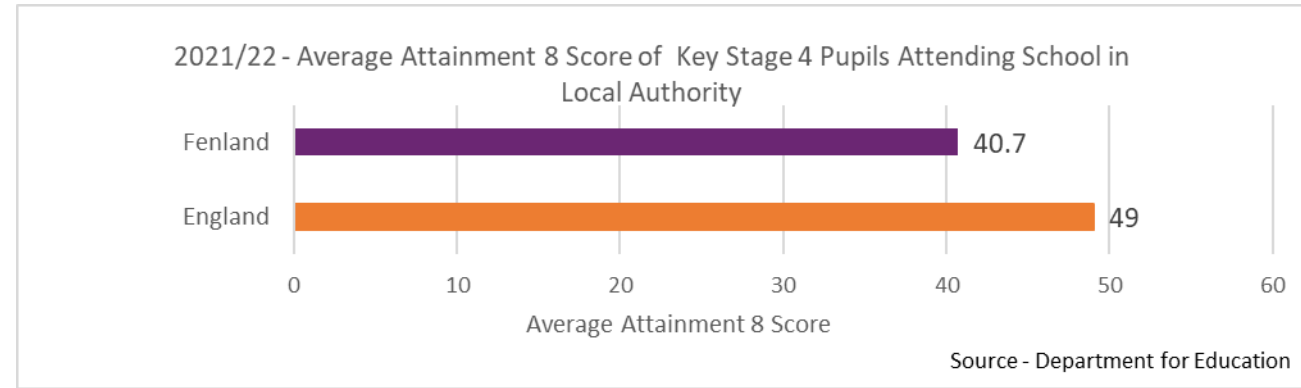
# Fenland – Income Deprivation Affecting Children, Secondary Education Performance and Outcomes

## Income Deprivation Affecting Children - 2019

According to the Indices of Multiple Deprivation (2019) Fenland ranks (where 1 means most relatively deprived and 317 means least relatively deprived)

- **76<sup>th</sup> most relatively deprived out of 317** English local authorities in 2019 when looking at children who live in income deprived households.
- This would place Fenland within **the 30% most relatively deprived local authorities in England when considering income deprivation affecting children**

## Key Stage 4 School Results – DfE 2021/22 Academic Year



**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**

Attainment 8 is an overall measure of pupil GCSE level attainment at state-funded mainstream schools in England. A higher attainment 8 score means higher overall attainment.

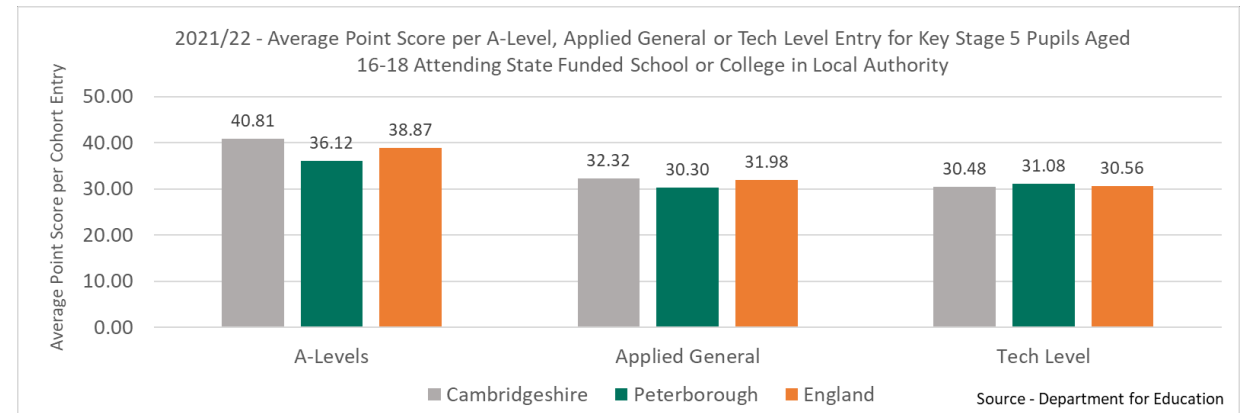
## Key Stage 4 and 5 Sustained Destinations – DfE 2020/21 Academic Year

| Sustained Destination Type              | % of Pupils who Completed Key Stage 4 in 2020 | Sustained Destination Type              | % of Pupils who Completed Key Stage 5 in 2020 |
|---|---|---|---|
| Education                               | 87.0%   | Education                               | 27.8%   |
| Apprenticeship                          | 2.7%  | Apprenticeship                          | 7.1%  |
| Employment                              | 2.9%  | Employment                              | 52%   |
| <b>Total with sustained destination</b> | <b>92.6%</b>                                  | <b>Total with sustained destination</b> | <b>86.9%</b>                                  |

**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**

A destination is counted as sustained if the pupil is recorded as having participated in it for at least 6 months of the destination year (2020/21)

## Key Stage 5 Results – DfE 2021/22 Academic Year



**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**

Average Point Score is an overall measure of pupil attainment, a higher score means higher overall attainment

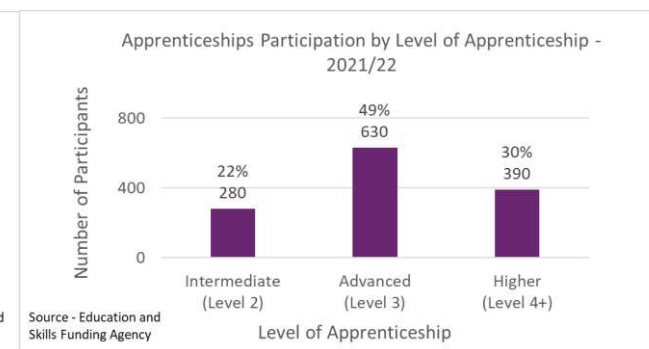
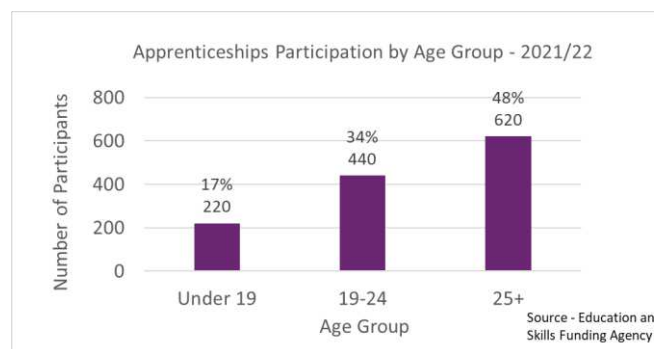
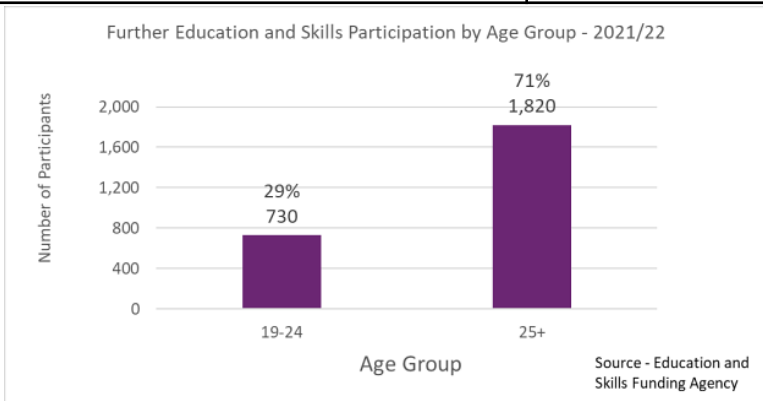
# Fenland – Further Education and Skills (19+) and Apprenticeships (16+) (2021/22 Academic Year)

## Further Education and Skills (Aged 19+)

## Apprenticeships (Aged 16+)

|  |  |
|--|--|
| <b>Further Education and Skills Participants</b><br>(Attended at least one day of learning with academic year) | <b>2,560</b><br><b>+8% Higher than 2020/21</b> |
|--|--|

|  |  |
|--|--|
| <b>Apprenticeship Participants</b><br>(Attended at least one day of learning with academic year) | <b>1,280</b><br><b>+2% Higher than 2020/21</b> |
|--|--|



| Further Education and Skills (19+) Enrolments by Top 5 Subject Sectors (2021/22) |            |                       |
|--|------------|-----------------------|
| Total Enrolments – 5,561   |            |                       |
| Sector   | Enrolments | % of Total Enrolments |
| Preparation for Life and Work  | 1,573      | 28%                   |
| Health, Public Services and Care   | 1,490      | 27%                   |
| Business, Administration and Law   | 709        | 13%                   |
| Engineering and Manufacturing Technologies                                       | 429        | 8%                    |
| Retail and Commercial Enterprise   | 279        | 5%                    |

An Enrolment indicates a learner was taking part in qualification or framework within the given academic year

| Apprenticeship (16+) Starts by Top 5 Subject Sectors (2021/22) |        |                   |
|--|--------|-------------------|
| Total Starts – 613   |        |                   |
| Sector   | Starts | % of Total Starts |
| Health, Public Services and Care                               | 225    | 37%               |
| Business, Administration and Law                               | 148    | 24%               |
| Engineering and Manufacturing Technologies                     | 91     | 15%               |
| Retail and Commercial Enterprise                               | 45     | 7%                |
| Construction, Planning and the Built Environment               | 40     | 7%                |

Starts indicate the number of learners who have started an apprenticeship programme within a given year

**Note** – Publicly available Further Education and Skills data includes Apprenticeships, Community Learning, and Education and Training provision taken at General Further Education Colleges (including Tertiary), Sixth Form Colleges, Special Colleges (Agricultural and Horticultural Colleges, and Art and Design Colleges), Specialist Colleges and External Institutions for participants aged 19 and over. Apprenticeship data includes information on all participants aged 16 and above. Because a participant can enrol in multiple qualifications throughout a year under different categories, the total number of participants may not equal the sum of any one category, enrolments for further education will be higher than the number of participants



# Huntingdonshire Local Authority District Labour Market and Skills Profile

**This area profile has been produced to provide a series of metrics on the labour market and skills profiles for Huntingdonshire. These profiles should be used for information purposes only**

Produced by Cambridgeshire County Council Policy and Insight Team  
on behalf of Cambridgeshire and Peterborough Combined Authority

# Huntingdonshire – Key Definitions

| Term  | Definition  |
|---|---|
| <b>Attainment 8 Score (Key Stage 4)</b>                                   | Overall measure of pupil GCSE level attainment at state-funded mainstream schools in England. A higher attainment 8 score means higher overall attainment.  |
| <b>Average Point Score (Key Stage 5)</b>                                  | An overall measure of pupil attainment at Key Stage 5 where points are assigned based on qualification and grade , a higher score means higher overall attainment   |
| <b>Consumer Price Index including Owner Occupier Housing Costs (CPIH)</b> | Headline measure of inflation used by the Office for National Statistics  |
| <b>Economically Active</b>  | Employed or unemployed and available or seeking work  |
| <b>Economically Inactive</b>  | Unemployed and not available for or actively seeking work   |
| <b>Employment Rate</b>  | Proportion of total 16-64 population who are employed   |
| <b>Middle Layer Super Output Area (MSOA)</b>                              | A geographical as defined in the 2021 Census. They comprise between 2,000 and 6,000 households and have a usually resident population between 5,000 and 15,000 persons. MSOAs fit within local authorities. |
| <b>Unemployment Rate</b>  | Proportion of total 16-64 <i>economically active</i> population who are unemployed  |

# Huntingdonshire – Data Sources

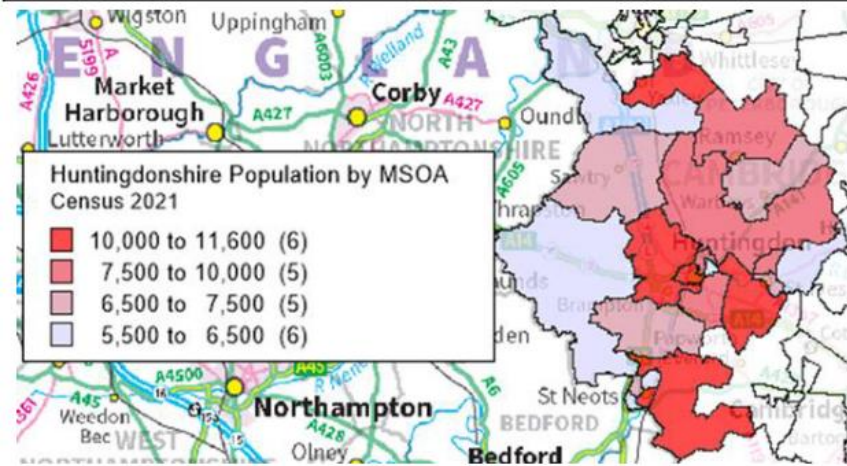
| Source   | Publisher  | Reference Time Period                      | Description of Source   | Profile Metrics   |
|--|--|--|---|---|
| <b>Annual Population Survey</b>                    | Office for National Statistics                     | January – December 2022                    | Residence based labour market survey, updated quarterly   | Employment Rate   |
|  |  |  |   | Unemployment Rate   |
| <b>Annual Survey of Hours and Earnings</b>         | Office for National Statistics                     | 2020 to 2022                               | Survey conducted in April of each year to obtain information about the levels, distribution and make-up of earnings and hours worked for employees.   | Weekly Median Wage  |
|  |  |  |   | Wage Growth   |
| <b>Census 2021</b>                                 | Office for National Statistics                     | 2021                                       | Data from the 2021 Census carried out on 21 March 2021  | Population  |
|  |  |  |   | Highest Level of Qualification                                |
|  |  |  |   | Economic Inactivity and Reason for Inactivity                 |
|  |  |  |   | Sector of Employment  |
| <b>Income Deprivation Affecting Children Index</b> | Department for Levelling Up, House and Communities | 2019                                       | Sub-Domain of the Indices of Multiple Deprivation which measures the proportion of children aged 0-15 who lived in income deprived households in 2019 | Income Deprivation Affecting Children Index                   |
| <b>Individualised Learner Record</b>               | Education and Skills Funding Agency                | 2021/22 Academic Year (Aug '21 – July '22) | Central data collection from further education colleges and other   | Further Education and Skills                                  |
|  |  |  |   | Apprenticeships   |
| <b>School Attainment</b>                           | Department for Education                           | 2021/22 Academic Year (Aug '21 – July '22) | Key stage 4 and Key Stage 5 assessment measures for state funded schools and colleges in England  | Key Stage 4 Attainment 8 Score                                |
|  |  |  |   | Key Stage 5 Average Point Score                               |
| <b>Sustained Destination Data</b>                  | Department for Education                           | 2021/22 Academic Year (Aug '21 – July '22) | Information on the sustained destinations of learners in the 2020/21 academic year who completed their study in 2019/20                               | Sustained destination of Key Stage 4 and Key Stage 5 Learners |
| <b>Vacancies Information</b>                       | Lightcast  | 2022                                       | Collation of data on online job postings and vacancies information  | Total Vacancies/ Job Postings                                 |
|  |  |  |   | Vacancies/Job Postings by Sector                              |



## Total Population – Census 2021

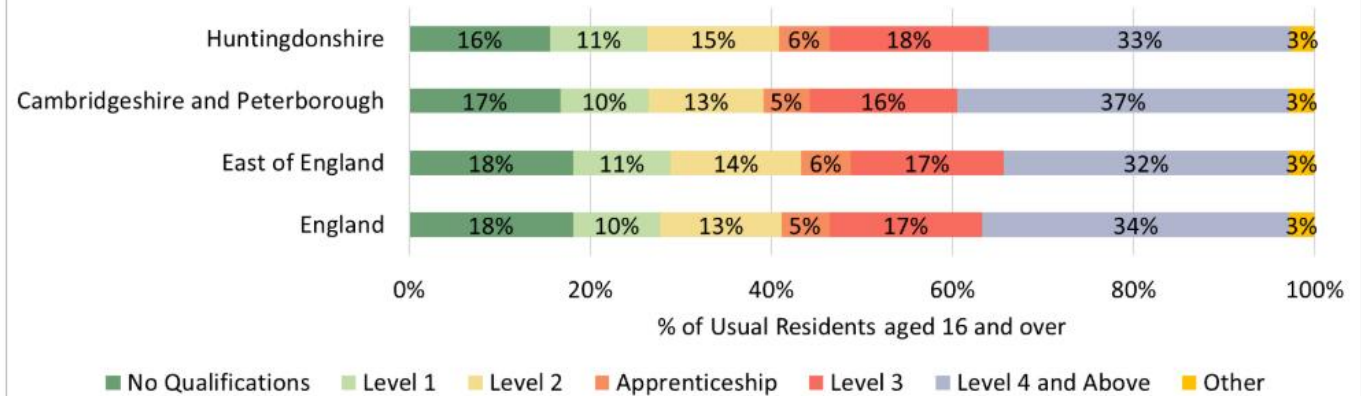
**180,832**

20% of Cambridgeshire and Peterborough's Population  
+6.7% higher than 2011



## Highest Level of Qualification (16+ Population) – Census 2021

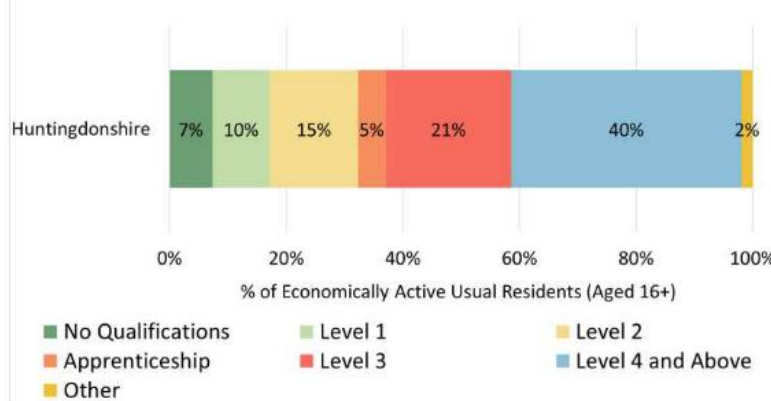
Level of Highest Qualification of Huntingdonshire Usual Residents aged 16+ including National and Regional Comparison - Census 2021



Huntingdonshire has a similar proportion of residents at each qualification level to the Cambridgeshire and Peterborough and England levels

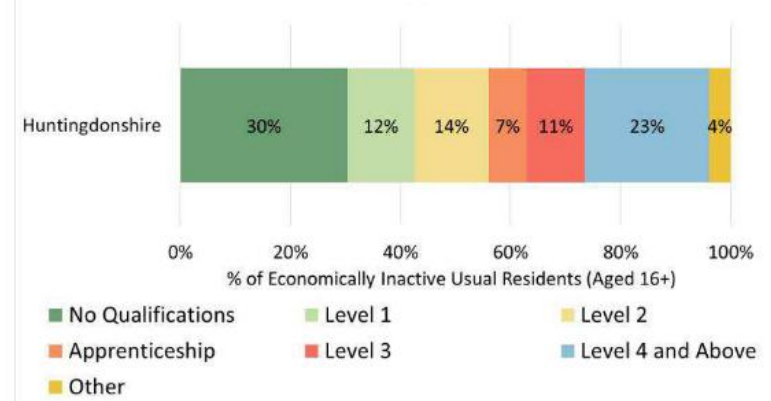
## Economically Active (16+ Population)

Highest Level of Qualification for Economically Active Usual Residents aged 16+ - Census 2021

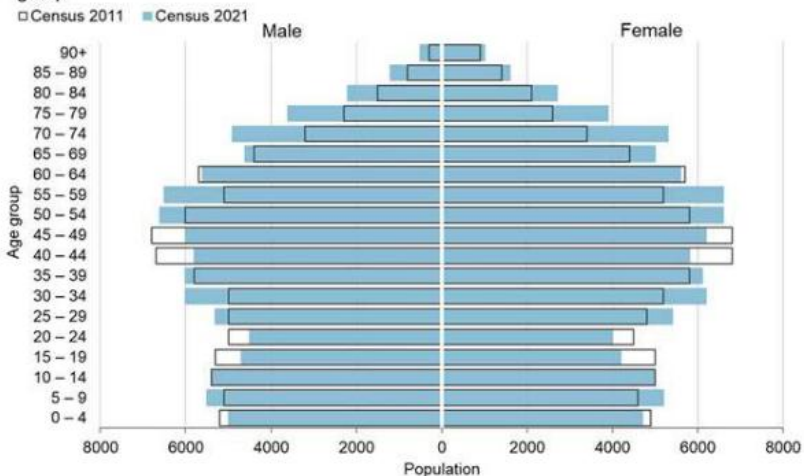


## Economically Inactive (16+ Population)

Highest Level of Qualification for Economically Inactive Usual Residents aged 16+ - Census 2021



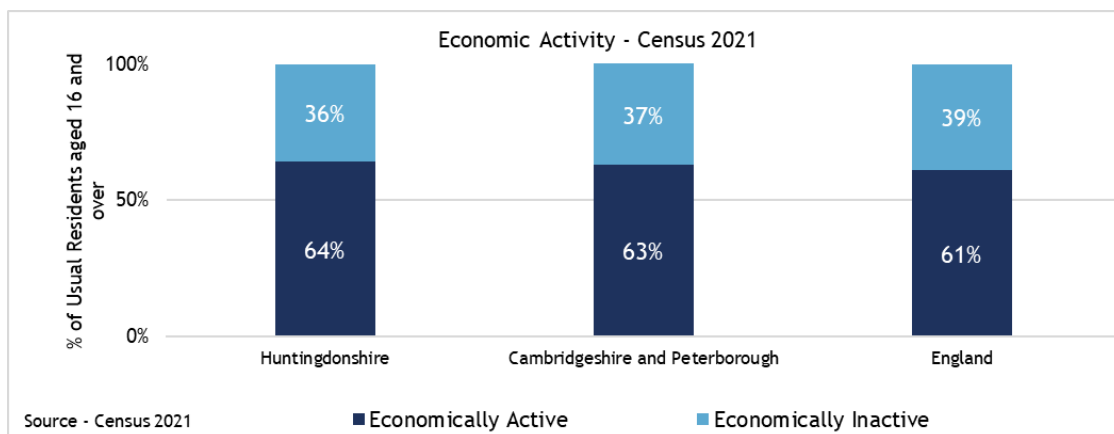
Huntingdonshire Census 2021 and Census 2011 population by sex and age group



## Employment and Unemployment Rate – Annual Population Survey 2022

| Geography                       | Employment Rate | Unemployment Rate |
|---------------------------------|-----------------|-------------------|
| Huntingdonshire                 | 82.8%           | 2.1%              |
| Cambridgeshire and Peterborough | 80.1%           | 2.9%              |
| England                         | 75.8%           | 3.7%              |

## Economic Activity (16+ Population) – Census 2021



Huntingdonshire has a higher proportion of economically active residents than England as a whole, which broadly matches Cambridgeshire and Peterborough

## Reason for Economic Inactivity – Census 2021

| Reason for Economic Inactivity | % of Economically Inactive Population |                                 |         |
|--------------------------------|---------------------------------------|---------------------------------|---------|
|                                | Huntingdonshire                       | Cambridgeshire and Peterborough | England |
| Retired                        | 66%                                   | 54%                             | 55%     |
| Student                        | 8%                                    | 18%                             | 14%     |
| Looking after Home or Family   | 10%                                   | 12%                             | 12%     |
| Long Term Sick                 | 8%                                    | 9%                              | 10%     |
| Other                          | 8%                                    | 7%                              | 8%      |

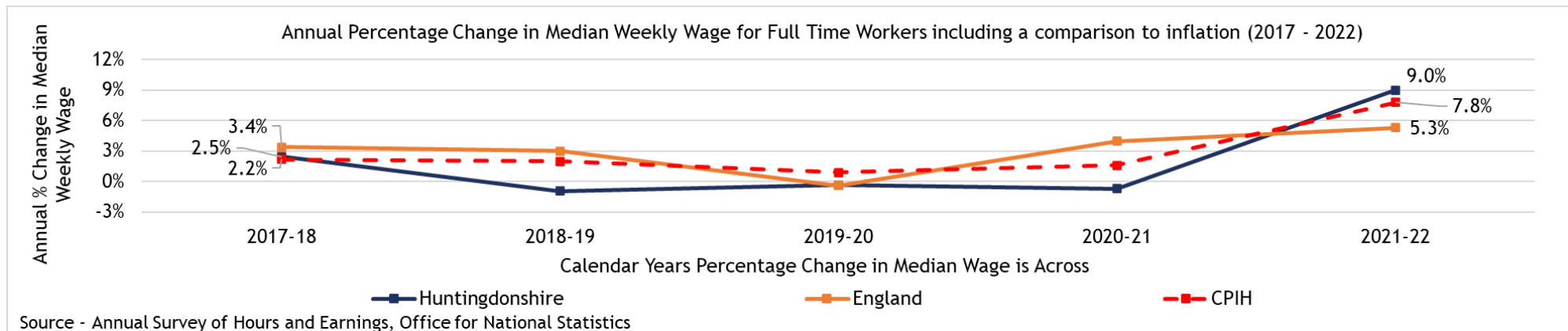
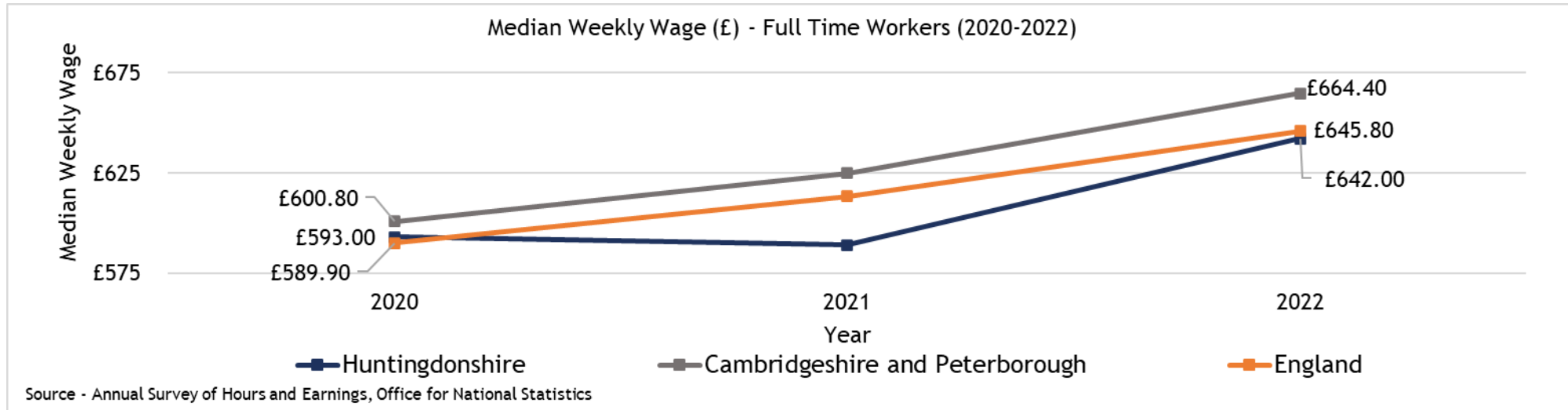
## Employment and Vacancies by Sector

| Top Ten Employment Sectors - Census 2021                             |                 |                     |
|--|-----------------|---------------------|
| Employment Industry  | Number Employed | Percentage of Total |
| Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles | 13,170          | 14%                 |
| Human Health and Social Work Activities                              | 12,107          | 13%                 |
| Manufacturing  | 9,208           | 10%                 |
| Education  | 8,554           | 9%                  |
| Construction   | 8,163           | 9%                  |
| Public Administration and Defence; Compulsory Social Security        | 6,774           | 7%                  |
| Professional, Scientific and Technical Activities                    | 6,548           | 7%                  |
| Information and Communication  | 4,871           | 5%                  |
| Administrative and Support Service Activities                        | 4,630           | 5%                  |
| Other  | 4,038           | 4%                  |

## Top 5 Sectors With Most Vacancies – Lightcast 2022

| Total Vacancies                               |                   |                     |
|---|-------------------|---------------------|
|   | 20,491            |                     |
| Employment Sector                             | Vacancies in 2022 | Percentage of Total |
| Human health and social work activities       | 3,302             | 16%                 |
| Administrative and support service activities | 2,353             | 11%                 |
| Manufacturing                                 | 1,678             | 8%                  |
| Transportation and storage                    | 1,500             | 7%                  |
| Information and communication                 | 1,321             | 6%                  |

# Huntingdonshire – Wages and Wage Growth Annual Survey of Hours and Earnings 2020-22



The Consumer Price Index including Owner Occupier Housing Costs (CPIH) is the Office for National Statistics' headline inflation statistic

Note – The inflation figures in the chart above is for April of that year as this is the month the Annual Survey of Hours and Earnings is taken. For example, the 2021-22 figure is inflation as of April 2022

- In 2022, wages in Huntingdonshire were -3% lower than the regional average and -1% lower than the national average
- In 2022, Huntingdonshire wage growth was +1.2% percentage points above CPIH

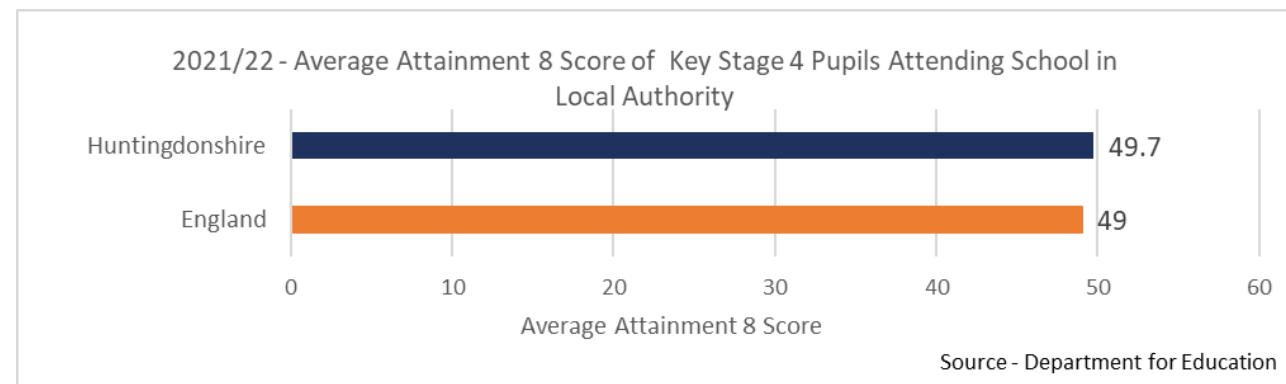
# Huntingdonshire – Income Deprivation Affecting Children, Secondary Education Performance and Outcomes

## Income Deprivation Affecting Children - 2019

According to the Indices of Multiple Deprivation (2019) Huntingdonshire ranks (where 1 means most relatively deprived and 317 means least relatively deprived)

- **238<sup>th</sup> most relatively deprived out of 317** English local authorities in 2019 when looking at children who live in income deprived households.
- This would place Huntingdonshire within **the 30% least deprived local authorities in England when considering income deprivation affecting children**

## Key Stage 4 School Results – DfE 2021/22 Academic Year



**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**  
 Attainment 8 is an overall measure of pupil GCSE level attainment at state-funded mainstream schools in England. A higher attainment 8 score means higher overall attainment.

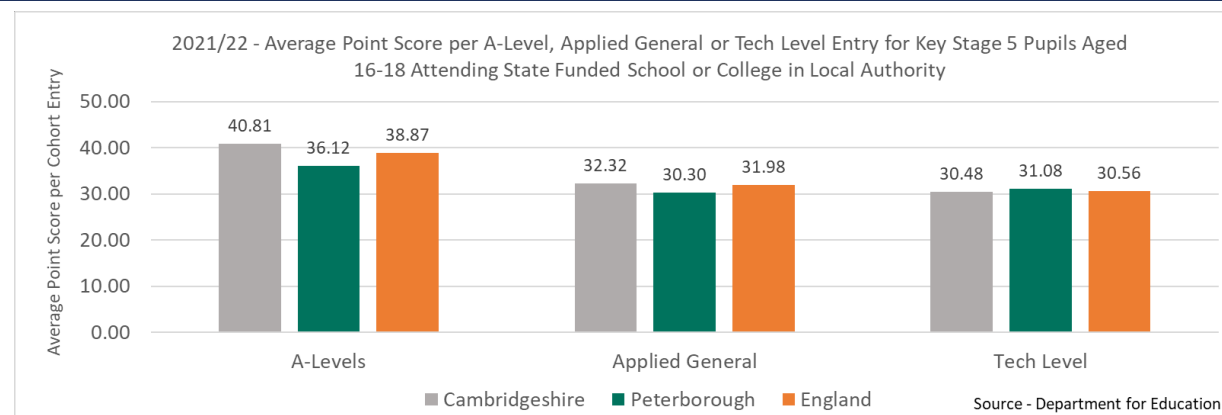
## Key Stage 4 and 5 Sustained Destinations – DfE 2020/21 Academic Year

| Sustained Destination Type              | % of Pupils who Completed Key Stage 4 in 2020 | Sustained Destination Type              | % of Pupils who Completed Key Stage 5 in 2020 |
|---|---|---|---|
| Education                               | 88.6%   | Education                               | 56.9%   |
| Apprenticeship                          | 2.3%  | Apprenticeship                          | 4.4%  |
| Employment                              | 3.3%  | Employment                              | 28%   |
| <b>Total with sustained destination</b> | <b>94.2%</b>                                  | <b>Total with sustained destination</b> | <b>89.4</b>                                   |

**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**

A destination is counted as sustained if the pupil is recorded as having participated in it for at least 6 months of the destination year (2020/21)

## Key Stage 5 Results – DfE 2021/22 Academic Year



**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**

Average Point score is an overall measure of pupil attainment, a higher score means higher overall attainment



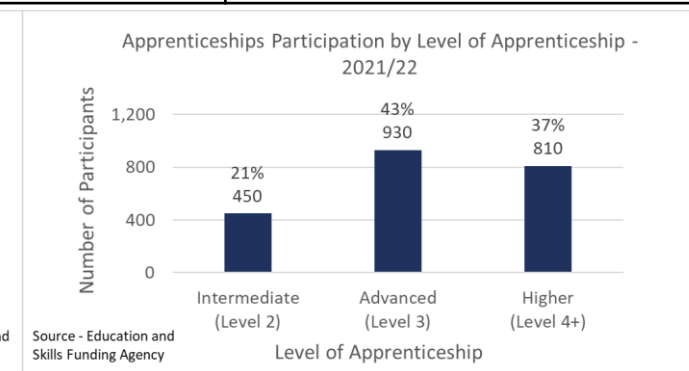
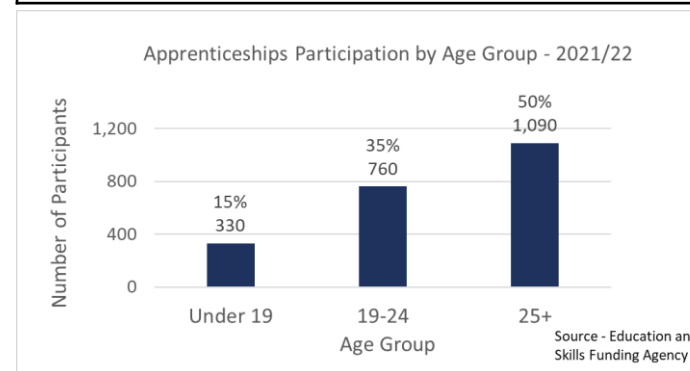
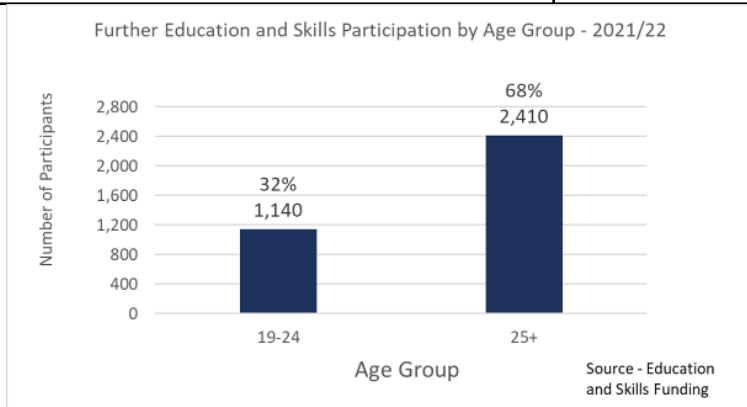
# Huntingdonshire – Further Education and Skills (19+) and Apprenticeships (16+) (2021/22 Academic Year)

## Further Education and Skills (Aged 19+)

## Apprenticeships (Aged 16+)

|  |   |
|--|---|
| <b>Further Education and Skills Participants</b><br>(Attended at least one day of learning with academic year) | <b>3,550</b><br><b>-3% Lower than 2020/21</b> |
|--|---|

|  |  |
|--|--|
| <b>Apprenticeship Participants</b><br>(Attended at least one day of learning with academic year) | <b>2,170</b><br><b>+2% Higher than 2020/21</b> |
|--|--|



| Further Education and Skills (19+) Enrolments by Top 5 Subject Sectors (2021/22) |            |                       |
|--|------------|-----------------------|
| Total Enrolments – 7,930   |            |                       |
| Sector   | Enrolments | % of Total Enrolments |
| Health, Public Services and Care   | 1,972      | 25%                   |
| Preparation for Life and Work  | 1,779      | 22%                   |
| Business, Administration and Law   | 1,451      | 18%                   |
| Engineering and Manufacturing Technologies                                       | 658        | 8%                    |
| Retail and Commercial Enterprise   | 522        | 7%                    |

An Enrolment indicates a learner was taking part in qualification or framework within the given academic year

| Apprenticeship (16+) Starts by Top 5 Subject Sectors (2021/22) |        |             |
|--|--------|-------------|
| Total Starts – 995   |        |             |
| Sector   | Starts | % of Starts |
| Health, Public Services and Care                               | 312    | 31%         |
| Business, Administration and Law                               | 265    | 27%         |
| Engineering and Manufacturing Technologies                     | 110    | 11%         |
| Retail and Commercial Enterprise                               | 107    | 11%         |
| Construction, Planning and the Built Environment               | 82     | 8%          |

Starts indicate the number of learners who have started an apprenticeship programme within a given year

**Note** – Publicly available Further Education and Skills data includes Apprenticeships, Community Learning, and Education and Training provision taken at General Further Education Colleges (including Tertiary), Sixth Form Colleges, Special Colleges (Agricultural and Horticultural Colleges, and Art and Design Colleges), Specialist Colleges and External Institutions for participants aged 19 and over. Apprenticeship data includes information on all participants aged 16 and above. Because a participant can enrol in multiple qualifications throughout a year under different categories, the total number of participants may not equal the sum of any one category, enrolments for further education will be higher than the number of participants

# Peterborough Local Authority Labour Market and Skills Profile

**This area profile has been produced to provide a series of metrics on the labour market and skills profiles of Peterborough. These profiles should be used for information purposes only**

Produced by Cambridgeshire County Council Policy and Insight Team  
on behalf of Cambridgeshire and Peterborough Combined Authority

# Peterborough – Key Definitions

| Term  | Definition  |
|---|---|
| <b>Attainment 8 Score (Key Stage 4)</b>                                   | Overall measure of pupil GCSE level attainment at state-funded mainstream schools in England. A higher attainment 8 score means higher overall attainment.  |
| <b>Average Point Score (Key Stage 5)</b>                                  | An overall measure of pupil attainment at Key Stage 5 where points are assigned based on qualification and grade , a higher score means higher overall attainment   |
| <b>Consumer Price Index including Owner Occupier Housing Costs (CPIH)</b> | Headline measure of inflation used by the Office for National Statistics  |
| <b>Economically Active</b>  | Employed or unemployed and available or seeking work  |
| <b>Economically Inactive</b>  | Unemployed and not available for or actively seeking work   |
| <b>Employment Rate</b>  | Proportion of total 16-64 population who are employed   |
| <b>Middle Layer Super Output Area (MSOA)</b>                              | A geographical as defined in the 2021 Census. They comprise between 2,000 and 6,000 households and have a usually resident population between 5,000 and 15,000 persons. MSOAs fit within local authorities. |
| <b>Unemployment Rate</b>  | Proportion of total 16-64 <i>economically active</i> population who are unemployed  |

# Peterborough – Data Sources

| Source   | Publisher  | Reference Time Period                      | Description of Source   | Profile Metrics   |
|--|--|--|---|---|
| <b>Annual Population Survey</b>                    | Office for National Statistics                     | January – December 2022                    | Residence based labour market survey, updated quarterly   | Employment Rate   |
|  |  |  |   | Unemployment Rate   |
| <b>Annual Survey of Hours and Earnings</b>         | Office for National Statistics                     | 2020 to 2022                               | Survey conducted in April of each year to obtain information about the levels, distribution and make-up of earnings and hours worked for employees.   | Weekly Median Wage  |
|  |  |  |   | Wage Growth   |
| <b>Census 2021</b>                                 | Office for National Statistics                     | 2021                                       | Data from the 2021 Census carried out on 21 March 2021  | Population  |
|  |  |  |   | Highest Level of Qualification                                |
|  |  |  |   | Economic Inactivity and Reason for Inactivity                 |
|  |  |  |   | Sector of Employment  |
| <b>Income Deprivation Affecting Children Index</b> | Department for Levelling Up, House and Communities | 2019                                       | Sub-Domain of the Indices of Multiple Deprivation which measures the proportion of children aged 0-15 who lived in income deprived households in 2019 | Income Deprivation Affecting Children Index                   |
| <b>Individualised Learner Record</b>               | Education and Skills Funding Agency                | 2021/22 Academic Year (Aug '21 – July '22) | Central data collection from further education colleges and other   | Further Education and Skills                                  |
|  |  |  |   | Apprenticeships   |
| <b>School Attainment</b>                           | Department for Education                           | 2021/22 Academic Year (Aug '21 – July '22) | Key stage 4 and Key Stage 5 assessment measures for state funded schools and colleges in England  | Key Stage 4 Attainment 8 Score                                |
|  |  |  |   | Key Stage 5 Average Point Score                               |
| <b>Sustained Destination Data</b>                  | Department for Education                           | 2021/22 Academic Year (Aug '21 – July '22) | Information on the sustained destinations of learners in the 2020/21 academic year who completed their study in 2019/20                               | Sustained destination of Key Stage 4 and Key Stage 5 Learners |
| <b>Vacancies Information</b>                       | Lightcast  | 2022                                       | Collation of data on online job postings and vacancies information  | Total Vacancies/ Job Postings                                 |
|  |  |  |   | Vacancies/Job Postings by Sector                              |

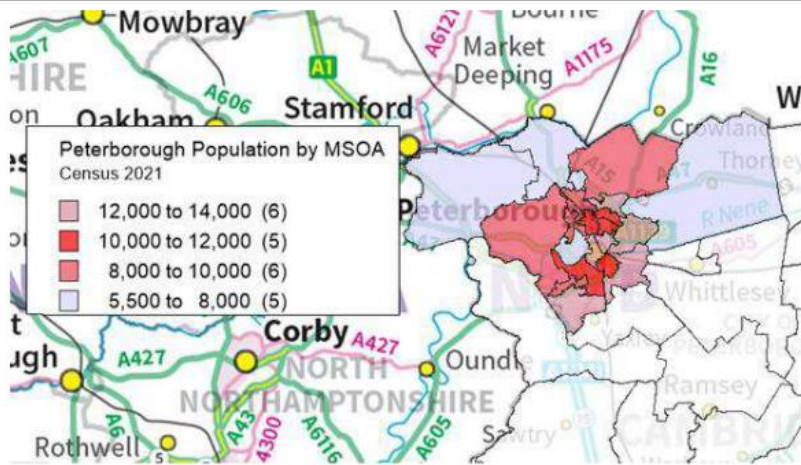


# Peterborough – Population Overview and Existing Skills Levels

## Total Population – Census 2021

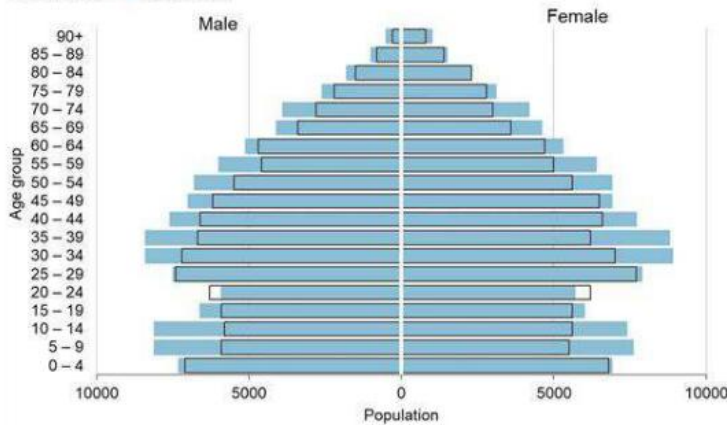
**215,671**

24% of Cambridgeshire and Peterborough's Population  
+17.4% higher than 2011



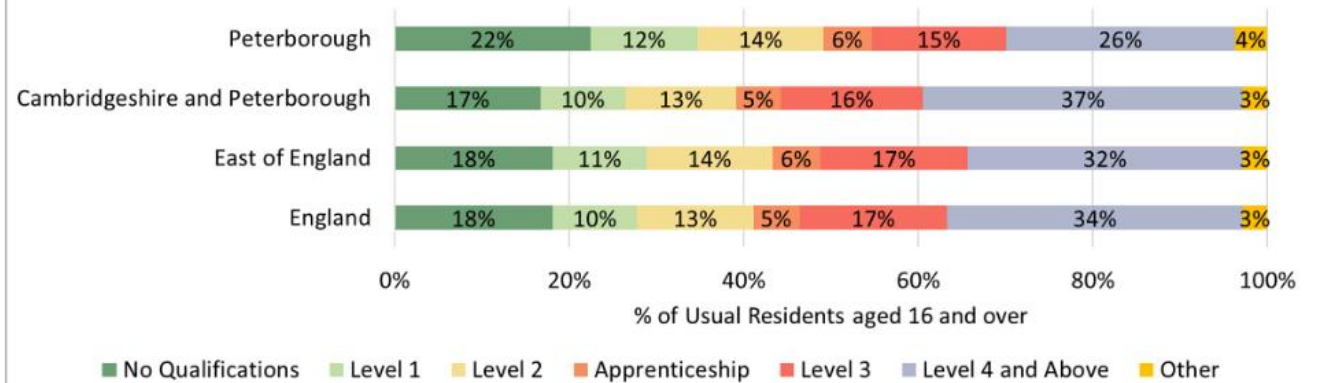
Peterborough Census 2021 and Census 2011 population by sex and age group

□ Census 2011 ■ Census 2021



## Highest Level of Qualification (16+ Population) – Census 2021

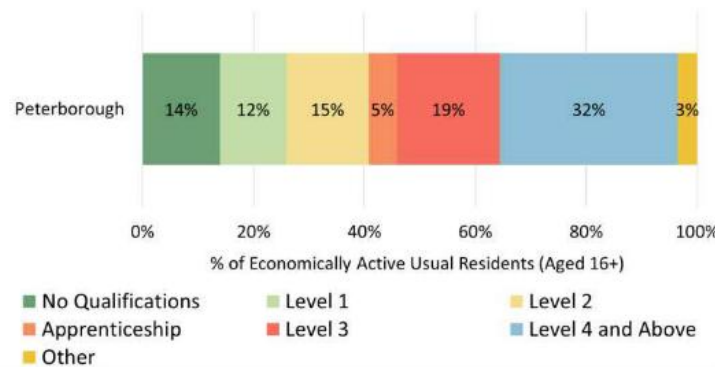
Level of Highest Qualification of Peterborough Usual Residents aged 16+ including National and Regional Comparison - Census 2021



Peterborough has a higher proportion of residents with no qualifications (22%) than Cambridgeshire and Peterborough (17%) and England (18%)

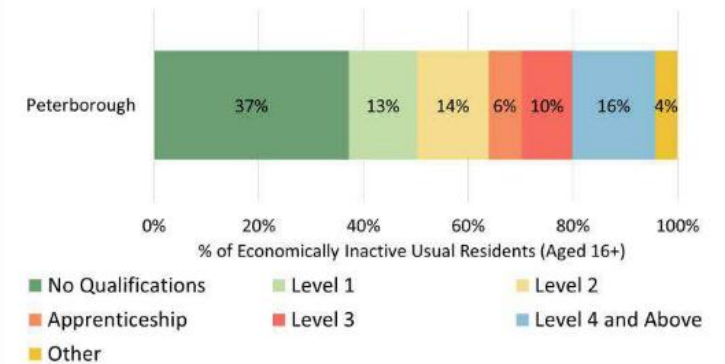
## Economically Active (16+ Population)

Highest Level of Qualification for Economically Active Usual Residents aged 16+ - Census 2021



## Economically Inactive (16+ Population)

Highest Level of Qualification for Economically Inactive Usual Residents aged 16+ - Census 2021

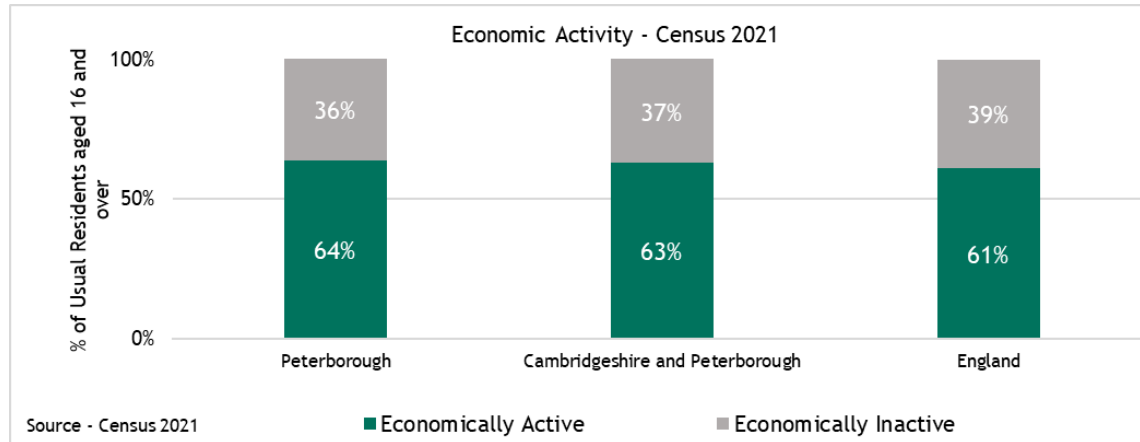


# Peterborough – Economic Activity and Labour Market

## Employment and Unemployment Rate – Annual Population Survey 2022

| Geography                       | Employment Rate | Unemployment Rate |
|---------------------------------|-----------------|-------------------|
| Peterborough                    | 79.3%           | 4.8%              |
| Cambridgeshire and Peterborough | 80.1%           | 2.9%              |
| England                         | 75.8%           | 3.7%              |

## Economic Activity (16+ Population) – Census 2021



Peterborough has a higher proportion of economically active residents than England as a whole, which broadly matches Cambridgeshire and Peterborough

## Reason for Economic Inactivity – Census 2021

| Reason for Economic Inactivity | % of Economically Inactive Population |                                 |         |
|--------------------------------|---------------------------------------|---------------------------------|---------|
|                                | Peterborough                          | Cambridgeshire and Peterborough | England |
| Retired                        | 48%                                   | 54%                             | 55%     |
| Student                        | 12%                                   | 18%                             | 14%     |
| Looking after Home or Family   | 17%                                   | 12%                             | 12%     |
| Long Term Sick                 | 12%                                   | 9%                              | 10%     |
| Other                          | 11%                                   | 7%                              | 8%      |

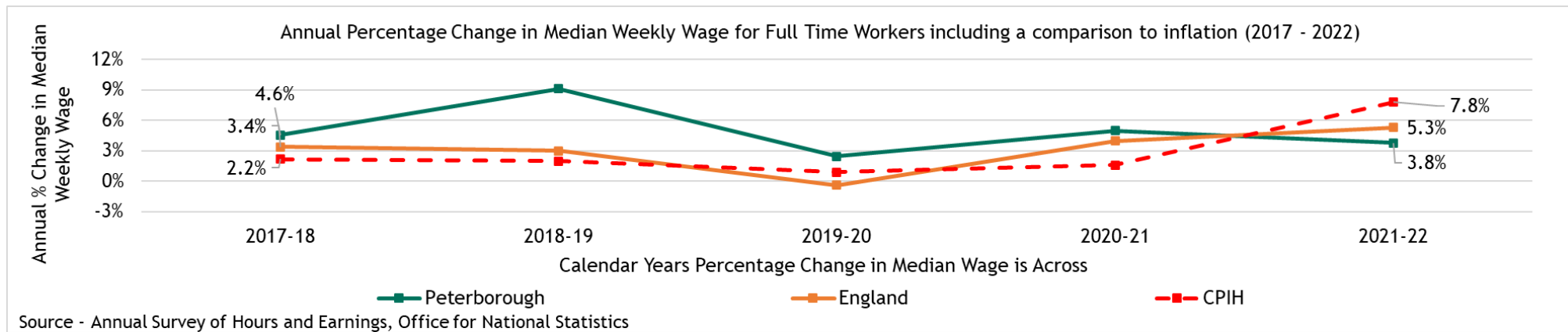
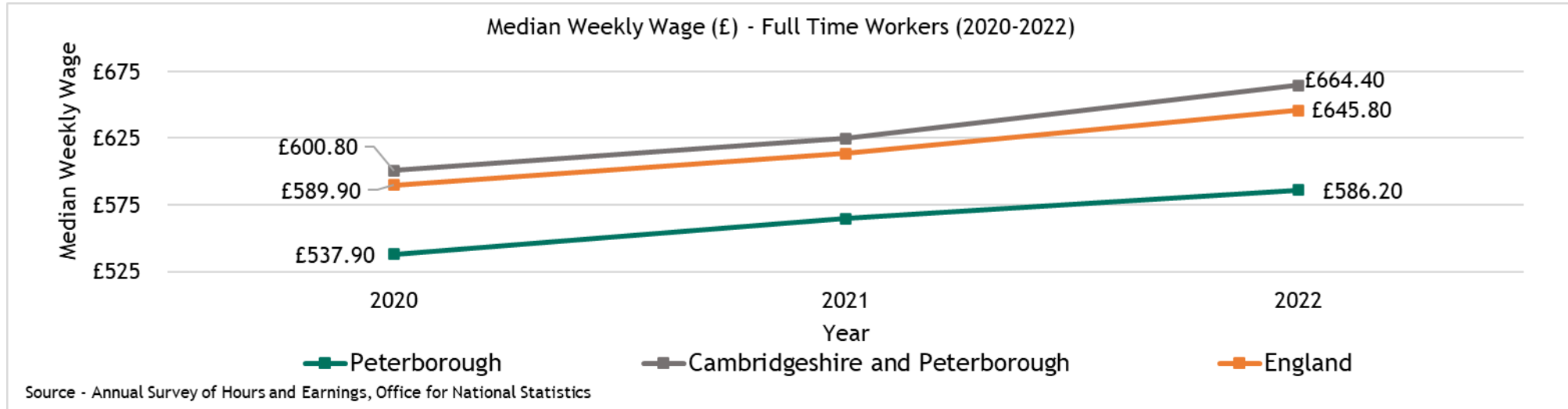
## Employment and Vacancies by Sector

| Top Ten Employment Sectors - Census 2021                             |                 |                     |
|--|-----------------|---------------------|
| Employment Industry  | Number Employed | Percentage of Total |
| Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles | 20,193          | 20%                 |
| Human Health and Social Work Activities                              | 13,390          | 13%                 |
| Manufacturing  | 9,869           | 10%                 |
| Transport and Storage  | 7,767           | 8%                  |
| Education  | 7,738           | 8%                  |
| Construction   | 7,023           | 7%                  |
| Administrative and Support Service Activities                        | 6,199           | 6%                  |
| Public Administration and Defence; Compulsory Social Security        | 5,364           | 5%                  |
| Accommodation and Food Service Activities                            | 4,398           | 4%                  |
| Information and Communication  | 4,240           | 4%                  |

## Top 5 Sectors With Most Vacancies – Lightcast 2022

| Total Vacancies                               | 45,909            |                     |
|---|-------------------|---------------------|
| Employment Sector                             | Vacancies in 2022 | Percentage of Total |
| Human Health and Social Work Activities       | 7,141             | 16%                 |
| Administrative and Support Service Activities | 4,770             | 10%                 |
| Information and Communication                 | 3,656             | 8%                  |
| Manufacturing                                 | 3,333             | 7%                  |
| Transportation and storage                    | 2,803             | 6%                  |

# Peterborough – Wages and Wage Growth – Annual Survey of Hours and Earnings 2020-22



The Consumer Price Index including Owner Occupier Housing Costs (CPIH) is the Office for National Statistics' headline inflation statistic

Note – The inflation figures in the chart above is for April of that year as this is the month the Annual Survey of Hours and Earnings is taken. For example, the 2021-22 figure is inflation as of April 2022

- In 2022, wages in Peterborough were -12% lower than the regional average and -9% lower than the national average
- In 2022, Peterborough wage growth was -4% percentage points below CPIH

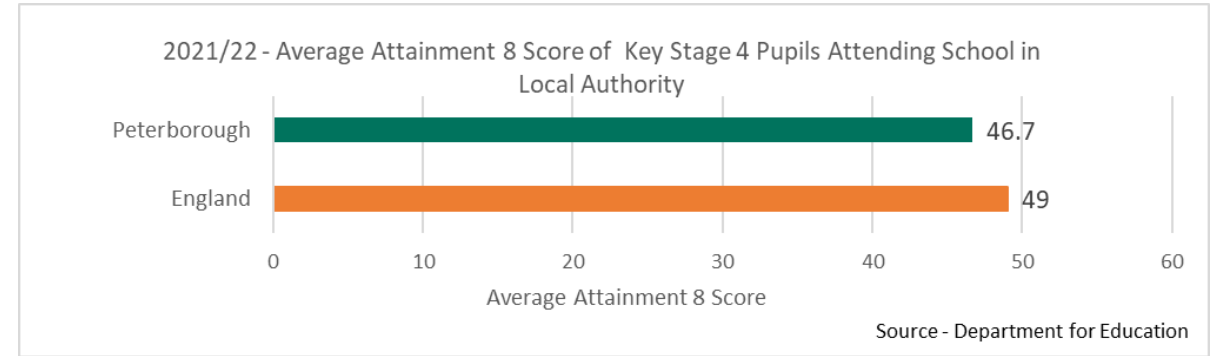
# Peterborough – Income Deprivation Affecting Children, Secondary Education Performance and Outcomes

## Income Deprivation Affecting Children - 2019

## Key Stage 4 School Results – DfE 2021/22 Academic Year

According to the Indices of Multiple Deprivation (2019) Peterborough ranks (where 1 means most relatively deprived and 317 means least relatively deprived)

- **62<sup>nd</sup> most relatively deprived out of 317** English local authorities in 2019 when looking at children who live in income deprived households.
- This would place Peterborough within **the 20% most relatively deprived local authorities in England** when considering income deprivation affecting children



**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**

Attainment 8 is an overall measure of pupil GCSE level attainment at state-funded mainstream schools in England. A higher attainment 8 score means higher overall attainment.

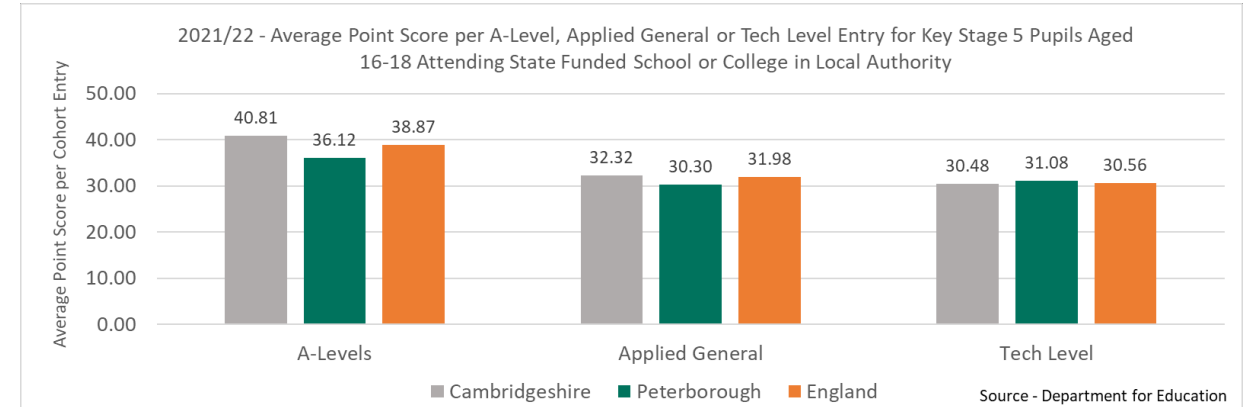
## Key Stage 4 and 5 Sustained Destinations – DfE 2020/21 Academic Year

## Key Stage 5 – DfE 2021/22 Academic Year

| Sustained Destination Type              | % of Pupils who Completed Key Stage 4 in 2020 | Sustained Destination Type              | % of Pupils who Completed Key Stage 5 in 2020 |
|---|---|---|---|
| Education                               | 89.3%   | Education                               | 49.9%   |
| Apprenticeship                          | 1.3%  | Apprenticeship                          | 4.9%  |
| Employment                              | 2.5%  | Employment                              | 23.9%   |
| <b>Total with sustained destination</b> | <b>93.2%</b>                                  | <b>Total with sustained destination</b> | <b>78.7%</b>                                  |

**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**

A destination is counted as sustained if the pupil is recorded as having participated in it for at least 6 months of the destination year (2020/21)



**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**

Average Point score is an overall measure of pupil attainment, a higher score means higher overall attainment

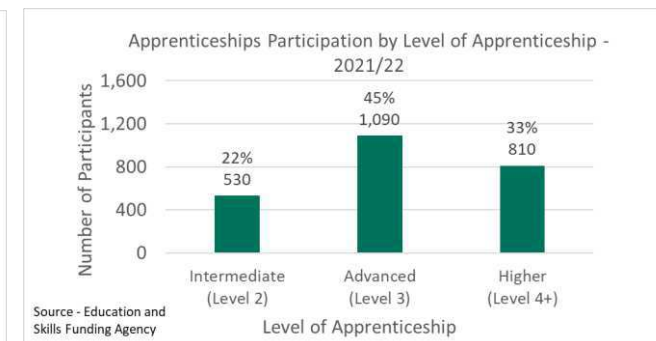
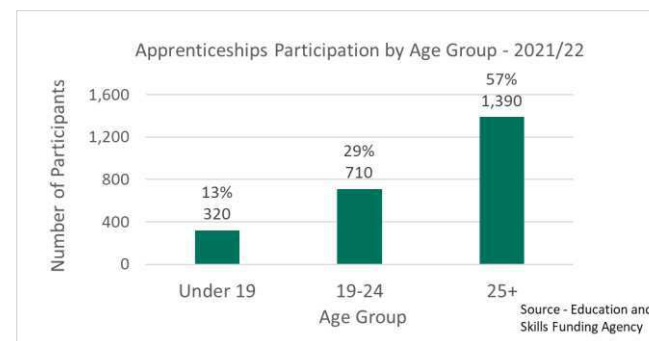
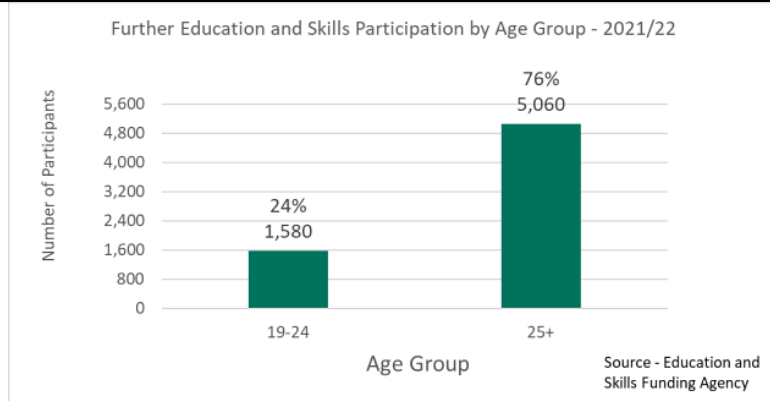
# Peterborough – Further Education and Skills (19+) and Apprenticeships (16+) (2021/22 Academic Year)

## Further Education and Skills (Aged 19+)

## Apprenticeships (Aged 16+)

|  |   |
|--|---|
| <b>Further Education and Skills Participants</b><br>(Attended at least one day of learning with academic year) | <b>6,640</b><br><b>+10% Higher than 2020/21</b> |
|--|---|

|  |   |
|--|---|
| <b>Apprenticeship Participants</b><br>(Attended at least one day of learning with academic year) | <b>2,420</b><br><b>-1% Lower than 2020/21</b> |
|--|---|



| Further Education and Skills (19+) Enrolments by Top 5 Subject Sectors (2021/22) |            |                       |
|--|------------|-----------------------|
| Total Enrolments – 14,586  |            |                       |
| Sector   | Enrolments | % of Total Enrolments |
| Preparation for Life and Work  | 5,652      | 39%                   |
| Health, Public Services and Care   | 2,963      | 20%                   |
| Business, Administration and Law   | 2,001      | 14%                   |
| Engineering and Manufacturing Technologies                                       | 850        | 6%                    |
| Information and Communication Technology   | 776        | 5%                    |

An enrolment indicates a learner was taking part in qualification or framework within the given academic year

| Apprenticeship (16+) Starts by Top 5 Subject Sectors (2021/22) |        |             |
|--|--------|-------------|
| Total Starts – 1,153   |        |             |
| Sector   | Starts | % of Starts |
| Business, Administration and Law                               | 368    | 32%         |
| Health, Public Services and Care                               | 313    | 27%         |
| Engineering and Manufacturing Technologies                     | 141    | 12%         |
| Retail and Commercial Enterprise                               | 130    | 11%         |
| Information and Communication Technology                       | 67     | 6%          |

Starts indicate the number of learners who have started an apprenticeship programme within a given year

**Note** – Publicly available Further Education and Skills data includes Apprenticeships, Community Learning, and Education and Training provision taken at General Further Education Colleges (including Tertiary), Sixth Form Colleges, Special Colleges (Agricultural and Horticultural Colleges, and Art and Design Colleges), Specialist Colleges and External Institutions for participants aged 19 and over. Apprenticeship data includes information on all participants aged 16 and above. Because a participant can enrol in multiple qualifications throughout a year under different categories, the total number of participants may not equal the sum of any one category, enrolments for further education will be higher than the number of participants



# South Cambridgeshire Local Authority District Labour Market and Skills Profile

**This area profile has been produced to provide a series of metrics on the labour market and skills profiles of South Cambridgeshire. These profiles should be used for information purposes only**

Produced by Cambridgeshire County Council Policy and Insight Team  
on behalf of Cambridgeshire and Peterborough Combined Authority

# South Cambridgeshire – Key Definitions

| Term  | Definition  |
|---|---|
| <b>Attainment 8 Score (Key Stage 4)</b>                                   | Overall measure of pupil GCSE level attainment at state-funded mainstream schools in England. A higher attainment 8 score means higher overall attainment.  |
| <b>Average Point Score (Key Stage 5)</b>                                  | An overall measure of pupil attainment at Key Stage 5 where points are assigned based on qualification and grade , a higher score means higher overall attainment   |
| <b>Consumer Price Index including Owner Occupier Housing Costs (CPIH)</b> | Headline measure of inflation used by the Office for National Statistics  |
| <b>Economically Active</b>  | Employed or unemployed and available or seeking work  |
| <b>Economically Inactive</b>  | Unemployed and not available for or actively seeking work   |
| <b>Employment Rate</b>  | Proportion of total 16-64 population who are employed   |
| <b>Middle Layer Super Output Area (MSOA)</b>                              | A geographical as defined in the 2021 Census. They comprise between 2,000 and 6,000 households and have a usually resident population between 5,000 and 15,000 persons. MSOAs fit within local authorities. |
| <b>Unemployment Rate</b>  | Proportion of total 16-64 <i>economically active</i> population who are unemployed  |

# South Cambridgeshire – Data Sources

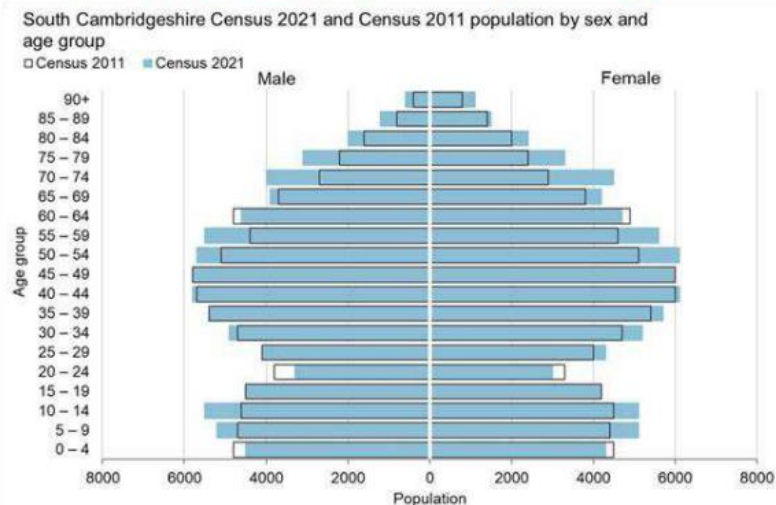
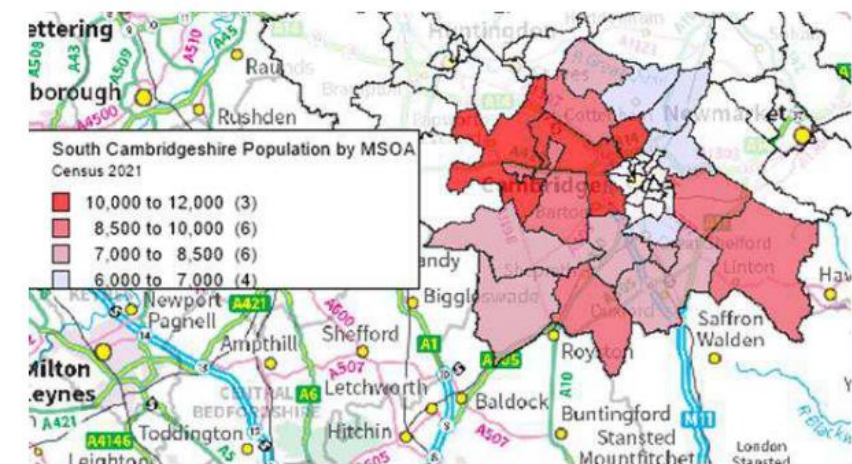
| Source   | Publisher  | Reference Time Period                      | Description of Source   | Profile Metrics   |
|--|--|--|---|---|
| <b>Annual Population Survey</b>                    | Office for National Statistics                     | January – December 2022                    | Residence based labour market survey, updated quarterly   | Employment Rate   |
|  |  |  |   | Unemployment Rate   |
| <b>Annual Survey of Hours and Earnings</b>         | Office for National Statistics                     | 2020 to 2022                               | Survey conducted in April of each year to obtain information about the levels, distribution and make-up of earnings and hours worked for employees.   | Weekly Median Wage  |
|  |  |  |   | Wage Growth   |
| <b>Census 2021</b>                                 | Office for National Statistics                     | 2021                                       | Data from the 2021 Census carried out on 21 March 2021  | Population  |
|  |  |  |   | Highest Level of Qualification                                |
|  |  |  |   | Economic Inactivity and Reason for Inactivity                 |
|  |  |  |   | Sector of Employment  |
| <b>Income Deprivation Affecting Children Index</b> | Department for Levelling Up, House and Communities | 2019                                       | Sub-Domain of the Indices of Multiple Deprivation which measures the proportion of children aged 0-15 who lived in income deprived households in 2019 | Income Deprivation Affecting Children Index                   |
| <b>Individualised Learner Record</b>               | Education and Skills Funding Agency                | 2021/22 Academic Year (Aug '21 – July '22) | Central data collection from further education colleges and other   | Further Education and Skills                                  |
|  |  |  |   | Apprenticeships   |
| <b>School Attainment</b>                           | Department for Education                           | 2021/22 Academic Year (Aug '21 – July '22) | Key stage 4 and Key Stage 5 assessment measures for state funded schools and colleges in England  | Key Stage 4 Attainment 8 Score                                |
|  |  |  |   | Key Stage 5 Attainment 8 Score                                |
| <b>Sustained Destination Data</b>                  | Department for Education                           | 2021/22 Academic Year (Aug '21 – July '22) | Information on the sustained destinations of learners in the 2020/21 academic year who completed their study in 2019/20                               | Sustained destination of Key Stage 4 and Key Stage 5 Learners |
| <b>Vacancies Information</b>                       | Lightcast  | 2022                                       | Collation of data on online job postings and vacancies information  | Total Vacancies/ Job Postings                                 |
|  |  |  |   | Vacancies/Job Postings by Sector                              |



## Total Population – Census 2021

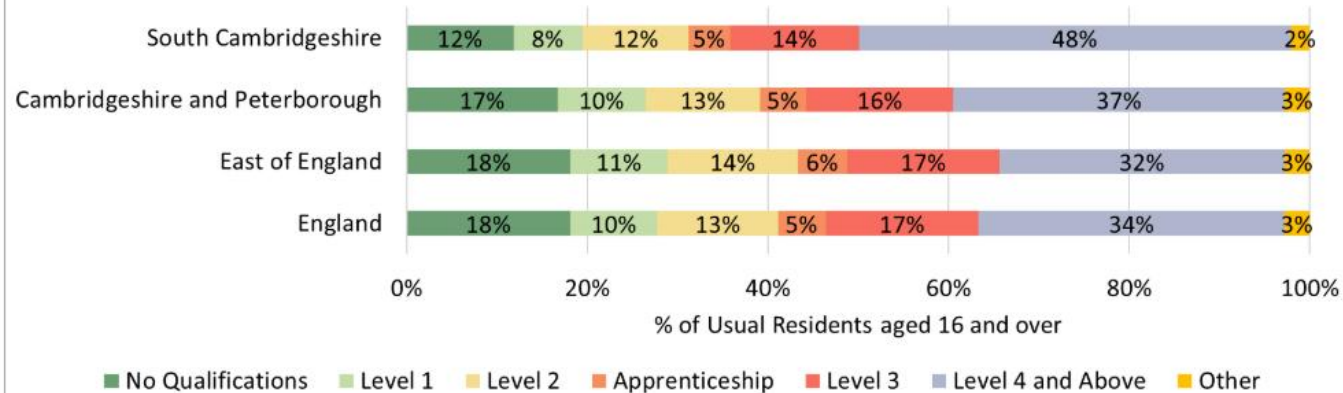
**162,118**

18% of Cambridgeshire and Peterborough's Population  
+9% higher than 2011



## Highest Level of Qualification (16+ Population) – Census 2021

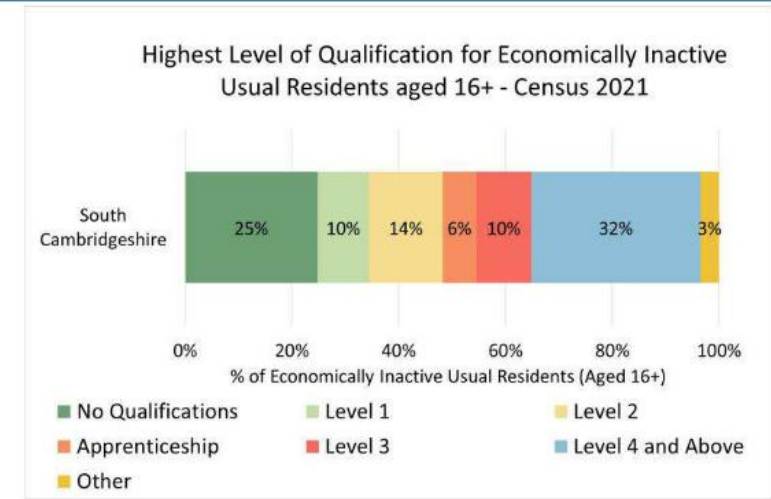
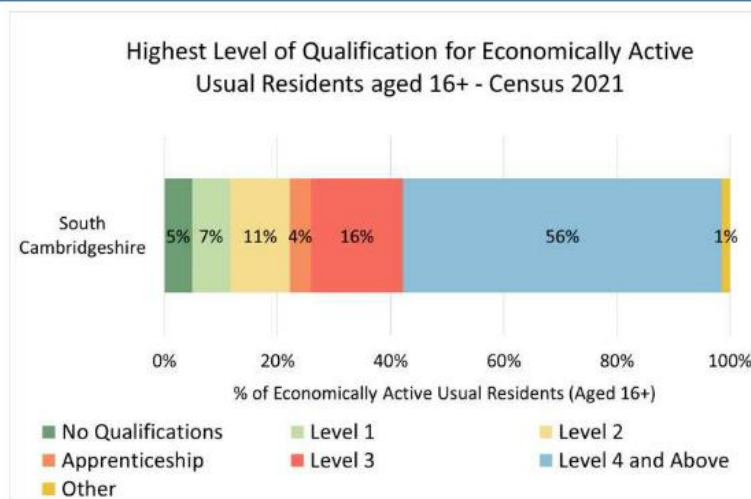
Level of Highest Qualification of South Cambridgeshire Usual Residents aged 16+ including National and Regional Comparison - Census 2021



South Cambridgeshire has a higher proportion of residents with level 4+ qualifications (48%) than Cambridgeshire and Peterborough (37%) and England (34%)

## Economically Active (16+ Population)

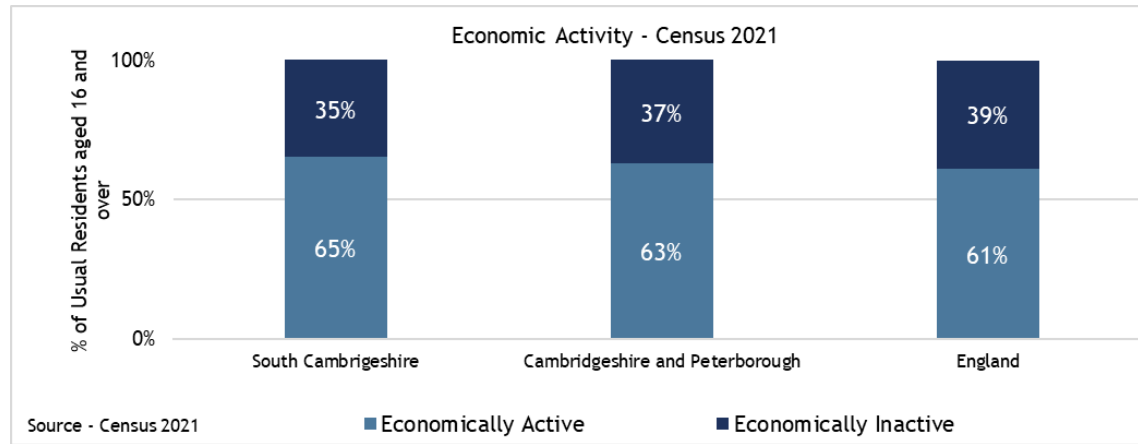
## Economically Inactive (16+ Population)



## Employment and Unemployment Rate – Annual Population Survey 2022

| Geography                       | Employment Rate | Unemployment Rate |
|---------------------------------|-----------------|-------------------|
| South Cambridgeshire            | 79.4%           | 1.8%              |
| Cambridgeshire and Peterborough | 80.1%           | 2.9%              |
| England                         | 75.8%           | 3.7%              |

## Economic Activity (16+ Population) – Census 2021



South Cambridgeshire has a higher proportion of economically inactive residents than England and is 4 percentage points higher than Cambridgeshire and Peterborough

### Reason for Economic Inactivity – Census 2021

| Reason for Economic Inactivity | % of Economically Inactive Population |                                 |         |
|--------------------------------|---------------------------------------|---------------------------------|---------|
|                                | South Cambridgeshire                  | Cambridgeshire and Peterborough | England |
| Retired                        | 65%                                   | 54%                             | 55%     |
| Student                        | 12%                                   | 18%                             | 14%     |
| Looking after Home or Family   | 11%                                   | 12%                             | 12%     |
| Long Term Sick                 | 6%                                    | 9%                              | 10%     |
| Other                          | 5%                                    | 7%                              | 8%      |

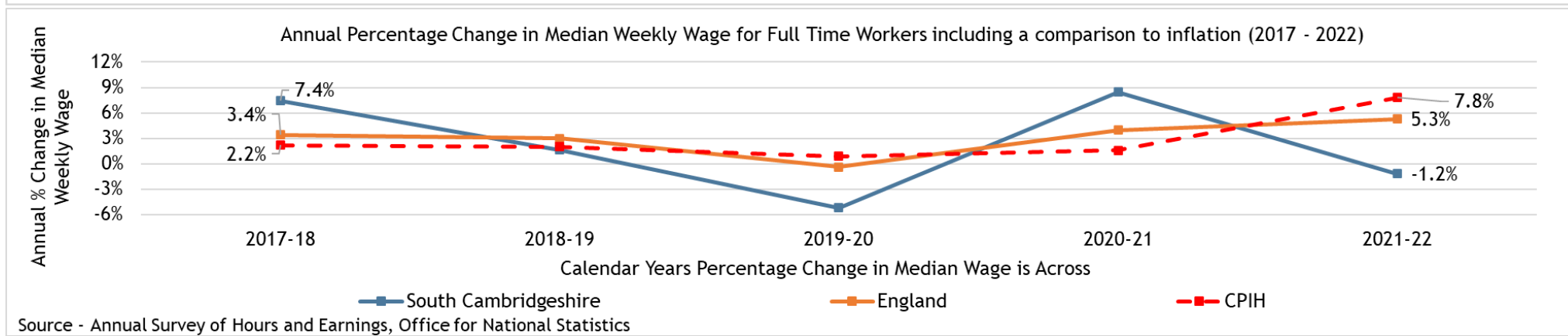
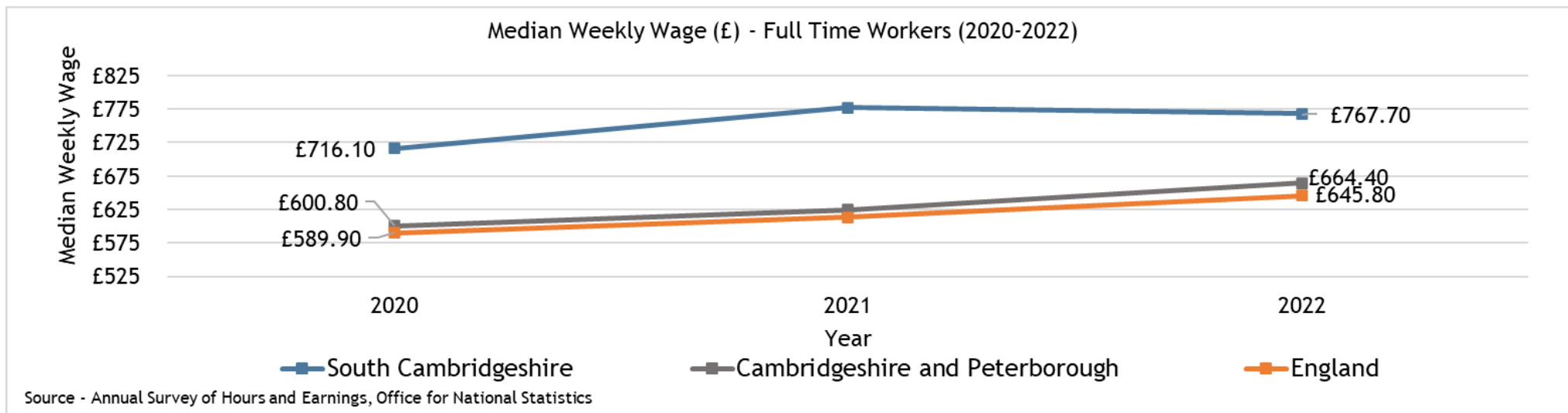
## Employment and Vacancies by Sector

| Top Ten Employment Sectors - Census 2021                             |                 |                     |
|--|-----------------|---------------------|
| Employment Industry  | Number Employed | Percentage of Total |
| Education  | 13,102          | 16%                 |
| Human Health and Social Work Activities                              | 11,677          | 14%                 |
| Professional, Scientific and Technical Activities                    | 9,933           | 12%                 |
| Wholesale and Retail Trade; Repair of Motor Vehicles and Motorcycles | 8,432           | 10%                 |
| Information and Communication  | 7,224           | 9%                  |
| Manufacturing  | 6,735           | 8%                  |
| Construction   | 5,882           | 7%                  |
| Administrative and Support Service Activities                        | 3,504           | 4%                  |
| Other  | 3,493           | 4%                  |
| Public Administration and Defence; Compulsory Social Security        | 3,053           | 4%                  |

### Top 5 Sectors With Most Vacancies – Lightcast 2022

| Total Vacancies                               |                   | 7,981               |
|---|-------------------|---------------------|
| Employment Sector                             | Vacancies in 2022 | Percentage of Total |
| Human health and social work activities       | 965               | 12%                 |
| Information and communication                 | 915               | 11%                 |
| Administrative and support service activities | 884               | 11%                 |
| Manufacturing                                 | 721               | 9%                  |
| Transportation and storage                    | 577               | 7%                  |

# South Cambridgeshire – Wages and Wage Growth – Annual Survey of Hours and Earnings 2020-22



The Consumer Price Index including Owner Occupier Housing Costs (CPIH) is the Office for National Statistics' headline inflation statistic  
 Note – The inflation figures in the chart above is for April of that year as this is the month the Annual Survey of Hours and Earnings is taken. For example, the 2021-22 figure is inflation as of April 2022

- In 2022, wages in South Cambridgeshire were +16% higher than the regional average and +19% higher than the national average
- In 2022, compared to 2021, the median weekly wage fell by -1.2% and was -9% percentage points below CPIH

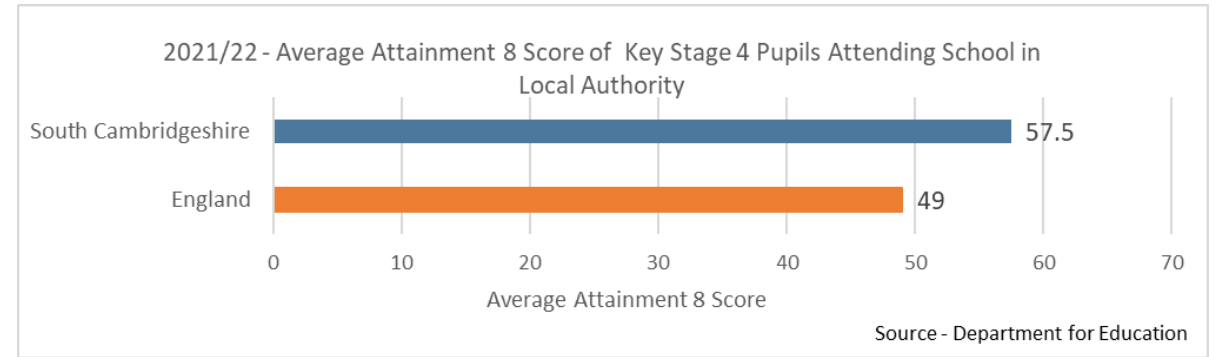
# South Cambridgeshire – Income Deprivation Affecting Children, Secondary Education Performance and Outcomes

## Income Deprivation Affecting Children - 2019

According to the Indices of Multiple Deprivation (2019) South Cambridgeshire ranks (where 1 means most relatively deprived and 317 means least relatively deprived)

- **291<sup>st</sup> most relatively deprived out of 317** English local authorities in 2019 when looking at children who live in income deprived households.
- This would place South Cambridgeshire within **the 10% least relatively deprived local authorities in England when considering income deprivation affecting children**

## Key Stage 4 School Results – DfE 2021/22 Academic Year



**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**  
 Attainment 8 is an overall measure of pupil GCSE level attainment at state-funded mainstream schools in England. A higher attainment 8 score means higher overall attainment.

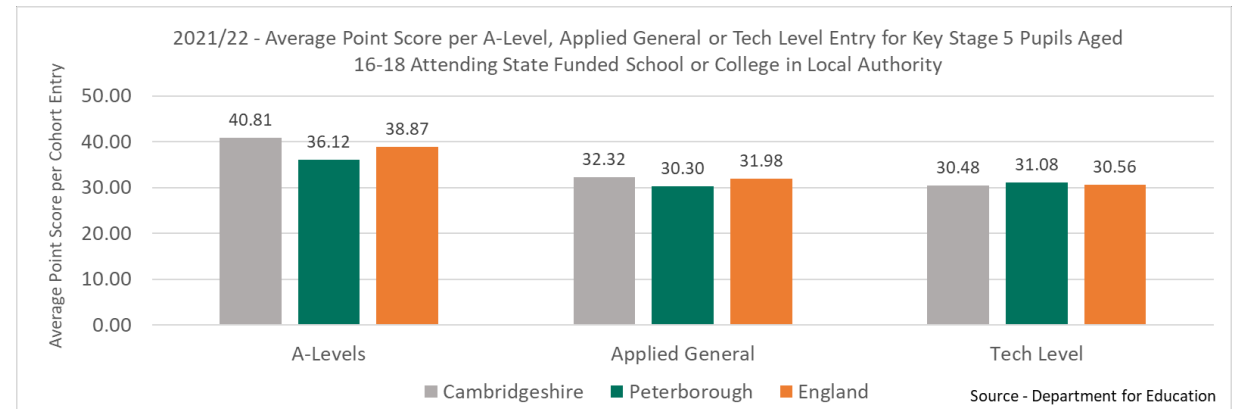
## Key Stage 4 and 5 Sustained Destinations – DfE 2020/21 Academic Year

| Sustained Destination Type              | % of Pupils who Completed Key Stage 4 in 2020 | Sustained Destination Type              | % of Pupils who Completed Key Stage 5 in 2020 |
|---|---|---|---|
| Education                               | 93%   | Education                               | 37.3%   |
| Apprenticeship                          | 1.7%  | Apprenticeship                          | 7.9%  |
| Employment                              | 2.1%  | Employment                              | 30.7%   |
| <b>Total with sustained destination</b> | <b>96.8%</b>                                  | <b>Total with sustained destination</b> | <b>75.8%</b>                                  |

**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**

A destination is counted as sustained if the pupil is recorded as having participated in it for at least 6 months of the destination year (2020/21)

## Key Stage 5 Results – DfE 2021/22 Academic Year



**Please note – This information is based on the location of the institution a pupil attended and not necessarily their local authority of residence**

Average Point score is an overall measure of pupil attainment, a higher score means higher overall attainment



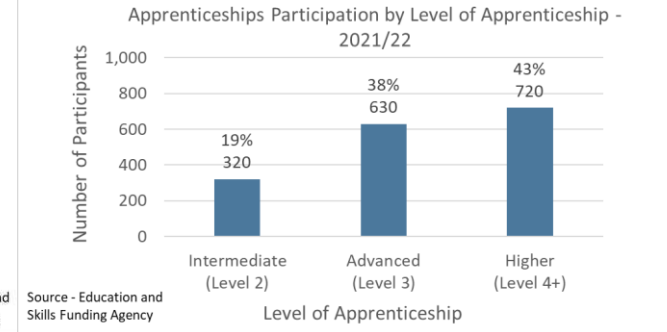
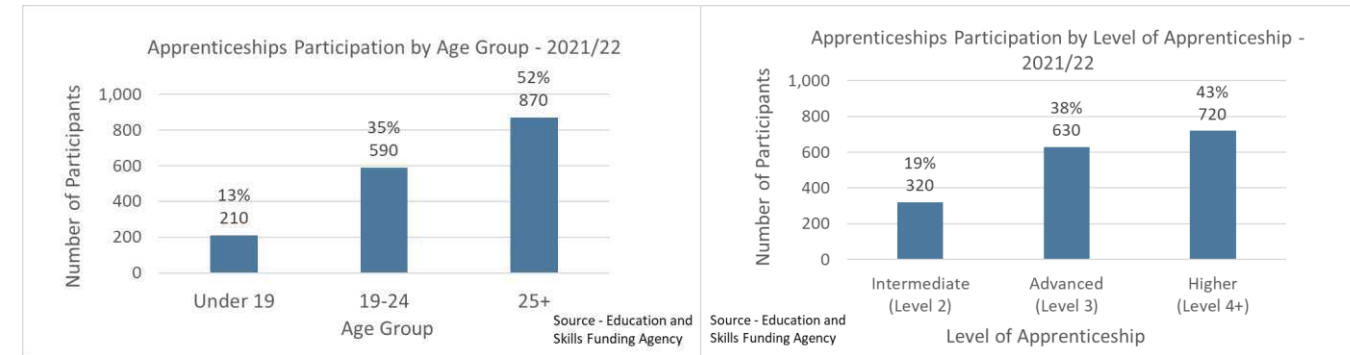
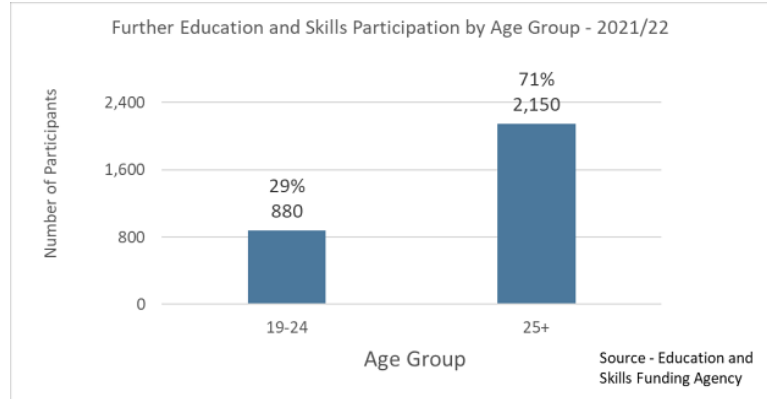
# South Cambridgeshire – Further Education and Skills (19+) and Apprenticeships (16+) (2021/22 Academic Year)

## Further Education and Skills (Aged 19+)

## Apprenticeships (Aged 16+)

|  |  |
|--|--|
| <b>Further Education and Skills Participants</b><br>(Attended at least one day of learning with academic year) | <b>3,030</b><br><b>+1% Higher than 2020/21</b> |
|--|--|

|  |  |
|--|--|
| <b>Apprenticeship Participants</b><br>(Attended at least one day of learning with academic year) | <b>1,670</b><br><b>+1% Higher than 2020/21</b> |
|--|--|



| Further Education and Skills (19+) Enrolments by Top 5 Subject Sectors (2021/22) |            |                       |
|--|------------|-----------------------|
| Total Enrolments – 6,198   |            |                       |
| Sector   | Enrolments | % of Total Enrolments |
| Health, Public Services and Care   | 1,499      | 24%                   |
| Preparation for Life and Work  | 1,424      | 23%                   |
| Business, Administration and Law   | 1,160      | 19%                   |
| Engineering and Manufacturing Technologies                                       | 488        | 8%                    |
| Information and Communication Technology   | 318        | 5%                    |

An Enrolment indicates a learner was taking part in qualification or framework within the given academic year

| Apprenticeship (16+) Starts by Top 5 Subject Sectors (2021/22) |        |             |
|--|--------|-------------|
| Total Starts – 709   |        |             |
| Sector   | Starts | % of Starts |
| Health, Public Services and Care                               | 228    | 32%         |
| Business, Administration and Law                               | 181    | 26%         |
| Engineering and Manufacturing Technologies                     | 73     | 10%         |
| Retail and Commercial Enterprise                               | 65     | 9%          |
| Construction, Planning and the Built Environment               | 55     | 8%          |

Starts indicate the number of learners who have started an apprenticeship programme within a given year

**Note** – Publicly available Further Education and Skills data includes Apprenticeships, Community Learning, and Education and Training provision taken at General Further Education Colleges (including Tertiary), Sixth Form Colleges, Special Colleges (Agricultural and Horticultural Colleges, and Art and Design Colleges), Specialist Colleges and External Institutions for participants aged 19 and over. Apprenticeship data includes information on all participants aged 16 and above. Because a participant can enrol in multiple qualifications throughout a year under different categories, the total number of participants may not equal the sum of any one category, enrolments for further education will be higher than the number of participants



|  |             |
|--|-------------|
| <b>Skills &amp; Employment Committee</b> | Agenda Item |
| <b>5 July 2023</b>                       | <b>6</b>    |

|                      |  |
|----------------------|--|
| Title:               | AEB Local Innovation Fund Allocations 2023/24                        |
| Report of:           | Parminder Singh Garcha, Senior Responsible Officer – Adult Education |
| Lead Member:         | Cllr Lucy Nethsingha   |
| Public Report:       | Yes  |
| Key Decision:        | Yes KD2023/028   |
| Voting Arrangements: | Choose from the following:<br>A A simple majority of voting Members  |

| <b>Recommendations:</b> |   |
|-------------------------|---|
| A                       | Recommend the Combined Authority Board approve allocations from the Local Innovation Fund 2023-24 to the organisations listed in this report.   |
| B                       | Recommend that the Combined Authority Board delegates authority to the Assistant Director - Skills in consultation with the Chief Finance Officer and Monitoring Officer, to enter and sign grant funding agreements with the organisations set out in this report.   |
| C                       | Recommend that the Combined Authority Board delegates authority to the Assistant Director - Skills in consultation with the Chief Finance Officer and Monitoring Officer, to procure, tender and award and sign a three-year contract for services for the ESOL Single Point of Contact (SPOC) following conclusion of procurement. |

| <b>Strategic Objective(s):</b>   |   |
|--|---|
| 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                          |
| 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):   |   |
| <ul style="list-style-type: none"><li>• <b>Pre-work learning and formal education:</b> 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.</li><li>• <b>Employer access to talent:</b> developing priority skills that support sustainable growth, improving employers' engagement with education and improving job quality</li><li>• <b>Life-wide and lifelong learning:</b> improving access to life wide careers guidance and a rich learning and skills offer to upskill and reskill residents through their life-course</li></ul> |   |

- **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 As a key decision, this report requests that the Skills and Employment Committee recommend to the Combined Authority Board:
- Approval and delegations for funding allocations from the Local Innovation Fund to the organisations set out in the report
  - Authority and delegations to the Assistant Director of Skills to enter into grant funding agreements and sign contracts for services with organisations.

## 2. Proposal

- 2.1 Since 2020/21 academic year, the Combined Authority has provided an Innovation Fund, taken as a 'top-slice' from the main devolved Adult Education Budget (AEB) allocation. The purpose of the Local Innovation Fund (LIF) is to provide discretionary funding to learning and other local organisations to build capacity and infrastructure, pilot new approaches, strengthen partnership working and provide leverage of additional funding.

In the Medium-Term Financial Plan for the 2023/24 financial year, £955,000 is allocated to LIF from the Adult Education Budget (AEB). This consists of a recurrent £500,000 'top-slice', plus carry-forward of underspends from previous years. Not all the funding has been assigned to specific providers to date but was allocated to themes in a report to the Skills Committee in September 2022.

Thus, now approval is sought allocate **£820,000** out of the £955,000 of available LIF to the organisations set out in Table A below. Approval to enter into grant funding agreements with the organisations is requested. Note that the ESOL SPOC will be procured and the ESOL Planning Partnership allocation will be centrally administered by the Combined Authority. A summary of the projects is provided in sections 2.2 – 2.9 below.

Approving this allocation will leave £135,000 of 2023/24 LIF unallocated; as priorities emerge which support the implementation of the Employment and Skill Strategy these will be brought to the Committee to consider for support.

**TABLE A:**

|    | Theme                           | Project  | Allocation  | Organisation                            | Agreement type          |
|----|---------------------------------|--|---|---|-------------------------|
| 1. | Life-wide and Lifelong Learning | Third Sector Lifelong Learning Commission  | £240,000 of AEB<br>£100,000 of Multiply<br>Total = £340,000 | Cambridgeshire Community Foundation     | Grant funding agreement |
| 2. | Life-wide and Lifelong learning | Infrastructure Support for Third Sector Organisations across Cambridgeshire delivering | £40,000 for 2023/24   | Cambridge Council for Voluntary Service | Grant funding agreement |

|    |   |   |   |   |  |
|----|---|---|---|---|--|
|    |   | Employment and Skills projects  |   |   | Item 6   |
| 3. | Life-wide and Lifelong learning                                   | Infrastructure Support for Third Sector Organisations across Peterborough delivering Employment and Skills projects | £20,000 for 2023/24   | Peterborough Council for Voluntary Service  | Grant funding agreement                          |
| 4. | Pre-work learning and formal education and Life-wide learning     | Enhancing Equity, Diversity, and Inclusion across the Skills System   | £50,000 for 2023/24<br><br>(£50,000 planned for 2024/25) *          | Inspire Education Group   | Grant funding agreement                          |
| 5. | Life-wide and Lifelong learning                                   | Development of an Essential Skills Route Map (Adult Literacy, Numeracy, Digital and Work Readiness)                 | £20,000   | Learning and Work Institute   | Grant funding agreement                          |
| 6. | Life-wide and Lifelong learning and Support into and between work | ESOL Single Point of Contact  | £50,000<br><br>(£120,000 per year planned for 2024/25 and 2025/26)  | Procurement process to be launched in July  | Contract for Services                            |
| 7. | Life-wide and Lifelong learning and Support into and between work | ESOL Planning Partnership   | £10,000   | Administered by CPCA  | N/A  |
| 8. | Life-wide and Lifelong learning                                   | Learning & Skills Hub at Viva in Soham  | £30,000   | Workers Education Association or West Suffolk College (in partnership with Viva and ECDC) | Grant funding agreement                          |
| 9. | Support into and between work                                     | Ring-fencing of 'Match' funding towards external funding proposals  | £300,000  | tbc   | Grant funding agreement or Contract for Services |
| 10 | All themes  | Development of the Regional Curriculum  | £50,000   | tbc   | Grant funding agreement or Contract for Services |
|    |   | <b>Total AEB LIF allocated</b>  | <b>£820,000</b><br><b>(+ £170k in 2024/25 and £120k in 2025/26)</b> |   |  |

2.2

**Third Sector Lifelong Learning Commission**



The Skills Committee of September 2023 approved the approach to allocate £300,000 of Local Innovation Fund and £100,000 of Multiply towards establishing a Third Sector Lifelong Learning Commission. This programme aims to administer small grants of between £5,000 to £30,000 to local voluntary and community sector organisations across the Mayoralty who are working with under-served or 'disadvantaged' communities; to provide adult learning opportunities closer to communities to enable re-engagement or progression onto our mainstream courses. Grants may be awarded for up to two years, to enable the projects to deliver and track positive outcomes.

The objective is to deepen the reach of Combined Authority funded learning programmes into rural, under-served and communities of interest. This includes both accredited and non-accredited courses and engagement activities which aim to motivate and inspire individuals into education, training, volunteering and/or employment. Wider outcomes include improved health and wellbeing, improved community connection, resilience and active citizenship.

Working in partnership with Cambridge Council for Voluntary Service, Hunts Forum and Peterborough Council for Voluntary Service, an Expression of Interest process was launched in February 2023 to identify a suitable local 'Lead Organisation' to co-design and implement the programme. Two local organisations submitted strong applications and Cambridgeshire Community Foundation (CCF) was successful.

Developmental work with CCF is underway in creating an innovative small grants scheme that brings learning and opportunities closer to communities. The grants programme is set for a September launch. Co-production with CVSs and constituent councils will help to shape the grants scheme and ensure it does not duplicate other grant funding programmes.

**2.3 Infrastructure Support for Third Sector Organisations delivering Employment and Skills programmes**

At the Skills Committee of 7 November 2022, a report setting out the approach to working together with the third sector was approved by members. This included a £300,000 allocation from LIF. Consultation with CVSs and stakeholders identified there is a gap in infrastructure and developmental support to the sector. Therefore, it is proposed to allocate £20,000 to PCVS and £40,000 to CCVS to deliver this support across the sub-region, out of the original £300,000 allocated in November 2022. This will fund the delivery of short courses to support capacity building, technical support with compliance, delivery best practice and training for volunteering.

**2.4 Enhancing Equity, Diversity, and Inclusion across the Skills System**

Following publication of Census 2021 data, discussions at our Annual FE Think Tanks and with the Association of College; partners identified the need to improve practice across the skills system, with the aspiration of Cambridgeshire and Peterborough being an inclusive place for all learners. Inspire Education Group (IEG) offered to host a regional EDI Co-ordinator to facilitate a programme of best practice on behalf of other providers. ing for two years has been allocated to enable embedding of best practice.

**2.5 Development of an Essential Skills Route Map (Adult Literacy, Numeracy, Digital and Work Readiness)**

Preparation for Work and Life is the largest subject area that is funded through AEB. This includes Essential Skills and employability programmes. The Combined Authority has not reviewed the impact and efficacy of the courses and activities funded under this subject, to ensure the best value for our investment and outcomes for Citizens. Our target is to reduce the number of residents with no qualifications and so improving practice would help accelerate this. The Institute for Learning and Work are nationally recognised as the leading policy and research organisation in this space. They will be

|     |  |
|-----|--|
|     | commissioned to undertake qualitative and quantitative review of our provision, drawing on national best practice and provide recommendations for funding policy, provider practice and commissioning.   |
| 2.6 | <p><b>ESOL Single Point of Contact (SPOC)</b></p> <p>The Annual Report for the ESOL Local Planning Partnerships was presented at the January 2023 Skills Committee. This set-out the case for commissioning a SPOC for the sub-region, building on national best-practice and consultation with local stakeholders. A procurement exercise is planned subject to Board approval, for a three-year contract, with an allocation of £50,000 from 2023/24 LIF and up to a further £200,000 for subsequent years.</p>  |
| 2.7 | <p><b>ESOL Planning Partnership development</b></p> <p>ESOL Planning Partnerships have provided successful network governance to improve the ESOL offer. This allocation is to enable, and fund added value initiatives that are agreed by the partnership, that build capacity, pathways, and the quality of provision, such as training and events. The budget will be held centrally by the Combined Authority and expenditure agreed and overseen by the ESOL Planning Partnership.</p>  |
| 2.8 | <p><b>Soham Learning &amp; Skills Hub</b></p> <p>East Cambridgeshire has a decreasing trend in residents participating in adult learning. The district has been identified as a 'cold-spot' for wider FE infrastructure, including 16-18 provision. This project builds the partnership of the District Council, WEA, West Suffolk College and Viva Arts in Soham through co-ordination, outreach, and promotion of the learning offer.</p>  |
| 2.9 | <p><b>Ring-fencing of Match funding towards external funding proposals</b></p> <p>At the June 2023 Skills Committee, members approved the proposal to ring-fence £300,000 as potential 'match' funding to strengthen proposals to external funders such as the National Lottery, DWP and Youth Futures Foundation. Subject to approval at Board and further consultation with constituent councils and stakeholders this funding will be ring-fenced in the budget for 'match'. An external bid-writer with suitable experience will be engaged to prepare applications.</p> |

### 3. Background

|     |  |
|-----|--|
| 3.1 | <p>At the Skills Committee of 27 April 2020, the creation of a recurrent AEB Innovation Fund was approved and the process for allocating funding agreed on 14 September 2020. A separate budget line for the Innovation Fund was created for the 2020/21 financial year. The budget included an additional allocation from the Local Growth Fund of £323,700 to be spent on capital expenditure plus £336,700 to be spent on revenue expenditure (taken from AEB unallocated funds from 2019/20) making a total of £660,400 available for existing AEB funded providers to bid into through a grant funding process. A total of 18 projects were funded in 2020/21 and £571,339 claimed from the £660,400 budget.</p> <p>For the 2021/22, a budget of £1m was allocated from 'recycled' AEB for the 2021/22 financial year with expenditure of £0.6m reported. There were 15 projects that proceeded, and underspend carried forward into 2023/24.</p> |
| 3.2 | <p>At the Skills Committee of 7 November 2023, a review of the Innovation Fund was tabled and recommendations for allocations for the 2022/23 academic year were made, including £406,000 that remained unallocated.</p>   |
| 3.3 | <p>An Impact Evaluation of the first three years of AEB has been commissioned, with Euonia Associates undertaking this work over the summer. The Innovation Fund will be included in the evaluation findings. This is due to report at the Autumn meetings of the Skills and Employment Committee.</p>   |

## 4. Appendices

|     |  |
|-----|--|
| 4.1 | <i>Add appendices to cover detail related to the proposal – in this section insert the links to those appendices</i> |
|-----|--|

## 5. Implications

### Financial Implications

|     |  |
|-----|--|
| 5.1 | The Combined Authority received its annual Section 31 Funding Letter from the Department for Education (DfE) on 9 February 2023, for the Adult Education Budget. Funding of £12,054,361 (2022/23: £11,977,722) is confirmed for the 2023/24 academic year for AEB. There is a budget of £955,000 allocated to Local Innovation Fund for 2023/24 within the Medium-Term Financial Plan. |
|-----|--|

### Legal Implications

|     |  |
|-----|--|
| 6.1 | 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.   |
| 6.2 | Following Board approval, legal and finance will undertake due diligence on the four charities before issuing Grant Funding Agreements for the Third Sector Commission and the Essential Skills Route map. A procurement exercise is planned for the ESOL SPOC and a contract for services will be awarded to the successful organisation following completion of due diligence and subsidy control. |

### Public Health Implications

|     |   |
|-----|---|
| 7.1 | The report recommendations have positive implications for public health. Participation in adult learning improves the health and wellbeing of participants and wider society. In addition, the AEB funds skills training for professionals 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. Environmental Conservation courses and Carbon literacy are funded by AEB. In addition, training for retrofit occupations (in construction trades) and electric vehicle maintenance and charging and digital skills are also funded by AEB, FCFJ and Skills Bootcamps. |
|-----|--|

### 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 which seek to widen participation and make learning opportunities more accessible for all citizens including all protected characteristics.   |
| 9.2 | Within their funding allocation, all Learning Organisations have Learner Support Funds to enable them to discharge their duties under the Equalities Act 2010. Funding is provided to enable reasonable adjustments and additional support to be provided for learners with learning difficulties and disabilities, to access and progress in learning. |

### Background Papers

|      |  |
|------|--|
| 10.1 | <a href="#">Employment and Skills Strategy 2022</a><br><br><a href="#">Skills and Employment Committee 5 June 2023 – Proposals for External Funding</a><br><br><a href="#">Skills Committee Report 9 January 2023 – ESOL Local Planning Annual Report</a><br><br><a href="#">Skills Committee Report 7 November 2022 – Review of Innovation Fund and Proposals for 2022/23</a> |
|------|--|

[Skills Committee Report 7 November 2022 – Working Together with the Third Sector](#)

[Skills Committee Report 13 Sept 2021- AEB Reserve and Innovation Fund 2021/22](#)

[Skills Committee Report 14 Sept 2020 - AEB Innovation Fund](#)



|  |   |             |
|--|---|-------------|
| <b>Skills &amp; Employment Committee</b> |   | Agenda Item |
| <b>5 June 2023</b>                       |   | <b>7</b>    |
| Title:                                   | UK SPF – Skills Projects and Succession Planning for Skills Brokerage Service |             |
| Report of:                               | Alexis McLeod – Senior Programme Manager                                      |             |
| Lead Member:                             | Cllr Lucy Nethsingha  |             |
| Public Report:                           | Yes   |             |
| Key Decision:                            | No  |             |
| Voting Arrangements:                     | A simple majority of voting Members   |             |

| <b>Recommendations:</b> |   |
|-------------------------|---|
| A                       | To receive further detail in relation to three Combined Authority wide UK Shared Prosperity Fund (UKSPF) projects as identified within the published UKSPF Investment and Implementation plans.   |
| B                       | To endorse the outlined approach to developing a suitable vehicle for the collective delivery of the three projects.  |
| C                       | To note that the Assistant Director - Skills in consultation with the Lead member for Skills will identify and implement a best value delivery model in respect to the projects outlined within the proposal. This will include:<br>Identification of the preferred delivery mechanism<br>Development of strategic commissioning if appropriate |

| <b>Strategic Objective(s):</b>   |   |
|--|---|
| 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                          |
| Projects outlined within this proposal will make significant contributions to all four of the strategic priorities set out within the Combined Authorities Employment and Skills Strategy, they are;   |   |
| <ul style="list-style-type: none"><li>• <b>Pre-work learning and formal education:</b> ensuring all residents of the combined authority are able to access high quality careers information, raising awareness of training routes and pathways into sectors and occupations</li><li>• <b>Life-wide learning and training:</b> working with employers to create opportunities for employed residents to up skill and reskill, increasing workbased learning opportunities, particularly apprenticeships.</li><li>• <b>Employer access to talent:</b> Supporting employers to identify and enact skills solutions which will enable growth, driving up engagement within the local skills landscape.</li></ul> |   |

- **Support into and between work:** supporting unemployed and NEETS to transition into training and employment, providing support for disadvantaged groups to access the labour market

## 1. Purpose

|     |   |
|-----|---|
| 1.1 | <p>To provide members with information in relation to the three Combined Authority wide skills projects as identified within the Combined Authority's UKSPF Investment and Implementation plans;</p> <ol style="list-style-type: none"> <li>1. Holistic Online skills support incorporating (incorporating Growthworks with Skills Service offering and Integrating the Region of Learning Platform)</li> <li>2. All Age Careers Service across Cambridgeshire &amp; Peterborough</li> <li>3. Supported Internships across Cambridgeshire &amp; Peterborough</li> </ol> |
| 1.2 | <p>To invite members to provide feedback to in relation to the outline projects and mobilisation considerations as outlined within the proposal</p>   |
| 1.3 | <p>To note that the Assistant Director – Skills (In consultation with the Lead Member for Skills) will;</p> <ul style="list-style-type: none"> <li>• Seek appropriate engagement and advice in specific regards to mobilisation of the projects</li> <li>• Subsequently return to Skills Committee and Combined Authority Board members in September with a report outlining solutions identified and any financial or legal implications associated</li> </ul>   |

## 2. Proposal

|     |   |
|-----|---|
| 2.1 | <p>The UK Shared Prosperity fund (UKSPF), was launched by the UK Government in April 2022, The fund and was designed to provide a central pillar to the Governments Levelling up Agenda and a practical replacement for European Structural Investment Funding after the UK had withdrawn from the EU.</p> <p>Combined Authorities (and Local Authorities where Combined Authorities don't exist) have been given the responsibly through their UKSPF Local Investment Plan to design packages of provision and interventions to meet localised need. The Combined Authority has the responsibility for implementing this plan with Constituent Authority members as both key stakeholders and delivery partners.</p> <p>Funding for the majority of projects identified within the Cambridge and Peterborough UKSPF Implementation plan (approved by the Combined Authority Board in March 2023) has been passed down to Constituent Authorities to deliver localised projects, with the exception £1,347,850 which is to be retained by the Combined Authority to deliver three strategic skills projects, that will deliver outcomes across the area that will contribute directly to the priorities laid out within the Employment and Skills Strategy .</p> <p>These three projects will provide a universal skills offering; delivering data driven interventions which target areas of greatest social and economic need. For example, current labour market information suggests that 51% of economically active residents living in the Fenland District and 46% of those living in Peterborough do not hold a qualification above a level 2, compared to a Combined Authority average of around 30%. This data can be overlaid with sectoral needs analysis, and used to shape and adapt the delivery of interventions in a way that increases the likelihood of uptake within businesses most likely to employ those residents without creating exclusivity that would hinder uptake from other areas.</p> |
|-----|---|

- **Holistic Online skills support (incorporating Growthworks with Skills Service offering and Integrating the Region of Learning Platform)**

This project would offer a refined and refocused successor to the current skills brokerage provision delivered through Growthworks with Skills, the current funding and contract for which is due to end on the 31<sup>st</sup> December 2023.

Key features of the proposed framework for this revised service model are as follows;

Retaining the existing the Combined Authority owned Digital Talent Platform (DTP) as the central resource of the skills brokerage function; providing a 'one stop shop' for both employers and residents to be able to access up to date and locally driven skills content. Additional development of the site funded by the project will improve functionality and expand the breath of the mapped provision, enhancing local skills and employment support pathways, creating more points of access for a wider demographic, as well as improving the breath and quality of content for our local businesses.

The proposed project has a built-in, ringfenced budget, which will be used to support the ongoing roll out and embedding into the local landscape of the of the existing Cambridge City led 'Region of Learning' digital platform. Additionally, functionality will be developed to enable digital integration between the two web platforms.

'Skills brokers' will continue to be a strong feature of the skills brokerage model, developing skills based dialogues and relationships with our businesses, to increase the availability of skills opportunities within the local economy. Skills brokers will target employers based on priority sectors and scope for growth, to ensure efforts are focused on producing high quality opportunities at scale. Working closely with newly established Combined Authority Partnership Manager roles, Skills Brokers will ensure businesses are aware of, and able to access and inform the Combined Authority skills offer (AEB, Multiply, Bootcamps etc) as well as navigate the wider skills offer across the area.

The project will work in partnership with expert providers to introduce a series of in person and web-based events to raise awareness of skills and employment marketplace for SMEs

- **Age Careers Service across Cambridgeshire & Peterborough**

This project will seek to provide greater local join-up between existing national funded programmes and local intelligence and networks to ensure residents of all ages can access high quality, relevant careers information. The service will enhance the support to employers and educators already working in the careers education space to improve the provision, information and access. This service will broaden the reach of established national programmes with a focus on local employer engagement

In addition to the invaluable coordination and strategic oversight of careers in the region, this service will provide, operationally, the project will deliver:

Facilitation of employer engagement– identification of employers to support wider careers-based activities. This is an expansion of Talent Pledge, and will include; identification of employers to support our wider Careers Education, Information, Advice and Guidance (CEIAG) activity with offers including, but not limited to industrial placements, T level placements, curriculum development, teacher encounters, experiences of the workplace, supported internships, Enterprise Advisor activities and wider school specific activities to ensure Provider Access compliance.

Further development of digital tools – Expansion of careers Hub website to include a collaboration space for primary, secondary and FE. A resource repository for employers, cross referencing the local and national NCS offer. This tool is essential in underpinning the all-age offer, the portal will act as the window to the service and provide a mechanism of sustainability post project funding. It will support the harmonisation and development of age appropriate LMI resources that will allow individuals to make decisions based on local intelligence and allow educators to provided regionally relevant careers information as a part of the wider curriculum offer.

Careers fairs – working with partners and industry to increase funding and opportunity – Careers Fairs to be facilitated by Local Authority area. We envisage using the existing infrastructure to enhance the availability and profile of events where in existence and where a careers fair is not in existence, we will work to deliver this opportunity. The ambition is to hold events suitable for schools which will offer PAL compliant events and where teachers can access CPD as “Sector Spotlights”, a series of workshops are delivered to allow teachers to understand key sectors in the region that they can embed within their teaching. The events will also be for residents who may be seeking work or looking to understand local opportunities.

• **Supported Internships across Cambridgeshire & Peterborough**

Based on lessons learnt from the evaluation of the successful Community Renewal Fund (CRF) Funded ‘Turning Point’ Internship programme, this project will directly generate opportunities for long term NEETS to access fully paid, meaningful and structured experiences of workplaces.

Personal Skills Analysis to guide individuals in understanding and identifying opportunities for re-skilling, up-skilling and re-training. This will involve working directly with individuals to identify opportunities to transition into or back into work following an extended period of economic inactivity; into new roles with their existing skills, or to identify training that will support them in transitioning to a new role.

Training Needs Analysis to identify re-skilling, up-skilling and inclusive recruitment practices within a business. This will include working with (1) businesses to identify skills development opportunities and inclusive recruitment practices to meet skills shortages, and (2) businesses looking to develop or expand into key areas such as Net-zero or Digital by training their current staff.

Delivering real-world experiences of work through funded internship placements. Funding will be provided to employers to provide new work opportunities. To support these internships activities will include Workshops and webinars on a 1-to-many basis to highlight the benefits of, and ways to implement, internships; 1-to-1 meetings for companies to explore the opportunities for and benefits of internships; securing and matching 3 month paid internships; and ‘Learning Mentor Training’ for the host organisation.

**PERFORMANCE INDICATORS**

Collectively the three projects have been designed to achieve the following UK SPF Defined interventions and Outputs;

| UK SPF Desired Output/Outcome                                   |   | Combined Target |
|---|---|-----------------|
| <b>E34: Courses including basic, life &amp; career skills</b>   | Number of people supported to engage in life skills   | <b>2100</b>     |
|   | Number of people gaining a qualification or completing a course following support                   | <b>1110</b>     |
|   | Number of people experiencing reduced structural barriers into employment and into skills provision | <b>2125</b>     |
| <b>E33: Employment support for economically inactive people</b> | People engaged in job searching following support   | <b>1700</b>     |
|   | People in employment, inc self employment following support   | <b>770</b>      |
| <b>E37: Tailored support for the employed to access courses</b> | People gaining qualification, licences and skills   | <b>160</b>      |



## DESIGN AND LOCAL GOVERNANCE

Item 7

In order to ensure project design continues to be informed by localised intelligence, the project lead will engage with constituent authority economic development teams on a 6-8 week cycle throughout the ongoing design period and into delivery. This approach will ensure a robust partnership approach is embedded within the design of interventions, providing localised alignment and targeting of provision, whilst retaining the centralised oversight.

In addition to Constituent Authorities, the project lead will seek to extend strategic and operational dialogues the Combined Authority holds with key local partners such as Department for Education (DfE), Department for Work and Pensions (DWP), Health and Wellbeing, and Employer Representative Bodies such, to ensure projects can support skills and employment outcomes in a holistic way, driving towards greater cohesion, as well as higher quality and more sustainable outcomes.

## PROJECT MOBILISATION

The Assistant Director – Skills (In consultation with the Lead Member for Skills) will now;

- Seek professional advice and make an informed decision regarding the most appropriate delivery vehicle to mobilise the three UKSPF projects into delivery. The Growthworks with Skills Programme, which is due to come to an end in December 2023 has previously provided a vehicle to engage both businesses and residents within the local skills systems, however the end of this contract provides the opportunity to undertake a review as to the effectiveness and the value added return of this commissioned model in practice. The decision as to whether to in or outsource these projects, whether partially or fully, will significantly shape project design budget and features and therefore requires careful and early identification
- Subsequently evolve the project delivery design, to identify a robust budget and resource model
- Develop strategic commissioning in line with the defined delivery model, within the constraints of existing financial signoff authority.

A further paper will be presented to Skills and Employment Committee and CA board members in September with detailed narrative in relation to the points above, detailing next steps.

## 1. Background

3.1 The UK Shared Prosperity Fund (UKSPF) is a central pillar of the UK government's Levelling Up Agenda. The Fund aims to improve pride in place and increase life chances across the UK investing in communities and place, supporting local business, and people and skills.

The Government allocated Cambridgeshire & Peterborough Combined Authority a total of £13,871,810 of UKSPF funding, of which £3,999,186 was ringfenced for multiply adult numeracy support, and therefore not available for localities to redistribute within their plans.

Accessing the remaining £9,872,624 funding was dependent on the submission and approval of a Local Investment Plan (LIP) which was submitted to Government on the 31st July 2022 and approved on the 5th December 2022. (Appendix 1). The LIP was based on spend across outputs & outcomes not specific projects.

During the consultation process to formalise the LIP, Constituent members agreed to contribute a percentage of their People and Skills funding allocation to a create Combined Authority wide projects to meet shared skills priorities.

Following approval by the Skills committee members on the 5<sup>th</sup> March 23, the Local Implementation Plan was subsequently formalised and approved unanimously by the Combined Authority board on the 22<sup>nd</sup> March 23.

## 2. Appendices

|     |  |
|-----|--|
| 4.1 | UKSPF Local Implementation Plan (Appendix 1) |
|-----|--|

## 3. Implications

### Financial Implications

|     |  |
|-----|--|
| 5.1 | There are no finance implications at present, however the position will be revised following the choice of the appropriate vehicle for the delivery of the projects. |
|-----|--|

### Legal Implications

|     |   |
|-----|---|
| 6.1 | There are presently no legal implications, however, once the appropriate vehicle for delivery of the 3 projects has been established, there will be legal implications for the Combined Authority which will need to be reviewed and assessed on how these may impact the Combined Authority. |
|-----|---|

|     |  |
|-----|--|
| 6.2 | The Local Government Act 1999. Section 3, sets out the General Duty that a best value authority must comply with as follows:<br>“A best value authority must make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness”. |
|-----|--|

### Public Health Implications

|     |                               |
|-----|-------------------------------|
| 7.1 | No Public Health Implications |
|-----|-------------------------------|

### Environmental & Climate Change Implications

|     |   |
|-----|---|
| 8.1 | No Environmental or Climate Change Implications |
|-----|---|

### Other Significant Implications

|     |   |
|-----|---|
| 9.1 | The proposals have due regard for the Combined Authorities' duties under the Equalities Act 2010 to ensure reasonable adjustments are in place for members of groups with protected characteristics. The activities that will be funded will support equity and inclusion of disadvantaged groups in the labour market. |
|-----|---|

### Background Papers

|      |      |
|------|------|
| 10.1 | None |
|------|------|

**Purpose**

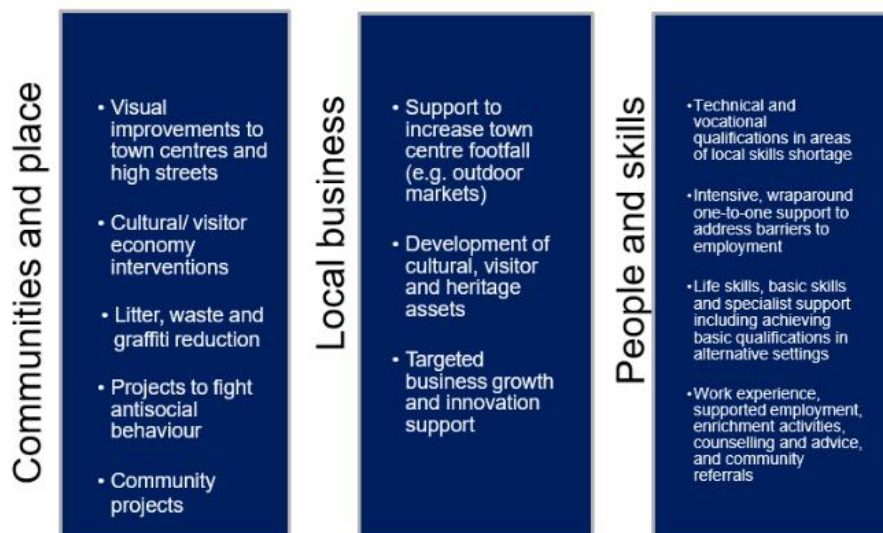
The UK Shared Prosperity Fund is a central pillar of the UK government’s Levelling Up agenda and provides £2.6 billion of funding for local investment by March 2025. The Fund aims to improve pride in place and increase life chances across the UK investing in communities and place, supporting local business, and people and skills. For more information, visit <https://www.gov.uk/government/publications/uk-shared-prosperity-fund-prospectus>

**Background**

Government allocated Cambridgeshire & Peterborough Combined Authority (CPCA) £13,871,810 of UKSPF funding, of which £3,999,186 is for multiply adult numeracy support. Accessing the remaining £9,872,624 funding was dependent on the submission and approval of a Local Investment Plan (LIP) which was submitted to Government on the 31<sup>st</sup> July 2022 and approved on the 5th December 2022. The LIP was based on spend across outputs & outcomes not specific projects, although we did develop projects to deliver the outputs & outcomes outside of the formal LIP.

The allocation of funding is over a three-year period from 2022/23 to 2024/25, government has set the profile of expenditure each year and also the split between capital and revenue. The allocation includes a requirement to spend £1,198,134 in 2022/23. However, given the long delays in approving Investment Plans across the country, government has agreed that any 2022/23 underspend can be carried forward to be spent by end of 2023/24 subject to a credible plan of implementing both years funding. No funds can be carried forward in to 2024/25.

The funding is split over 3 themes:



The following is a summary of the indicative spend profile set by government:

|                                | 2022/2023            | 2023/2024            | 2024/2025            | Total                |
|--------------------------------|----------------------|----------------------|----------------------|----------------------|
| Allocation available to invest | £1,198,134           | £2,396,268           | £6,278,222           | £9,872,624           |
| <i>Revenue</i>                 | 90%                  | 87%                  | 80%                  |                      |
| <i>Capital (minimum spend)</i> | 10%                  | 13%                  | 20%                  |                      |
|                                |                      |                      |                      |                      |
| <b>Revenue</b>                 | <b>£1,078,320.60</b> | <b>£2,084,753.16</b> | <b>£5,022,578</b>    | <b>£8,185,651.36</b> |
| <b>Capital</b>                 | <b>£119,813.40</b>   | <b>£311,514.84</b>   | <b>£1,255,644.40</b> | <b>£1,686,972.64</b> |

A decision was made that the UKSPF would be allocated across the districts & unitary authority as per the Governments calculations which are shown in the table below:

| CPCA Local Authority        | Core SPF Indicative Allocation |     |
|-----------------------------|--------------------------------|-----|
| Cambridge City (CCC)        | £1,296,738                     | 13% |
| East Cambridgeshire (ECDC)  | £1,046,648                     | 11% |
| Fenland (FDC)               | £1,299,839                     | 13% |
| Huntingdonshire (HDC)       | £1,956,922                     | 20% |
| Peterborough (PCC)          | £2,525,417                     | 26% |
| South Cambridgeshire (SCDC) | £1,747,059                     | 18% |

The following table identifies the delivery profile the CPCA submitted in its LIP to cover the 3 years and was agreed by the Combined Authority Board and wider partners. The financial calculations reflect the minimum capital expenditure requirements set out by Government.

|                                | 2022/2023       | 2023/2024         | 2024/2025         | Total             |
|--------------------------------|-----------------|-------------------|-------------------|-------------------|
| Allocation available to invest | £1,198,134      | £2,396,268        | £6,278,222        | £9,872,624        |
| <i>Revenue</i>                 | 75%             | 70%               | 79%               |                   |
| <i>Capital</i>                 | 25%             | 30%               | 21%               |                   |
|                                |                 |                   |                   |                   |
| <b>Revenue</b>                 | <b>£898,596</b> | <b>£1,667,031</b> | <b>£4,961,215</b> | <b>£7,526,842</b> |
| <b>Capital</b>                 | <b>£299,538</b> | <b>£729,237</b>   | <b>£1,317,007</b> | <b>£2,345,782</b> |

### Routes to Delivery

The national guidance states ‘Lead local authorities for each area will have flexibility over how they deliver the Fund. They may wish to use a mix of competitions for grant funding (which is the default approach set out in Cabinet Office Grants Standards), procurement, commissioning or deliver some activity through in-house teams.

### Management and Administration

Government has agreed that councils can utilise up to 4% (£394,904.96) of the allocated funds to establish the capacity required to implement the funds. The CPCA proposed that these funds are utilised as follows:

- 2% (£197,452.48) will be retained by the CPCA to manage the central Government requirements associated with the UKSPF
- 2% will be allocated to the districts & unitary authority to manage the allocation of UKSPF they have reflecting their core SPF allocation, as set out below and is split on the following annual ratio

| CPCA Local Authority        | Core SPF Indicative Allocation | Administration 2% |
|-----------------------------|--------------------------------|-------------------|
| Cambridge City (CCC)        | £1,296,738                     | £25,934.76        |
| East Cambridgeshire (ECDC)  | £1,046,648                     | £20,932.96        |
| Fenland (FDC)               | £1,299,839                     | £25,996.78        |
| Huntingdonshire (HDC)       | £1,956,922                     | £39,138.44        |
| Peterborough (PCC)          | £2,525,417                     | £50,508.34        |
| South Cambridgeshire (SCDC) | £1,747,059                     | £34,941.18        |

## Governance

Each district & unitary authority has in place its own governance arrangements for the management of the SPF projects, the overarching requirements that DLUHC has placed on the CPCA as lead authority via the Memorandum of Understanding have been reflected in the Grant Funding Agreements being developed with districts to ensure proper governance of delivery and administration.

The districts and unitary authority agreed a number of projects to utilise the funding offered:

|           | Themes              |               |                           |             |                   |               |
|-----------|---------------------|---------------|---------------------------|-------------|-------------------|---------------|
|           | Communities & Place |               | Local Business Investment |             | People and Skills |               |
|           | No of Projects      | Value         | No of Projects            | Value       | No of Projects    | Value         |
| PCC       | 4                   | £1,555,871.62 | 2                         | £609,800.00 |                   |               |
| ECDL      | 3                   | £430,885.00   | 2                         | £318,965.28 | 1                 | £90,000.00    |
| SCDC      | 5                   | £964,661.71   | 4                         | £440,000.00 |                   |               |
| FDC       | 4                   | £298,845.40   | 1                         | £813,809.60 |                   |               |
| HDC       | 5                   | £775,000.23   | 4                         | £798,895.00 |                   |               |
| CCC       | 3                   | £395,883.85   | 3                         | £545,639.00 | 1                 | £100,000.00   |
| CPCA Wide | 1                   | £25,000.00    | 0                         | £0.00       | 3                 | £1,314,461.38 |

Over the last 5 months we have worked with the districts and unitary authority to refine the project proposals whilst continuing to deliver the outputs & outcomes set

out in the LIP, the cost of administration of the individual schemes to be met within the budget allocation.

The revised projects include districts working together on similar themed projects to reduce administrations costs and increase the available funding, the new spread of projects is as follows:

|                 | Themes              |               |                           |             |                 |               |
|-----------------|---------------------|---------------|---------------------------|-------------|-----------------|---------------|
|                 | Communities & Place |               | Local Business Investment |             | People & Skills |               |
|                 | No of Projects      | Value         | No of Projects            | Value       | No of Projects  | Value         |
| PCC             | 4                   | £1,591,671.98 | 2                         | £574,000.00 |                 |               |
| ECDC            | 3                   | £430,000.00   | 2                         | £319,850.95 | 1               | £90,000.00    |
| SCDC            | 3                   | £964,662.50   | 2                         | £200,000.00 |                 |               |
| FDC             | 3                   | £205,000.00   | 1                         | £908,000.00 |                 |               |
| HDC             | 4                   | £798,896.00   | 3                         | £455,000.00 |                 |               |
| CCC             | 3                   | £395,050.00   | 1                         | £247,871.00 | 1               | £100,000.00   |
| HDC, SCDC & CCC |                     |               | 1                         | £708,396.00 |                 |               |
| SCDC & CCC      | 1                   | £150,000.00   |                           |             |                 |               |
| CPCA wide       | 1                   | £25,000.00    | 0                         |             | 3               | £1,372,850.00 |

A detailed list of projects is set out below:

|                |              |                           |   |   | Financial Profile |            |             |             |  |  |
|----------------|--------------|---------------------------|---|---|-------------------|------------|-------------|-------------|--|--|
| Authority      | Intervention | Theme                     | Project Title   | Description   | 2022/24           | 2023/24    | 2024/25     | Total       | Outputs  | Outcomes   |
| Cambridge City | E12          | Communities & Place       | A focus on Abbey  | Cambridge 's Abbey ward was in the most deprived 20% of LSOAs in the country in 2019. The project will pilot a systems approach to community wealth building at neighbourhood level in tandem with physical regeneration and transport investment via One Public Estate approach. Multi-agency and community and voluntary sector and business - social action partnership to develop human and social capital catalysed by opportunities of from the development of new housing, transport infrastructure and community facilities and wider economic growth in area of multiple deprivation.                                  | £40,000.00        | £40,000.00 | £202,050.00 | £282,050.00 | 4 organisations receiving financial support other than grants<br>4 organisations receiving grants<br>1 facilities supported/created<br>8 events/participatory programmes<br>200 people reached | 15% - Improved engagement numbers (%)  |
| Cambridge City | E12          | Communities & Place       | Digital Platform to Build Social and Human Capital in Cambridge | Crowdfunding as a tool to build pride of place by engaging the community in helping those who are risk of homelessness and the homeless to achieve their ambition. Building on the work of Cambridge City Council's Homelessness prevention service which has a track record of using digital innovation to tackle homelessness. The project will provide a platform which offers the functionality for local charities and public services to build a supportive and engaged community around a causes or beneficiaries over time and additional resource to help those at risk of homelessness due to low paid insecure work. | £20,000.00        | £32,000.00 | £23,000.00  | £75,000.00  | 40 households receiving support<br>80 volunteering opportunities supported<br>1200 Number of people reached (numerical value)  | 15% - Improved engagement numbers (%)  |
| Cambridge City | E23          | Supporting Local Business | Local Business Resilience Support                               | Provision of 1:1 support to local businesses in our wider service economy, most impacted by COVID and struggling with rise in cost of doing business, to improve productivity and safeguard jobs across the city. Signposting and support to access services provided by Growth works to increase productivity and uptake of adult education and skills   | £32,000.00        | £74,871.00 | £141,000.00 | £247,871.00 | 500 businesses receiving non-financial support   | 10 - Jobs created<br>250 - Jobs safeguarded<br>5 - Number of new businesses created<br>8 - Number of businesses introducing new products to firm<br>350 - Number of businesses |





|                |     |                     |  |   |       |            |       |            |   |   |
|----------------|-----|---------------------|--|---|-------|------------|-------|------------|---|---|
|                |     |                     |  |   |       |            |       |            |   | adopting new to firm technologies or processes<br>350 - Number of businesses with improved productivity |
| Cambridge City | E14 | Communities & Place | Neighbourhood Improvement Feasibility to accelerate delivery | Cambridge City Council has property and landholdings on many of these estates, which provides an opportunity to curate future uses and carry out strategic feasibility work to leverage investment into sites for projects that otherwise would not be commercially viable. We are also owners and stewards of culturally significant buildings in the city which if restored and sensitively developed can offer unique and distinct spaces for business and community use. Subject to the results of feasibility, two of these studies would facilitate delivery within 2-3 years with longer term masterplan looking to deliver within 5-8 years as leases fall although phasing could see some development come forward sooner. | £0.00 | £38,000.00 | £0.00 | £38,000.00 | 3 Number of feasibility studies supported | 7% - Increased number of projects arising from funded feasibility study                                 |



|                                    |                 |                                  |  |  |                   |                    |                    |                    |  |   |
|------------------------------------|-----------------|----------------------------------|--|--|-------------------|--------------------|--------------------|--------------------|--|---|
| <p>Joint Project - CC, HDC, SC</p> | <p>E29, E21</p> | <p>Supporting Local Business</p> | <p>Green Business grant programme - net zero accelerator</p>               | <p>Work has commenced this year with scdc officers engaging with businesses to understand their knowledge and steps that can be taking to reduce their carbon footprint. Many are faced with rising fuel/energy costs concerns and this scheme could help accelerate their move towards carbon net zero by providing match funding to help them on their journey, which will also help by reducing longer term energy bills. Grants for Net Zero Planning advice and capital grants continuation to support SMES in Cambridge to reduce carbon emissions and improve productivity by reducing energy costs. Outcomes: Uptake in energy efficiency measures and Carbon reduction. Huntingdonshire businesses are increasingly concerned with rising energy costs and the environmental impact of their operations. SMEs require expert support in understanding how they can take steps to reduce their carbon footprint, increase efficiencies and lower their utilities costs. This project will support SMEs with a diagnostic programme delivering knowledge and expertise, a bespoke net zero plan with a capital contribution grant for implementation.</p> | <p>£62,776.00</p> | <p>£260,095.00</p> | <p>£385,525.00</p> | <p>£708,396.00</p> | <p>25 - Number of businesses receiving grants<br/>75 - Number of businesses receiving non-financial support -<br/>5 - Number of potential entrepreneurs provided assistance to be business ready</p>   | <p>5 - Jobs created<br/>10 - Jobs safeguarded<br/>5 - Number of new businesses created<br/>100 - Number of businesses adopting new to firm technologies or processes<br/>Number of new to market products<br/>223 - Number of businesses with improved productivity</p> |
| <p>Joint Project - CC, SC</p>      | <p>E8, E2</p>   | <p>Communities &amp; Place</p>   | <p>Greater Cambridge Visitor Economy and Markets Development Programme</p> | <p>Create a 'South Cambs Brand'. This would involve cost of concept, design and implementation of signage in prominent locations in South Cambridgeshire. Funding would also include marketing/promoting identity/brand and would include Localised Cambs promotional video/s, social media promotion etc. Developing the Economic and Social Impact of the visitor economy through local markets and visitor economy development and youth enterprise programme to contribute to place making in new communities and city centres and address impacts of decline in international tourism.</p>  | <p>£40,000.00</p> | <p>£60,000.00</p>  | <p>£50,000.00</p>  | <p>£150,000.00</p> | <p>20 - Number of organisations receiving non-financial support<br/>20 - Number of facilities supported/created<br/>100 - Number of local events or activities supported<br/>60 - Number of organisations receiving non-financial support<br/>2 - Number of local markets supported<br/>20 - Number of potential</p> | <p>10 - Jobs safeguarded</p>  |



|           |     |                 |  |  |       |       |             |             |  |  |
|-----------|-----|-----------------|--|--|-------|-------|-------------|-------------|--|--|
|           |     |                 |  |  |       |       |             |             | entrepreneurs provided assistance to be business ready   |  |
| CPCA Wide | E34 | People & Skills | All Age Careers Service across Cambridgeshire & Peterborough | <p>Working within the current funding boundaries of the NCS and the CEC, the service would be expanded to support careers related learning in primary school settings. Primary provision would mirror the employer engagement element of the CEC contract allowing for sustainable relationships to be developed.</p> <p>We will use new technology to align the service offering and allow for individuals to navigate career transitions. Digital tools and data will be a key focus to the service and will act as the digital thread to tie the provision together. Employers will be front and centre of the service and a holistic approach will be taken to the relationship to ensure it is maximised at all points. Both CEC and NCS have resources that are suitable for multiple audiences, yet rarely capitalised on outside of their target market. For better value to the public placing these resources in a central location will allow multiple service users to access and benefit from them.</p> | £0.00 | £0.00 | £190,000.00 | £190,000.00 | <p>2000 - Number of people supported to engage in life skills</p> <p>500 - Number of people gaining a qualification or completing a course following support</p> | <p>2000 - Number of people experiencing reduced structural barriers into employment and into skills provision -</p> <p>500 - Number of people gaining a qualification or completing a course following support -</p> |



|           |     |                 |   |   |       |       |             |             |   |   |
|-----------|-----|-----------------|---|---|-------|-------|-------------|-------------|---|---|
| CPCA Wide | E33 | People & Skills | Holistic Online skills support incorporating GWwS and RoL (Integrating Region of Learning Platform) | Continuing the work with EmsiBG, the Skills Extractor will be used to create common language between employer, education provider and individual to link into work around careers ladders and, potentially, an all-age careers service. Activity to support NEETs will be focussed on providing destinations for those already well served by existing providers in CPCA, and we will seek to integrate additional providers to offer progression into technical and vocational learning routes, including Traineeships, T-Levels and Apprenticeships - as well as independent training providers and others providing non-accredited short courses that support progression into, and within, the workplace. | £0.00 | £0.00 | £762,850.00 | £762,850.00 | 900 people engaged in job searching following support<br>440 people in employment, inc self-employment following support<br>100 Number of people supported to engage in life skills | 800 - Number of people engaged in job searching following support<br>330 - Number of people in employment inc self-employment following support<br>100 - Number of people experiencing reduced structural barriers into employment and into skills provision -<br>110 - Number of people gaining a qualification or completing a course following support |
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| CPCA Wide | E37 | People & Skills | Supported Internships across Cambridgeshire & Peterborough | <p>Working closely with key stakeholders this project will identify those individuals most in need. There will be three main activities:</p> <ul style="list-style-type: none"> <li>&gt; Personal Skills Analysis to guide individuals in understanding and identifying opportunities for re-skilling, up-skilling and re-training. This will involve working directly with individuals to identify opportunities to transition into or back into work following an extended period of economic inactivity; into new roles with their existing skills, or to identify training that will support them in transitioning to a new role.</li> <li>&gt; Delivering real-world experiences of work through funded internships. Funding will be provided to employers to provide new work opportunities. To support these internships activities will include: Workshops and webinars on a 1-to-many basis to highlight the benefits of, and ways to implement, internships; 1-to-1 meetings for companies to explore the opportunities for and benefits of internships; securing and matching 3 month paid internships; and 'Learning Mentor Training' for the host organisation.</li> <li>&gt; Training Needs Analysis to identify re-skilling, up-skilling and inclusive recruitment practices within a business. This will include working with (1) businesses to identify skills development opportunities and inclusive recruitment practices to meet skills shortages, and (2) businesses looking to develop or expand into key areas such as Net-zero or Digital by training their current staff.</li> </ul> | £0.00 | £0.00 | £395,000.00 | £395,000.00 | 25 - people gaining a qualification or completing a course following support<br>80 - people gaining qualification, licences and skills | 80 - Number of people gaining qualifications, licences and skills |
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| East Cambridgeshire District  | E21       | Supporting Local Business                     | Business Growth Fund     | Grants to local businesses to provide support for growth enhancing initiatives, introduce new technologies, support research and development and to enable businesses to become more energy efficient and low carbon.  | £0.00 | £0.00 | £208,000.00 | £208,000.00 | 20 Number of businesses receiving financial support other than grants                | 40 - Jobs created<br>20 - Jobs safeguarded<br>10 - Number of new businesses created<br>10 - Number of businesses adopting new to firm technologies or processes<br>2 - Number of new to market products<br>2 - Number of businesses with improved productivity |
| East CAMBRIDGE SHIRE District | E24 & E36 | Supporting Local Business & People and Skills | Digital Inclusion Scheme | Digital inclusion initiatives to help improve people's digital skills so that they can use online services. The scheme will address the main challenges that people face to going online:<br>> access - the ability to actually go online and connect to the internet<br>> skills - to be able to use the internet<br>> motivation - knowing the reasons why using the internet is a good thing<br>> trust - a fear of crime, or not knowing where to start to go online.<br>We will also provide IT equipment to areas that do not have publicly available computers. | £0.00 | £0.00 | £90,000.00  | £90,000.00  | 25 Number of people gaining a qualification or completing a course following support | 25 - Number of people gaining a qualification or completing a course following support   |

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| East Cambridgeshire District | E23 | Supporting Local Business | Local Enterprise Support Scheme          | Building on the Ely Skills and Employment Hub, in collaboration with the BIPC, create points of access for skills development, apprenticeships and business support at a community level in libraries across East Cambridgeshire. They will provide advice, support and mentoring to existing businesses and those looking to start a business. | £90,703.90 | £21,147.05  | £0.00       | £111,851.00 | 50 Number of potential entrepreneurs provided assistance to be business ready          | 30 - Jobs created<br>100 - Jobs safeguarded<br>1 - Number of new businesses created<br>2 - Number of businesses introducing new products to firm<br>300 - Number of businesses adopting new to firm technologies or processes<br>300 - Number of businesses with improved productivity |
| East Cambridgeshire District | E3  | Communities & Place       | Pride of Place Grant Scheme              | To enable Parishes to create local green spaces that local residents are proud of and can access to improve their health and well being.  | £10,078.21 | £49,921.79  | £120,000.00 | £180,000.00 | 6 Number of rehabilitated premises<br>600m2 Amount of public realm created or improved | 25% - Increased footfall (%)<br>10% - Improved perceived/experienced accessibility (%)<br>10% - Improved perception/experience of amenities (%)<br>10% Increased users infrastructure/amenities (%)  |
| East Cambridgeshire District | E14 | Communities & Place       | Sustrans Cycle Route Feasibility Studies | Commission Sustrans to produce 5 route feasibility studies to support funding bids for new cycling routes in East Cambridgeshire.   | £0.00      | £105,000.00 | £45,000.00  | £150,000.00 | 5 Number of feasibility studies supported  | 7% - Increased number of projects arising from funded feasibility study  |





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| East Cambridgeshire District | E8 | Communities & Place | Explore East Cambs                    | Marketing of East Cambridgeshire as a place to visit and explore  | £0.00      | £25,495.39 | £74,504.61 | £100,000.00 | 2000 Number of people reached   | 10% - Increased footfall (%)<br>10% - Increased visitor numbers (%)<br>1% - Reduced vacancy rates (%)<br>25% - Increased number of web seraches for a place (%)  |
| Fenland District Council     | E6 | Communities & Place | Amplifying Community Arts and Culture | The local creative and culture steering group would utilise the funding to engage local creative providers to develop more opportunities for the local community to engage in creative activities. This work would include upskilling the creative community with regard to communication and advertising of creative opportunities to ensure activity remains sustainable through an increased number of attendees. further the project will upskill the creative community with regards to grant funding - both searching for and applying successfully for such funding to further amplify what is available to Fenland's local community. A small capital funding element will be used to purchase necessary assets used for display and performance purposes; these to be available to the creative community across Fenland to facilitate community activities. | £30,000.00 | £45,000.00 | £45,000.00 | £120,000.00 | 5 Number of organisations receiving financial support other than grants<br>5 Number of local events or activities supported<br>1 Number of facilities supported/created | 1 - Job created<br>2 - Jobs safeguarded<br>25% - Increased footfall (%)<br>7% - Increased visitor numbers (%)<br>16% - Improved engagement numbers (%)<br>3 - Number of community led arts, cultural, heritage & creative programmes as a result of support<br>20% - Improved perception of events (%) |
| Fenland District Council     | E9 | Communities & Place | ASB Wisbech                           | Working with Blackfield Creatives, Clarion Housing, Clarion Futures, local schools and the police to develop creative and engaging ways to divert young people from ASB.  | £14,000.00 | £10,000.00 | £10,000.00 | £34,000.00  | 10 Number of organisations receiving non-financial support<br>40 Number of volunteering opportunities supported<br>5 Number of projects                                 | 40 - Volunteering numbers as a result of support   |



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| Fenland District Council | E19 | Supporting Local Business | Fenland - Investment in Business   | <p>This project will provide access to the appropriate expertise and pump-priming grant funding for Fenland businesses to drive local economic growth, productivity, R&amp;D, energy saving and business innovation to secure access to market opportunities. The project will proactively prioritise sectors that are important drivers for economic growth in Fenland including food processing and its supply chain, distribution and precision engineering sectors, however, there will be no sectoral restrictions for the project. The project will bring together all the best practice learned delivering recent grant based projects. It will bring skills development and business investment together in one scheme through a 'pre-qualification' process for grant awards.</p> | £72,000.00 | £195,000.00 | £641,000.00 | £908,000.00 | <p>50 Number of businesses receiving non-financial support<br/>50 Number of businesses receiving grants<br/>50 Number of potential entrepreneurs provided assistance to be business ready</p> | <p>25 - Number of businesses introducing new products to the firm<br/>10 - Number of organisations engaged in new knowledge transfer activity<br/>20 - Number of businesses adopting new to firm technologies or processes<br/>50 - Number of new to market products<br/>10% - Increased amount of low to zero carbon energy infrastructure installed (%)<br/>10 - Number of businesses with improved productivity</p> |
| Fenland District Council | E9  | Communities & Place       | Safer Wisbech - Addressing perceptions of low level crime and ASB in Wisbech | <p>Three projects have been identified to work with young people using detached youth work as well as art/culture activities to divert them from ASB. Using these relationships and connections with young people the Safer Wisbech group would work with partners to work with young people over the next three years to develop innovative ways to encourage other young people away from crime and ASB. Working with the Community Safety Partnership we would fund various projects over the next three years to address this issue. Some additional things the group will be looking at over the next three years</p>   | £17,000.00 | £17,000.00  | £17,000.00  | £51,000.00  | <p>30 Number of volunteering opportunities supported<br/>9 Number of projects</p>   | <p>30 - Volunteering numbers as a result of support</p>  |



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| CPCA Wide,<br>PCC, FDC            | E14 | Communities<br>& Place          | Scrap It<br>Research Pilot              | SCRAP IT is a group set up specifically to tackle Fly Tipping within communities with representatives from all the local councils from Cambridgeshire and Peterborough, as well as the NFU, CLA, Police and the Environment Agency. This group reviews fly tipping activity and shared best practice for enforcement. Each District will be provided with access to a unique research pilot looking at the causes of small scale fly tips in urban environments with the research being carried out by the University of Cambridge as well as signage, barrier tape and monitoring equipment. | £25,000.00 | £0.00       | £0.00      | £25,000.00  | 1 - Number of feasibility studies supported  | 7% - Increase number of projects arising from funded feasibility study |
| Huntingdon<br>District<br>Council | E14 | Communities<br>& Place          | Active Travel<br>Feasibility<br>Studies | Commission to produce up to five route feasibility studies to support future external funding bids for new sustainable travel routes in Huntingdonshire.  | £0.00      | £100,000.00 | £50,000.00 | £150,000.00 | 1 Number of feasibility studies supported  | 7% - Increase number of projects arising from funded feasibility study |
| Huntingdon<br>District<br>Council | E22 | Supporting<br>Local<br>Business | Business and IP<br>Centres              | Business and IP Centres across Cambridgeshire and Peterborough Libraries provide vital market intelligence/data and support services to earlier stage new start ups, start ups and SMEs. They have had successes particularly in supporting new start ups in the under represented Female/BAME groups. HDC would seek to support this with a bespoke funding competition to support 4 new start ups in the female/BAME sector.  | £0.00      | £47,500.00  | £27,500.00 | £75,000.00  | 10 Number of businesses receiving financial support other than grants<br>10 Number of businesses receiving non-financial support<br>4 Number of businesses receiving grants<br>10 Number of potential entrepreneurs provided assistance to be business ready | 30 - Jobs created<br>5 - Number of new businesses created              |

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| Huntingdon District Council | E11 | Communities & Place       | Community Based Employment & Skills Provision | Employment & Skills Support engaging economically inactivity via key community nodes, such as food hubs, via housing associations, providing tailored and targeted support, including focus on mental health & wellbeing, volunteering as a route to employment and progression pathways to further develop skills and employment through existing mainstream provision.  | £0.00 | £124,500.00 | £148,561.00 | £273,061.00 | 5 Number of organisations receiving financial support other than grants<br>5 Number of organisations receiving non-financial support<br>1 Number of facilities supported/created<br>50 Number of people attending training sessions | 15% - Improved engagement numbers (%)  |
| Huntingdon District Council | E18 | Supporting Local Business | Manufacturing Digitisation                    | This project seeks to improve productivity and efficiencies of local SMEs. Through a partnership with MAKE UK we have a dedicated manufacturing sector workstream to support the digitisation and supply chain development for our local economy. Providing 12 hours free consultancy to provide diagnostic and consultancy advice on integrating new technologies for Industry 4.0. Supply chain resilience and UK centric focus to support volatility in global supply chains post Brexit and pandemic.   | £0.00 | £140,000.00 | £140,000.00 | £280,000.00 | 45 Number of businesses receiving financial support other than grants<br>45 Number of businesses receiving non-financial support<br>10 Number of people attending training sessions   | 50 Number of businesses adopting new to firm technologies or processes   |
| Huntingdon District Council | E2  | Communities & Place       | Ramsey Great Whyte Improvements               | the Great Whyte in Ramsey a project consisting of two complementary elements that will significantly enhance the overall physical, economic, and social vitality of this section of the Great Whyte including a proposed new Market / Agriculture Produce Hub delivering up to 10 retail units for local producers, retailers and businesses in appropriate dedicated retail space appropriate for twenty first century agri-food producers and delivery of circa 600 m2 public realm improvements wrapping around the Produce Hub. This revenue investment will provide funding for the first three years to promote the facility, to support community development and events and activities. | £0.00 | £60,000.00  | £160,835.00 | £220,835.00 | 10 Number of organisations receiving non-financial support<br>1 Number of neighbourhood improvements undertaken<br>1 Number of facilities supported/created<br>5 Number of local events or activities supported                     | 1 - Jobs Created<br>2 - Jobs safeguarded<br>10% - Improved perception of facilities & amenities (%)<br>10% - Increased users of facilities/amenities (%)<br>10% Improved perception of facilities/infrastructure project (%) |



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| Huntingdon District Council | E21 | Supporting Local Business | Start-up and Entrepreneurship programme | HDC will implement a programme of intensive series of workshops designed to help candidates through the process, equipping them with the skills and knowledge they need to apply for funding and launch their new business idea. Through interactive sessions, they will learn about everything from developing a business plan to marketing their new venture. With the expert guidance on offer, they will have everything they need to take those first vital steps towards setting up their own business. | £0.00      | £50,000.00 | £50,000.00 | £100,000.00 | 50 Number of businesses receiving financial support other than grants<br>50 Number of businesses receiving non-financial support<br>50 Number of businesses receiving grants<br>100 Number of potential entrepreneurs provided assistance to be business ready | Jobs created - 20<br>Number of new businesses created - 10<br>25% - Increased number of businesses supported (%)   |
| Huntingdon District Council | E6  | Communities & Place       | Vibrant Communities                     | Revenue funding to support events (arts, culture, skills, seasonal & environmental events) in town centres and large villages as part of a wider package of activity to increase up footfall. This is linked to a broader range of capital focussed interventions.  | £60,000.00 | £95,000.00 | £0.00      | £155,000.00 | 2 Number of local events or activities supported<br>1 Number of volunteering opportunities supported   | 0.5 - Job created<br>2 - Jobs safeguarded<br>25% - Increased footfall (%)<br>7% - Increased visitor numbers (%)<br>16% - Improved engagement numbers (%)<br>1 - Number of community led arts, cultural, heritage & creative programmes as a result of support<br>20% - Improved perception of events (%) |



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| Peterborough County Council | E12 | Communities & Place       | Community Carbon Literacy | carbon literacy training to community members to ensure that as many people as possible are equipped to develop carbon reduction projects and communicate effectively on the climate emergency with their network of partners, staff and clients. The carbon literacy training will be offered to schools, businesses, Parish Councils, community groups, charities and public sector organisations. To qualify from the training scheme, participants must pledge to undertake significant actions to reduce carbon emissions. These actions, as well as future actions directed by the increased knowledge in the organisation, will aid the city to become net zero carbon more rapidly than would be achieved otherwise. A pipeline of projects will be developed throughout the city. | £9,381.00  | £30,000.00  | £47,291.00  | £86,672.00  | 200 Number of organisations receiving non-financial support<br>500 Number of volunteering opportunities supported<br>1500 Number of people reached | 15% - Improved engagement numbers (%)  |
| Peterborough County Council | E23 | Supporting Local Business | Culture Alliance          | The objective is an effective, inclusive body which provides the structure to strengthen the broad cultural infrastructure of Peterborough and positions the area to maximise both financial input and the quality and range of its cultural life.   | £40,000.00 | £100,000.00 | £125,000.00 | £265,000.00 | 50 Number of businesses receiving non-financial support  | 10 - Jobs created<br>175 - Jobs safeguarded<br>5 - Number of new businesses created<br>8 - Number of businesses introducing new products to firm<br>355 - Number of businesses adopting new to firm technologies or processes<br>355 - Number of businesses with improved productivity |



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| Peterborough<br>County<br>Council | E1      | Communities<br>& Place | Lincoln Road<br>Regeneration                 | Building those relationships and the required trust across Peterborough will take time, patience and strategic vision: goodwill will also be an important condition for success. Where there are 'big projects' especially capital based, they should be run by organisations best equipped to do so. Conversely those organisations will need to be well linked and responsive to the network around the cultural leadership.  | £0.00 | £100,000.00 | £50,000.00 | £150,000.00 | 5800m2 - Amount of public realm created or improved<br>2 - Number of low or zero-carbon energy infrastructure installed<br>2800 Sqm of land made wheelchair accessible/step-free | 39 - Jobs Created<br>15% - Increased Footfall (%)<br>15% - Increased Visitor Numbers (%)<br>1% - Reduced Vacancy rates (%)<br>10% - Improved perceived/experienced accessibility (%)<br>10% - Improved perception/experience of facilities (%) |
| Peterborough<br>County<br>Council | E2 & E3 | Communities<br>& Place | Local resilience:<br>flood and climate risks | development of an adaptation plan for Peterborough to address the predicted local impacts of climate change, ensuring health, financial stability of residents and businesses, delivery of public services and protection of the local environment including both natural and built environments. The adaptation plan will focus on activity to be undertaken across the city, and may feature actions for a number of stakeholders and/or co-led projects. The development of this adaptation plan will be undertaken by external consultants following a procurement exercise. Officers across the council and external stakeholders will be invited to develop the scope of the adaptation plan. | £0.00 | £32,501.00  | £67,498.98 | £99,999.98  | 5 Number of organisations receiving non-financial support<br>5 Number of neighbourhood improvements undertaken   | 10% - Increased footfall (%)<br>10% - Improved perceived/experienced accessibility (%)<br>10% - Improved perception/experience of amenities (%)<br>10% - Increased users infrastructure/amenities (%)  |





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| Peterborough County Council | E24 | Supporting Local Business | Peterborough Digital Incubator | <p>he Peterborough Digital Incubator would be a virtual programme, delivered online and through the use of facilities such as the ARU Peterborough Living Lab and The Vine, providing much needed support to students, entrepreneurs, and early stage businesses with digital specialisms. It would do this through the provision of networking, events, workshops, seminars, and mentoring designed to increase the business acumen of participants, and support them regarding the continued development of their technical expertise as well as providing mechanisms to improve access to finance.</p>  | £5,000.00   | £57,261.00  | £246,739.00 | £309,000.00   | <p>10 - Number of businesses receiving financial support other than grants<br/>60 - Number of businesses receiving non-financial support<br/>10 - Number of businesses receiving grants<br/>40- Number of potential entrepreneurs provided assistance to be business ready</p> | <p>80 - Jobs created<br/>30 - New businesses created<br/>40 - Number of businesses introducing new products to the firm<br/>40 - Number of organisations engaged in new knowledge transfer activity<br/>40 - Number of businesses adopting new to the firm technologies or processes<br/>40 - Number of early-stage firms which increase their revenue following support</p> |
| Peterborough County Council | E10 | Communities & Place       | Youth Zone for Peterborough    | <p>OnSide Youth Zones aren't youth centres as you may know them. These are inspirational hubs of energy and support packed with state-of-the-art facilities. They're a message to young people that someone really believes in them and has invested in their future. OnSide work in partnership with local authorities, young people, communities and the private sector (including businesses and philanthropists), OnSide puts in place five key foundations to create a new local charity which will go on to support thousands of young people for years to come. Youth Zones are:- Open 7 days a week, Open to all young people, Kitted out with state-of-the-art facilities, Staffed by skilled and dedicated youth workers, Over 20 activities on offer each session, Provide targeted support with an entry fee of 50p.</p> | £205,499.56 | £200,000.00 | £849,500.44 | £1,255,000.00 | <p>1 - Number of facilities supported/created<br/>25 - Levels of participation in sports and recreational activities at facilities that have benefitted from funding</p>   | <p>20% - Increased users of facilities/amenities (%)<br/>20% - Improved perception of events (%)</p>   |

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| South Cambridgeshire District | E22 | Supporting Local Business | BIPC support for under represented groups              | this scheme would be to provide in person appointment 1-2-1 support 1-2 days a month from our Cambourne Hall premises culminating to help businesses right from concept to those looking at growth. The funding also encompasses the launch of a 20k grant scheme competition to support 4 new start ups in the female/BAME sector.  | £0.00 | £50,000.00 | £50,000.00  | £100,000.00 | 50 - Number of businesses receiving non-financial support<br>5 - Number of businesses receiving grants<br>10 - Number of potential entrepreneurs provided assistance to be business ready | 30 - New jobs created<br>25 - Jobs safeguarded<br>5 - Number of new businesses created<br>5 - Number of businesses adopting new to firm technologies and processes                                    |
| South Cambridgeshire District | E3  | Communities & Place       | Community gardens and greenspaces - Half moved to REPF | communities in areas of identified need to acquire, design, build and maintain community parks and growing spaces with professional support coordinated community action. Two projects will be supported per year which can deliver high quality greenspace which will enhance civic pride, improve community cohesion and bring measurable health benefits.   | £0.00 | £40,000.00 | £24,662.50  | £64,662.50  | 8 - Number of rehabilitated premises<br>10 - Number of neighbourhood improvements undertaken<br>10 - Number of facilities supported/created   | 10% - Increased footfall (%)<br>10% - Improved perceived/experienced accessibility (%)<br>10% - Improved perception/experience of amenities (%)<br>10% - Increased users infrastructure/amenities (%) |
| South Cambridgeshire District | E16 | Supporting Local Business | Grant scheme to support new start-ups                  | Micro/SME make up around 95% of the businesses in South Cambridgeshire. Whilst there is plenty of business advice and practical support for new start-ups in this sector, there is currently a gap in Growth Works funding eligibility criteria to help get these businesses off the ground, which is postcode specific in not supporting CB micro start-ups. This scheme would look to support new start-ups with the view to aligning some businesses with the opportunity to utilise space in Cambourne Hall for 3/6/12 months to help them at the very beginning of their journey. Support would also be available for businesses looking to set up within the retail/hospitality leisure sectors. | £0.00 | £0.00      | £100,000.00 | £100,000.00 | 100 - Number of businesses receiving non-financial support<br>10 - Number of potential entrepreneurs provided assistance to be business ready   | 30 - Jobs created<br>20 - Jobs safeguarded<br>20 - Number of new businesses created<br>30% - increase in business sustainability<br>30% - increase in businesses supported                            |



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| South Cambridgeshire District | E1 | Communities & Place | Improving South Cambs High Streets                    | SCDC would consult with parish councils and residents of our 8 larger High Streets, in partnership with parish councils and community building/village hall committees and land owners implement changes agreed on dependant on consultation.   | £0.00       | £0.00       | £300,000.00 | £300,000.00 | 8 - Number of rehabilitated premises<br>8 - Number of decarbonisation plans developed   | 1 - Jobs Created<br>15% - Increased Footfall (%)<br>15% - Increased Visitor Numbers (%)<br>1% - Reduced Vacancy rates (%)<br>10% - Improved perceived/experienced accessibility (%)<br>10% - Improved perception/experience of facilities (%) |
| South Cambridgeshire District | E2 | Communities & Place | Northstowe Community/Local Centre development support | supporting community, business and resident amenities/provision in healthy new town Northstowe. There are two anchor buildings the Council must build for the Enterprise Zone to be successful i.e. they will serve the needs of those employed there as well as the resident community. Ambitious, exemplar and true to our net 0 objectives, these buildings will become lynchpin place-making markers jumpstarting the masterplan and setting the tone, feel and vision for EZ development in its entirety | £108,559.50 | £147,119.00 | £344,321.50 | £600,000.00 | 1 - Number of commercial buildings developed or improved<br>945m2 - Amount of commercial buildings developed or improved<br>945m2 - Amount of public realm created or improved<br>1 - Number of low or zero-carbon energy infrastructure installed<br>1 - Number of decarbonisation plans developed<br>950m2 - Sqm of land made wheelchair accessible/step-free | 10% - Improved perceived/experienced accessibility (%)<br>10% - Improved perception/experience of facilities (%)<br>10% - Increased users infrastructure/amenities (%)  |



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| <b>Skills &amp; Employment Committee</b> | Agenda Item |
| <b>3 July 2023</b>                       | <b>8</b>    |

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|----------------------|--|
| Title:               | Budget and Performance Report                      |
| Report of:           | Bruna Menegatti, Finance Manager                   |
| Lead Member:         | Councillor Lucy Nethsingha, Lead Member for Skills |
| Public Report:       | Yes  |
| Key Decision:        | No   |
| Voting Arrangements: | No vote required.                                  |

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| <b>Recommendations:</b> |  |
| A                       | Note the full year budget for 2023/24. |

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| <b>Strategic Objective(s):</b>   |   |
| 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                          |

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| <b>1. Purpose</b> |   |
| 1.1               | To provide the details of the full year budget available for 2023/24. |

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| <b>2. Background</b> |   |
| 2.1                  | The full year budget for 2023/24 is the combination of the budget approved for the year during the MTFP process and the budget slippage due to unspent expenditure during the financial year 2022/23. |

### 3. Revenue Income and Expenditure

3.1 A breakdown of the Economy and Growth Directorate 'Skills Revenue' full year budget income is set out in the Table 1 below.

**Table 1**

| Skills Grant Income                    | 23/24<br>FY Budget<br>£k | 22/23<br>Actuals<br>£k |
|--|--------------------------|------------------------|
| AEB Devolved Funding                   | -11,973                  | -12,453                |
| AEB Free Courses for Jobs              | -954                     | -802                   |
| Careers and Enterprise Company Funding | -182                     | -324                   |
| Digital Skills Bootcamp                |                          | -449                   |
| Multiply Grant                         | -1,395                   | -1,209                 |
| Skills Advisory Panel                  |                          | -55                    |
| Skills Bootcamp Wave 3                 |                          | -1,225                 |
| Skills Bootcamp Wave 4                 | -2,878                   |                        |
| <b>Total Skills Grant Income</b>       | <b>-17,382</b>           | <b>-16,517</b>         |

3.2 The full year budget for 2023/24 is £0.9m higher than the actual income received last financial year.

3.3 Key variances between the full year budget 2023/24 and actual for 2022/23 are: the increase in the Bootcamp programme funds (£1.2m) and the reduction on the AEB devolved funding (£0.5m).

3.4 A breakdown of the Economy and Growth Directorate 'Skills Revenue' full year budget expenditure is set out in the Table 2 below.

**Table 2**

| Skills Revenue Budget                      | 23/24<br>Budget<br>£k | 22/23<br>Slippage<br>£k | 23/24<br>FY Budget<br>£k | 22/23<br>Actual<br>£k |
|--|-----------------------|-------------------------|--------------------------|-----------------------|
| AEB Devolution Programme                   | 11,081                |                         | 11,081                   | 10,965                |
| AEB Free Courses for Jobs                  | 954                   | 448                     | 1,402                    | 484                   |
| AEB Innovation Fund - Revenue              | 500                   |                         | 500                      | 350                   |
| AEB Programme Costs                        | 367                   |                         | 367                      | 572                   |
| AEB Provider Capacity Building             |                       | 68                      | 68                       | 88                    |
| AEB Strategic Partnership Development      |                       | 108                     | 108                      | 88                    |
| Careers and Enterprise Company (CEC)       | 151                   | 87                      | 238                      | 240                   |
| Changing Futures                           | 60                    |                         | 60                       |                       |
| CRF Turning Point Project                  |                       |                         | 0                        | 307                   |
| Digital Skills Bootcamp                    |                       |                         | 0                        | 458                   |
| FE Cold Spots (rev)                        |                       | 225                     | 225                      |                       |
| Health and Care Sector Work Academy        |                       |                         | 0                        | 540                   |
| Multiply Programme                         | 1,395                 | 170                     | 1,565                    | 1,082                 |
| Peterborough University Quarter Masterplan |                       |                         | 0                        | 100                   |
| Skills Advisory Panel (SAP) (DfE)          |                       | 55                      | 55                       | 77                    |
| Skills Bootcamp Wave 3                     | 978                   | 1,023                   | 2,001                    | 600                   |
| Skills Bootcamp Wave 3 PM costs            |                       |                         | 0                        | 118                   |
| Skills Bootcamp Wave 4                     | 2,878                 |                         | 2,878                    |                       |
| Skills Rapid Response                      |                       |                         | 0                        | -10                   |
| <b>Total Skills Grant Income</b>           | <b>18,364</b>         | <b>2,184</b>            | <b>20,548</b>            | <b>16,059</b>         |

|     |  |
|-----|--|
| 3.5 | The planned expenditure for 2023/24 is £4.5m higher than the actual expenditure for 2022/23. All the budgeted expenditure for 2023/24 will be covered by funds received in the year, usage of reserve, or slippage from previous year. |
| 3.6 | Key variances between the full year budget 2023/24 and actual for 2022/23 are: the increase in the Bootcamp programme expenditure (£3.7m) and for Free Courses for Job £1m.  |

#### 4. Appendices

|     |                                    |
|-----|------------------------------------|
| 4.1 | Appendix 1 – Performance Dashboard |
|-----|------------------------------------|

#### 5. Implications

##### Financial Implications

|     |   |
|-----|---|
| 5.1 | 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 |
|------|------|

Sources:

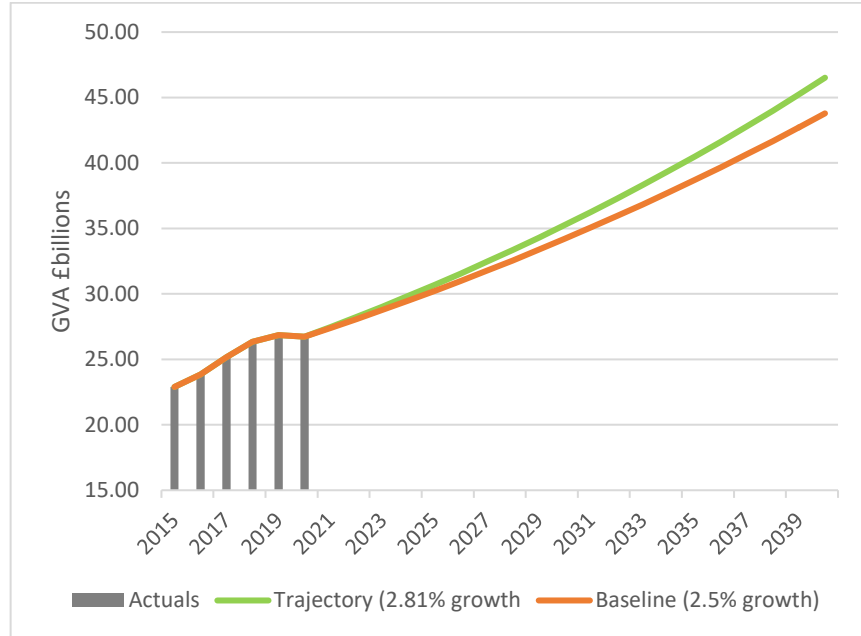
Baseline: Current trend without Devolution Deal interventions  
 Outturn data source: GVA and Jobs - Office of National Statistics (ONS);  
 Housing - Council Annual Monitoring Reports/CambridgeshireInsights.

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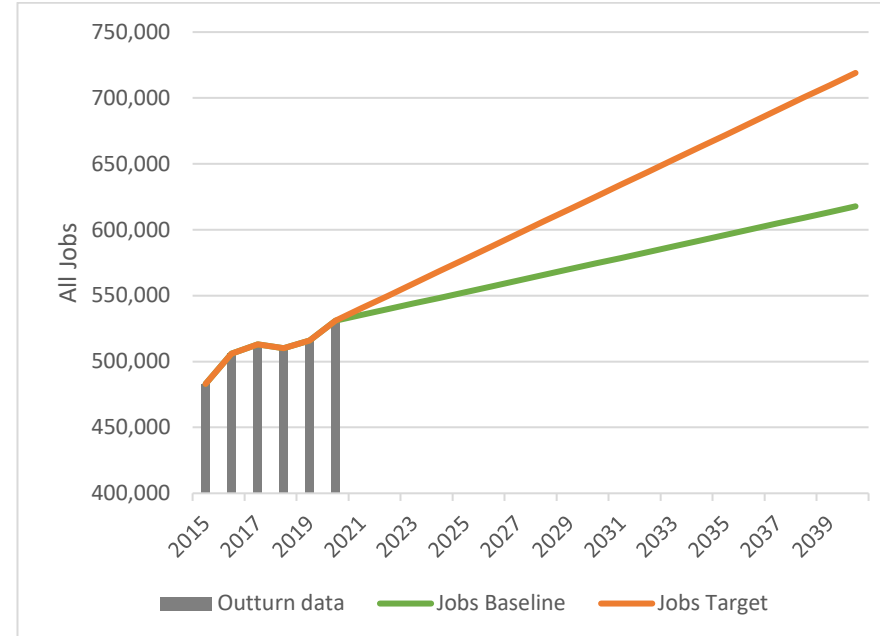
**SKILLS COMMITTEE**

**COMBINED AUTHORITY PERFORMANCE DASHBOARD  
 DEVOLUTION DEAL TRAJECTORY**

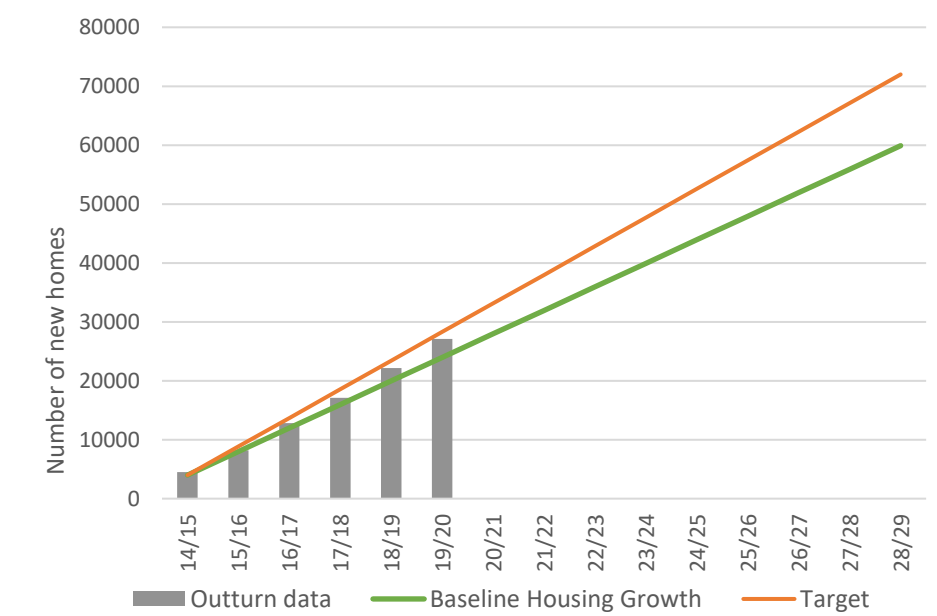
**GVA TRAJECTORY V BASELINE**



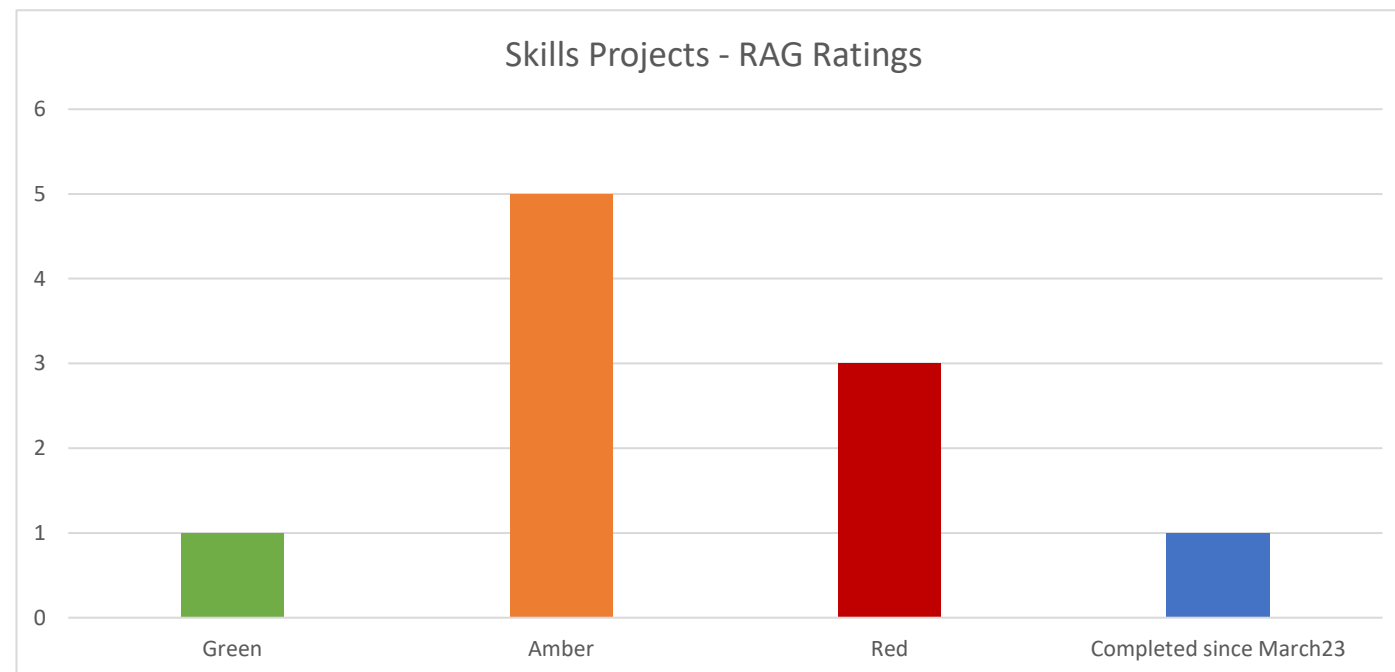
**JOBS TRAJECTORY V BASELINE**



**HOUSING PERFORMANCE (\*cumulative figures)**



**Combined Authority Skills Project Profile:**



| Skills projects                           |                  |
|---|------------------|
| Project                                   | RAG status       |
| Adult Education Budget (AEB)              | Green            |
| Growth Works (Business Growth Service)    | Amber            |
| Business Growth Fund                      | Amber            |
| University of Peterborough Phase 1        | Complete         |
| University of Peterborough Phase 2        | Amber            |
| University of Peterborough Phase 3        | Amber            |
| Skills Bootcamps Wave 3                   | Red              |
| Skills Bootcamps Wave 4                   | Amber            |
| Health & Care Sector Work Academy (HCSWA) | Red              |
| Multiply                                  | Red              |
| Further Education Cold Spots              | Not yet reported |

Data as at the end of April 2023  
 Data is taken from monthly highlight reports



Item 8



**CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

## **SKILLS COMMITTEE AGENDA PLAN**

Updated 28 April 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>

- \* indicates items expected to be recommended for determination by Combined Authority Board
- + indicates items expected to be confidential, which would exclude the press and public.

Draft reports are due with the Democratic Services Officer by 10.00 a.m. eight clear working days before the meeting.  
The agenda dispatch date is five clear working days before the meeting.

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

1. **Minutes of previous meeting and Action Log**
2. **Agenda Plan**
3. **Budget and Performance Report**
4. **Employment and Skills Board Update**

| Committee date  |    | Agenda item  | Report Purpose  | Lead officer                               | Report to CA Board for decision | Reference if key decision | Agenda despatch date |
|-----------------|----|--|---|--|---------------------------------|---------------------------|----------------------|
| <u>05/06/23</u> |    | Minutes & Action Log   |   | Jo Morley                                  | n/a                             | n/a                       | <b>26/05/23</b>      |
|                 | 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 Update   |   | Melissa Gresswell/ Fliss Miller            | No                              | n/a                       |                      |
|                 |    | Budget & Performance Report  |   | Bruna Menegatti                            | No                              | n/a                       |                      |
|                 |    | Agenda Plan  |   | 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 |
|-----------------|----|---|---|------------------------|---------------------------------|---------------------------|----------------------|
| <u>03/07/23</u> |    | Minutes & Action Log  |   | Jo Morley              | n/a                             | n/a                       |                      |
|                 | 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                       |                      |

| Committee date  |    | Agenda item   | Report Purpose   | Lead officer                             | Report to CA Board for decision | Reference if key decision | Agenda despatch date |
|-----------------|----|---|--|--|---------------------------------|---------------------------|----------------------|
| <b>04/09/23</b> |    | Minutes & Action Log  |  | Jo Morley                                | n/a                             |                           |                      |
|                 | 1. | UK SPF – Skills Projects  | To recommend to CA Board to approve and delegate authority for the UKSPF Skills Projects.  | Alexis McLeod                            | Yes                             |                           |                      |
|                 | 2. | 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                              |                           |                      |
|                 | 3. | Careers Hub update for 2023/24  | To note the delivery focus for 2023/24 academic year   | Laura Guymer                             | No                              |                           |                      |
|                 | 4. | FE Coldspots –progress update   | To note update on progress   | Parminder Singh Garcha                   |                                 |                           |                      |
|                 |    | Employment & Skills Update  |  | Melissa Gresswell/<br>Fliss Miller       | No                              | n/a                       |                      |
|                 |    | Budget & Performance Report   |  | Bruna Mengatti                           | No                              | n/a                       |                      |
|                 |    | Agenda Plan   |  | Jo Morley                                | n/a                             | n/a                       |                      |
| <b>06/11/23</b> |    | 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 and a mid-project progress report for the Multiply programme | Fliss Miller /<br>Parminder Singh Garcha |                                 |                           |                      |

| Committee date  |    | Agenda item  | Report Purpose   | Lead officer                       | Report to CA Board for decision | Reference if key decision | Agenda despatch date |
|-----------------|----|--|--|------------------------------------|---------------------------------|---------------------------|----------------------|
|                 | 2. | Growth works Update                                    | To note the quarterly progress report  | Steve Clarke                       |                                 |                           |                      |
|                 | 3. | Peterborough Innovation and Research Centre Update     |  | Rachael Holliday                   |                                 |                           |                      |
|                 | 4. | Recommendations of the FE Cold spots Feasibility Study | To approve the recommendations of the feasibility studies for St Neots and East Cambridgeshire   | Parminder Singh Garcha             | Yes                             |                           |                      |
|                 | 5. | Approval of UKSPF project delivery                     | To approve approach to project delivery.   | Fliss Miller                       |                                 |                           |                      |
|                 |    | Budget & Performance Report                            |  | Bruna Mengatti                     | No                              | n/a                       |                      |
|                 |    | Agenda Plan  |  | Jo Morley                          | n/a                             | n/a                       |                      |
| <b>15/01/24</b> |    | Minutes & Action Log                                   |  | Jo Morley                          |                                 |                           |                      |
|                 | 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. | Parminder Singh Garcha             |                                 |                           |                      |
|                 | 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             |                                 |                           |                      |
|                 |    | Employment & Skills Update                             |  | Melissa Gresswell/<br>Fliss Miller | No                              | n/a                       |                      |

| Committee date  |    | Agenda item  | Report Purpose   | Lead officer           | Report to CA Board for decision | Reference if key decision | Agenda despatch date |
|-----------------|----|--|--|------------------------|---------------------------------|---------------------------|----------------------|
|                 |    | Budget & Performance Report  |  | Bruna Mengatti         | No                              | n/a                       |                      |
|                 |    | Agenda Plan  |  | Jo Morley              | n/a                             | n/a                       |                      |
| <b>04/03/24</b> |    | Minutes & Action Log   |  | Jo Morley              |                                 |                           |                      |
|                 | 1. | AEB Funding Policy Changes for 2024/25                               | To approve the implementation of AEB funding policy changes for the 2024/25 academic year. | Parminder Singh Garcha |                                 |                           |                      |
|                 | 2. | Mid-year Skills Performance Review                                   | To note mid-year performance on all Skills programmes for the 2023/24 academic year        | Fliss Miller           |                                 |                           |                      |
|                 | 3. | Growth Works Evaluation  | To receive and note the evaluation findings  | Steve Clarke           |                                 |                           |                      |
|                 |    | Budget & Performance Report  |  | Bruna Mengatti         | No                              | n/a                       |                      |
|                 |    | Agenda Plan  |  | Jo Morley              | n/a                             | n/a                       |                      |
| <b>10/06/24</b> |    | Minutes & Action Log   |  | Jo Morley              |                                 |                           |                      |
|                 |    | AEB, FCFJ and Multiply allocations to Independent Training Providers | To approve the funding allocations to ITPs for the 2024/25 academic year                   | Parminder Singh Garcha |                                 |                           |                      |
|                 |    | Budget & Performance Report  |  | Bruna Mengatti         | No                              | n/a                       |                      |
|                 |    | Agenda Plan  |  | Jo Morley              | n/a                             | n/a                       |                      |



An accessible version of this information is available on request from [democratic.services@cambridgeshirepeterborough-ca.gov.uk](mailto:democratic.services@cambridgeshirepeterborough-ca.gov.uk)

**Update Items for Informal Skills Committee:**

- Essential Skills Route Map
- Destinations Tracking Project in AEB
- Review of Learner and Learning Support
- Skills Audit Plan
- Skills Comms Plan
- Deeper Devolution
- Directorate Plan
- PAL Implementation
- Additional Funding
- University of Peterborough
- Local Skills Improvement Fund (LSIF)



|  |             |
|--|-------------|
| <b>Skills &amp; Employment Committee</b> | Agenda Item |
| <b>3 July 2023</b>                       | <b>11</b>   |

|                      |   |
|----------------------|---|
| Title:               | Growth Works - Management Update to Year 3, Quarter 9 (to April 2023)                         |
| Report of:           | Steve Clarke, Interim Associate Director Business   |
| Lead Member:         | Cllr Lucy Nethsingha, Lead Member for Skills and Chair of the Skills and Employment Committee |
| Public Report:       | Yes   |
| Key Decision:        | No  |
| Voting Arrangements: | n/a   |

|                         |   |
|-------------------------|---|
| <b>Recommendations:</b> |   |
| A                       | Note the Growth Works Programme Performance Update to Year 3, Quarter 9 (to April 2023) |

|  |   |
|--|---|
| <b>Strategic Objective(s):</b>   |   |
| 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                          |

|                   |   |
|-------------------|---|
| <b>1. Purpose</b> |   |
| 1.1               | To update the Skills and Employment Committee on performance data for the Growth Works Programme for the reporting period to 31 <sup>st</sup> April 2023 (Year 3, Quarter 9). |

|                    |  |
|--------------------|--|
| <b>2. Proposal</b> |  |
| 2.1                | <p>The Growth Works Programme delivers the Combined Authority strategic objectives of achieving ambitious skills and employment opportunities, and achieving good growth through the delivery of business support services for Cambridgeshire &amp; Peterborough businesses and focuses on 4 key service lines within the programme:</p> <ul style="list-style-type: none"><li>• Skills Brokerage Service</li><li>• Inward Investment Service</li><li>• Growth Coaching Service</li><li>• Equity &amp; Investment Service.</li></ul> |

|     |  |
|-----|--|
| 2.2 | The contract for the Growth Works Programme was signed on 12th February 2021, and the service went 'live' following a public launch on 27th May 2021 and comes to an end on 31st December 2023.  |
| 2.3 | <p>Monthly and quarterly contractual meetings with Gateley Economic Growth Services (GEG) and the contract consortia are scheduled up to contract end date, also quarterly performance update reports are presented to the Skills Committee and the Business Board. Furthermore, the Programme's Performance Management Committee meets monthly and is currently chaired by Cllr Nethsingha and includes both Mike Herd and Nitin Patel from the Business Board, and Nigel Parkinson as Director of Growth Co.</p> <p>The Skills Committee is asked to note this report on the Growth Works Programme Performance Update to Year 3, Quarter 9 (January to April 2023).</p> |

### 3. Background

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

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

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

| Growth Works Service delivery   | CCC | ECDC | FDC | HDC | PCC | SCDC | LEP Area | TOTAL |
|---|-----|------|-----|-----|-----|------|----------|-------|
| Growth Coaching:  | 10  | 72   | 0   | 74  | 255 | 104  | 82       | 597   |
| Investment  | 56  | 0    | 0   | 0   | 0   | 0    | 0        | 56    |
| Capital Grants  | 0   | 6    | 25  | 0   | 22  | 5    | 0        | 58    |
| Equity Investment   | 84  | 0    | 0   | 0   | 0   | 0    | 0        | 84    |
| <i>Skills has no target to achieve for jobs but occasionally creates jobs</i> |     |      |     |     |     |      |          |       |

|  |              |            |            |            |            |              |              |                    |
|--|--------------|------------|------------|------------|------------|--------------|--------------|--------------------|
| Year-1 and 2 New Jobs accumulative total     | 538.5        | 393        | 310        | 273        | 551        | 687.5        | 158.5        | Item 11<br>2,974.5 |
| Year-3 (Q9 only) New Jobs accumulative total | 150          | 78         | 25         | 74         | 277        | 109          | 82           | 797                |
| <b>TOTALS</b>                                | <b>688.5</b> | <b>471</b> | <b>335</b> | <b>347</b> | <b>828</b> | <b>796.5</b> | <b>240.5</b> | <b>3,771.5</b>     |

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

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

- 3.2 Growth Works Programme Overview:
- The rationale behind the creation and launch of Growth Works Programme in 2021 was to support growing businesses and organisations across the Cambridgeshire and Peterborough Combined Authority region and to create long term sustainable jobs.
  - In the last quarter (Q9) Growth Works added 797 jobs, this was our strongest quarter yet. Momentum continues to build and continues to add more jobs quarter on quarter.
  - At the end of April 2023, the Growth Works programme had achieved its best month and the whole programme total was at 4102.5 jobs attributed and is ahead of target by 561.5 jobs or 15.8%.
  - Over the course of the programme, Growth Works has embedded itself within the region's ecosystem, creating a strong brand with impact and momentum in the market that belongs to the Combined Authority.
  - The programme has pivoted and adjusted well in the wake of many macro-environment hurdles (i.e. Covid, Ukraine, cost of living/energy crisis, mini budget etc.) and whilst some service lines are still behind like the Skills, overall successful delivery is still being maintained as acknowledged by members of the Business Board.
  - The Client Survey Net Promoter Score (NPS) for Quarter 9 is 48% which is classed as 'Good' but the score has declined over the last two quarters which is being monitored. When taken as an aggregated score from the beginning of the programme, Growth Works NPS score is at 63% regularly achieving 'World Class' status based on a sample pool of 168 beneficiaries.
  - Growth Works Programme has engaged with 7,855 companies in total across the CPCA region.

- 3.3 Headline updates for each Service Line:
- Skills Brokerage**
- Learning outcomes trajectory is on track to deliver the 1705 required, as the skills service continues month on month to increase activity.

- Macroeconomic drivers have created significant challenges in delivering the apprenticeship outcomes hoped for both at a regional and national level.
- There have been challenges around proportionality across the 6 council areas.
- In terms of European Social Fund (ESF) output metrics from within the programme, these are behind but improving and the pipeline is showing a reasonable strong flow of opportunities.
- The Growth Works Skills Team are working collaboratively with the CPCA to address these challenges, although progress has been lower than expected.

### **Inward Investment**

- From contract start and during mobilisation a very lean team built a pipeline and delivered early wins and jobs at pace and scale.
- Inward Investment have exceeded targets from project inception.
- Subsequently, the CPCA awarded an additional £480,000 in Local Growth Fund (LGF) to expand the activity and jobs target. This stretch target has now been beaten with 8 months of the programme left to run, proving the hypothesis that foreign companies and their capital is attracted to the region.
- This hypothesis has not only been validated by the strong job numbers, but also by the c.2 leads that have been generated by Growth Works for every 1 by Department for Business and Trade (DBT) own national inward investment service.
- The Inward Investment service line has had a success in all 6 district councils, and has had successes in a variety of different sectors.
- The Inward Investment service line at contract end will have a healthy pipeline with 275 companies (lead, pursuit, active) with a combined 8,832 potential jobs for the region.
- The Combined Authority, Business Board and Local Authorities are considering what arrangements are required to service this pipeline so these opportunities and the potential jobs are not lost to the region.

### **Capital Grants & Equity Investments**

- At the beginning of the programme Growth Works team ramped up at scale after contract signing to deliver £2.043m in awards of CapEx in 6 weeks to meet one of the funding stream deadlines, this was all done during the mobilisation phase while the Streams were getting ready to go live.
- Growth Works has substantially overdelivered on the beneficiaries of the service with 79 companies receiving SME CapEx grants against a contract target of 56, with 32 companies receiving grants against a target of 8 in the first £2.043m tranche referred to above.
- The Equity Investment Service was rejuvenated in September 2022 to go live in December 2022, within 4 months it has delivered 47% of its job target. With an additional 36% which are currently awaiting approval in this month's Investment Panel.
- The Equity Investment Service has outperformed the typical success for this type of Investment Fund offering in the market as was acknowledged by the recent programme assessment team.
- The Equity team has built sophisticated relationships with the business investment community and a sustainable pipeline of companies that will continue to grow and bring jobs into the region over the coming years.
- The Equity Investment Service has been presented a number of opportunities which crystallise a significant number of jobs in 2024 and beyond.

### **Growth Coaching**

- The hypothesis laid out in the original business case and tender was tested during what was a difficult Macro economic period and as such not substantially proven by the sub-contract service line delivery partner, this led to a Project Change Request (PCR) around criteria of grant being sought and approved on the related European Regional Development Fund (ERDF) funded element of the Growth Coaching service line. Since that approval, a fresh approach to engaging the market using new staff with wider skillsets is delivering the current upturn in numbers.
- The upturn has led to the Growth Coaching service line being at a jobs total of 2,296.5, which is 181.5 (8.6%) ahead of where we modelled to be on the 30-April.
- Across the metrics that feed into this job creation there has been a similar improvement, with business starting coaching reaching 53% of the Q10 target in April, the first month of the next quarter.

|     |  |
|-----|--|
|     | <ul style="list-style-type: none"> <li>Similarly, there were 110 coaching completions in April, the strongest month of the contract to date, which leaves this metric 3.7% ahead of where it was modelled to be by 30-April.</li> <li>This has all been because of the change in marketing and delivery approach taken by the service line sub-contractor.</li> </ul>  |
| 3.4 | <p>The Combined Authority has commissioned an objective evaluation review of the Growth Works Programme to undertake an in-depth analysis review of overall performance. This work will inform any future service design and lay the ground for the ex-post analysis required by the national managing authority on the funds within the programme (LGF, ERDF and ESF) and the Combined Authority's own Evaluation Framework requirements.</p> <p>The review will also take stock of activity across the CPCA area, and how this and Growth Works Programme deliver against CPCA's strategic and economic objectives, identifying what's needed in a 'gap analysis'. Bringing together the review elements with the latest research into what works; an understanding of the future funding, economic and policy context; and where opportunities for further improvement might lie in any enhanced devolution offer for CPCA. The final evaluation report and findings is expected to be completed and available in July 2023.</p> <p>Key objectives and main tasks:</p> <ul style="list-style-type: none"> <li>Interim evaluation – light touch evaluation of Growth Works Programme, reviewing performance, appraising impacts.</li> <li>Review economic, policy, business and funding context – major economic and policy trends shaping the business environment, changes to public and private funding environment and opportunities.</li> <li>Business demography – analysis of business population and trends.</li> <li>Gap analysis – map current and planned provision against current and future priorities and opportunities.</li> <li>Recommendations for new business support system – framework for new system, logic model for intervention rationale and case.</li> </ul> |

## 4. Appendices

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

## 5. Implications

|   |  |
|---|--|
| Financial Implications                      |  |
| 5.1   | No implications.   |
| Legal Implications                          |  |
| 6.1   | The are no legal implications arising from the report at this stage. |
| Public Health Implications                  |  |
| 7.1   | No implications.   |
| Environmental & Climate Change Implications |  |
| 8.1   | No implications.   |

|                                |  |  |
|--------------------------------|--|--|
| Other Significant Implications |  | Item 11  |
| 9.1                            | None.  |  |
| Background Papers              |  |  |
| 10.1                           | <a href="#">Skills Committee March 2023 - Item 3.1</a> | Growth Works - Management Update for Q8 (October to December 2022) |



# CPCA Business Growth Service Contract Management Group Report

Growth Works: Reporting Period to  
30<sup>th</sup> April 2023





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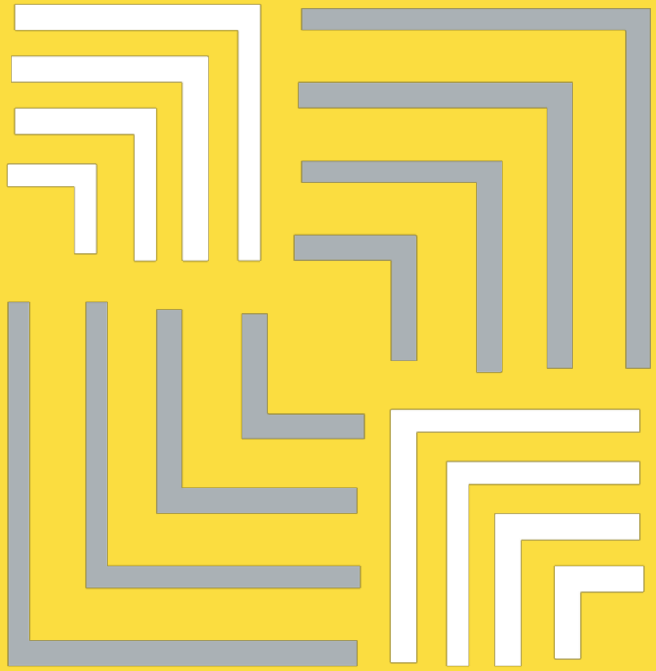
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# GLOSSARY

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

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

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



# **1. Programme Director's Summary**

# Summary – Programme Director’s Update

Year-3: Quarter-10, April 2023.

Combined Authority Colleagues,

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

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

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

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


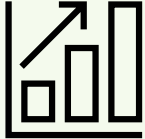

Richard Cuda,

Programme Director




# Summary – Programme Director’s Perspective

Year-3: Quarter-10, April 2023.

## Three Things We Are Happy We’re Doing Well

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

## Three Things We Are Keeping An Eye On

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

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



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

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

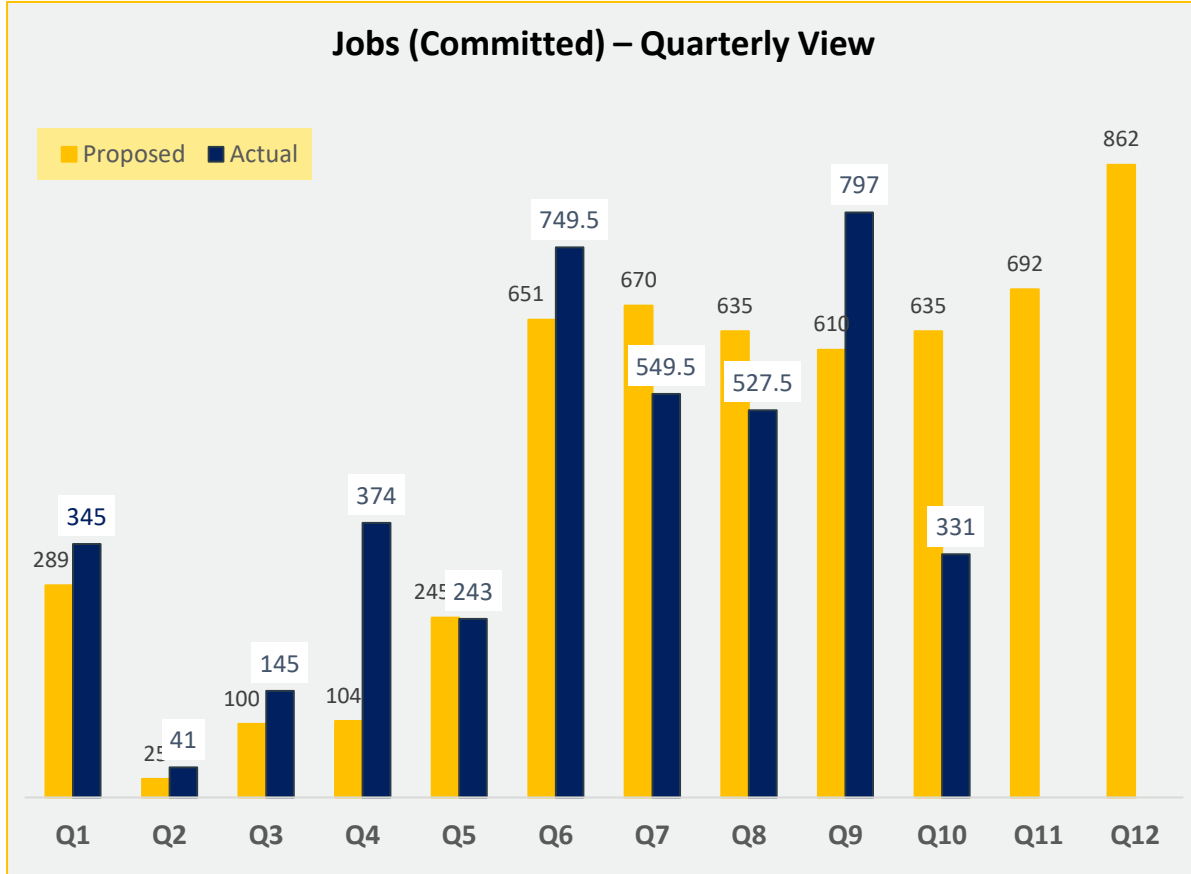
\*\* The jobs total to date has increased net +4 in Year-1 due to a June 2021 reported 'win' creating a larger commitment to jobs than originally thought.

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

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

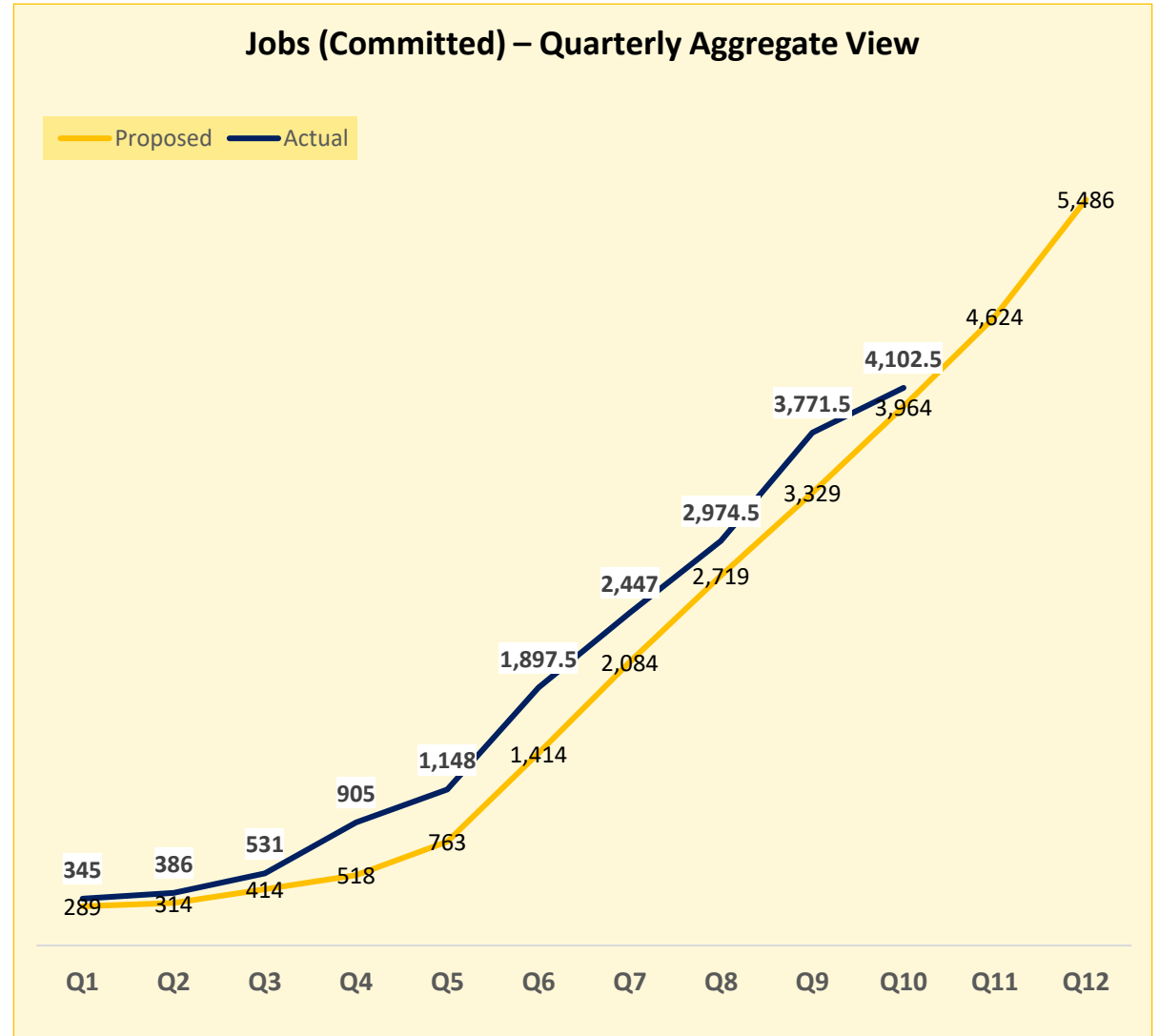
On 6<sup>th</sup> June 2022, at Growth Co request Growth Works submitted for review and discussion a point of view paper with a suggested way forward to report how the programme measures jobs forecast/committed, jobs created/evidenced, and apprenticeships above an agreed baseline. Apprenticeships are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

# Programme Director's Summary: Year-3, Quarter-10, to 30<sup>th</sup> April 2023 – Jobs



**NOTE: SME CapEx Grants Tranche-1: to 31<sup>st</sup> March 2022.**

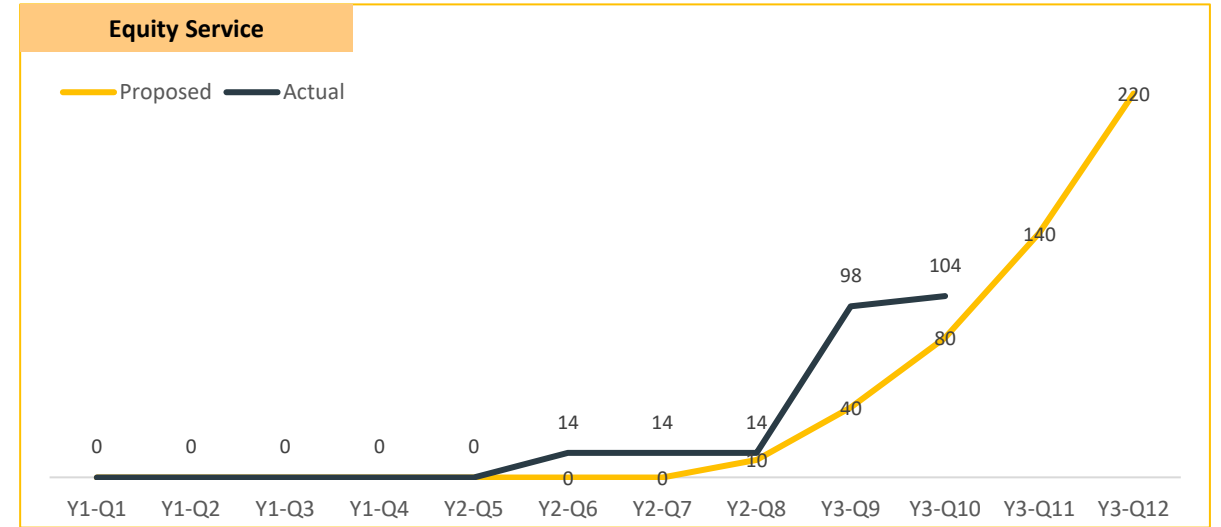
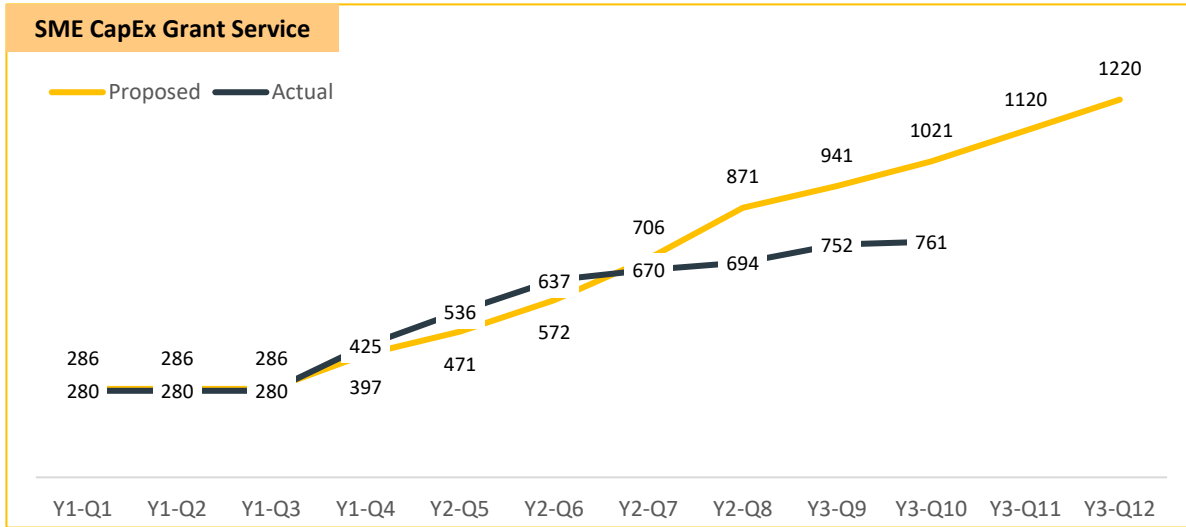
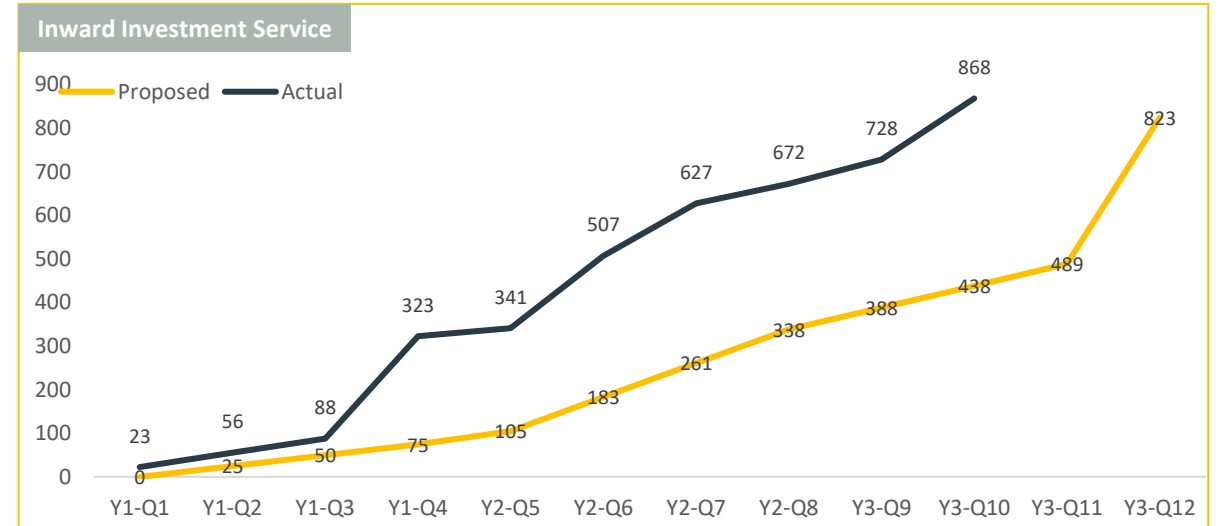
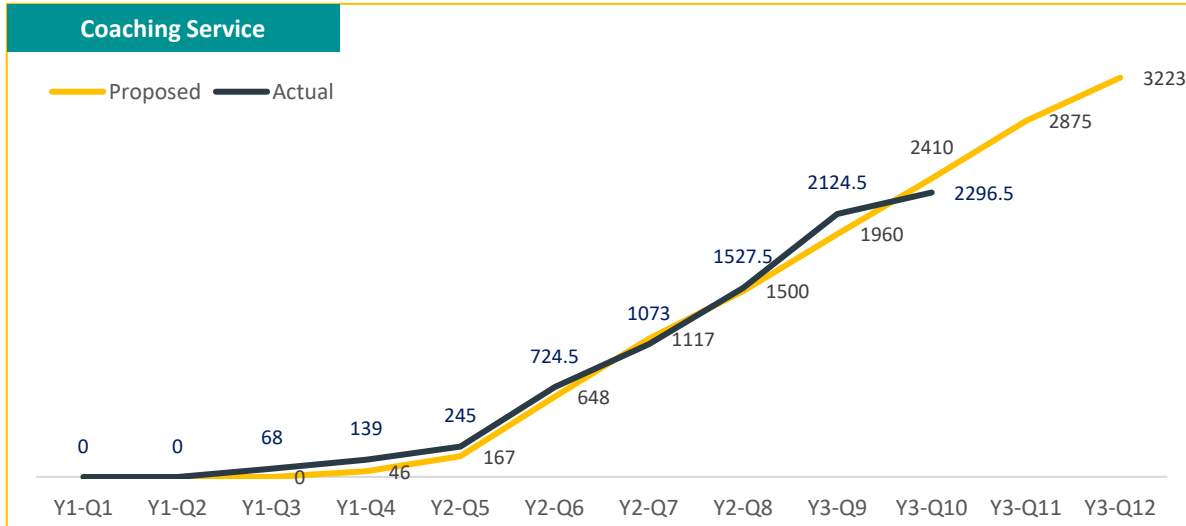
As per the qualification note explaining the position with the 32 companies awarded a CapEx Grant on 31<sup>st</sup> March 2021, we have recalibrated the Q4 data on jobs to reflect the fact that the Grants Jobs (committed) total for Year one is reset at 439 from 497 to account for the 58 jobs that companies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

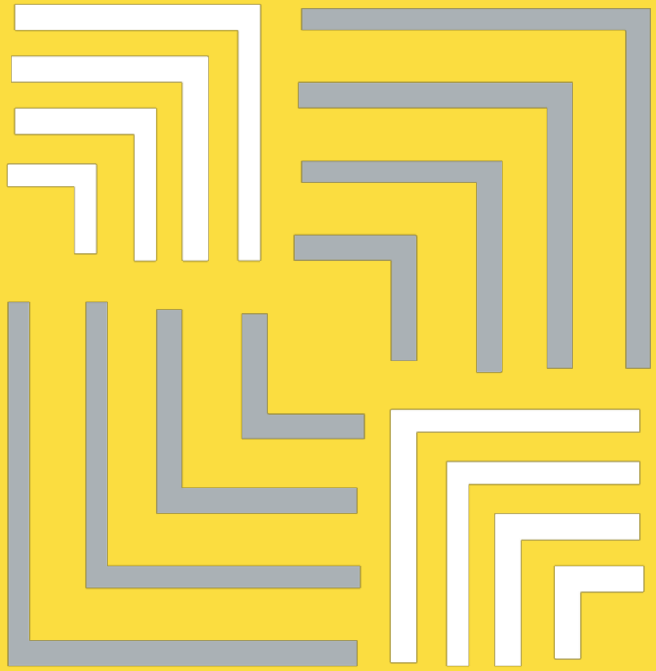




# Jobs by Service Line – Aggregate View

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





## **2. Growth Coaching Service**

# SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

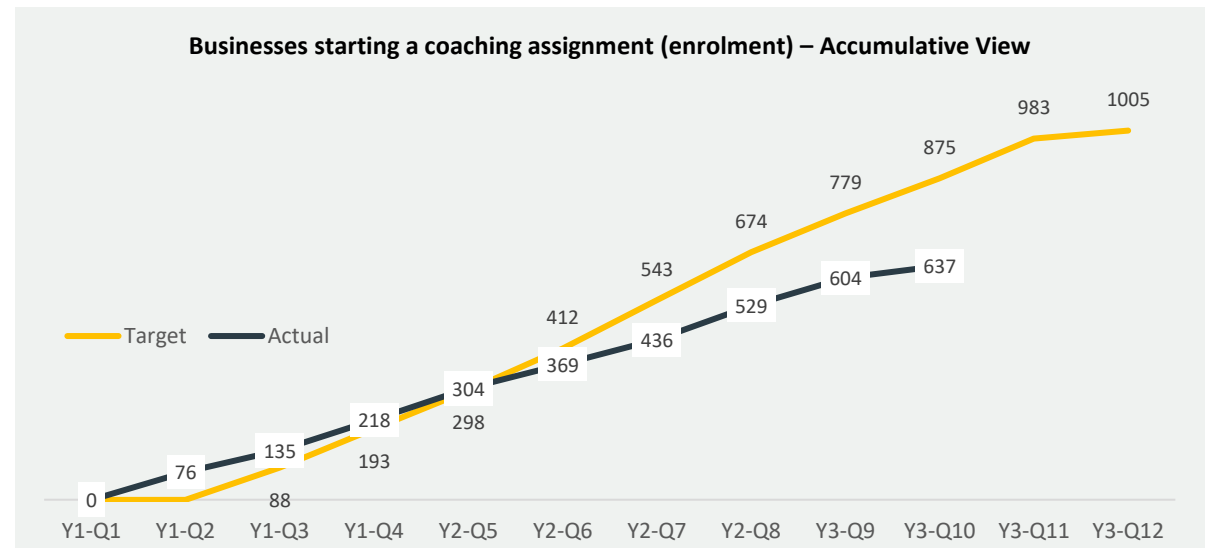
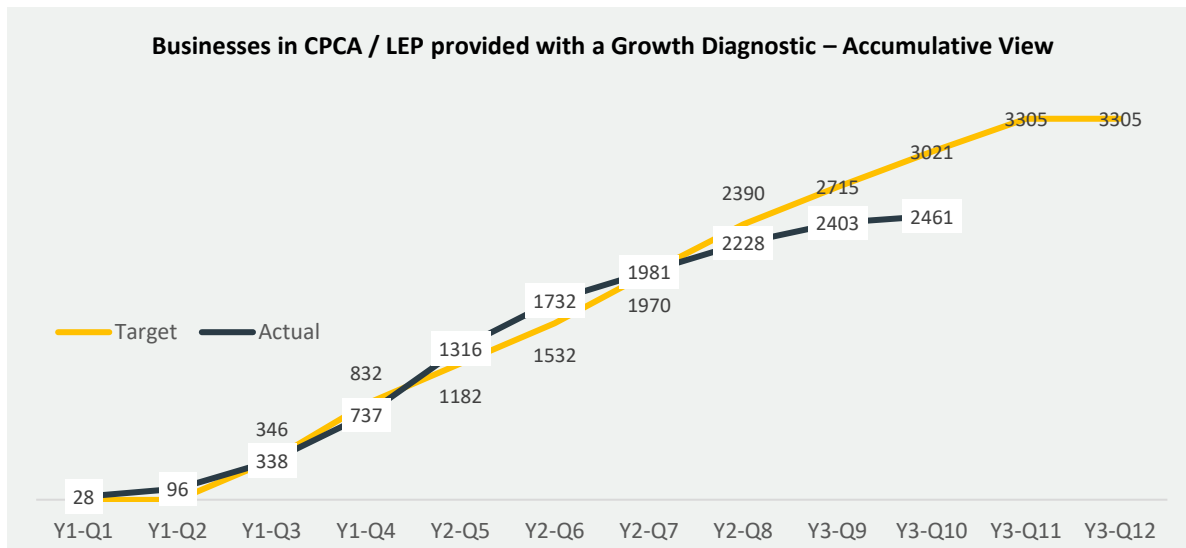
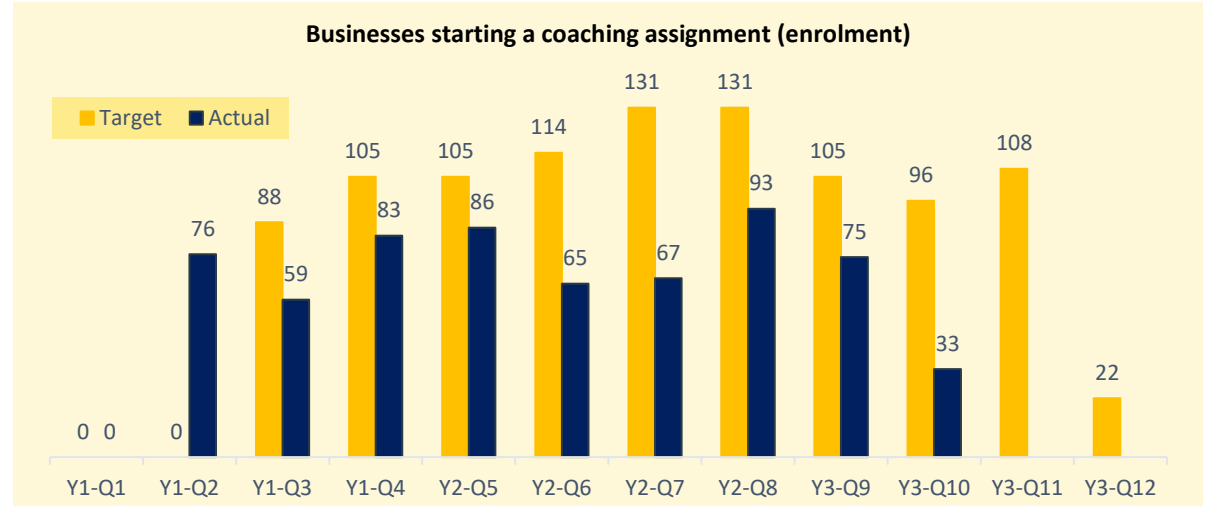
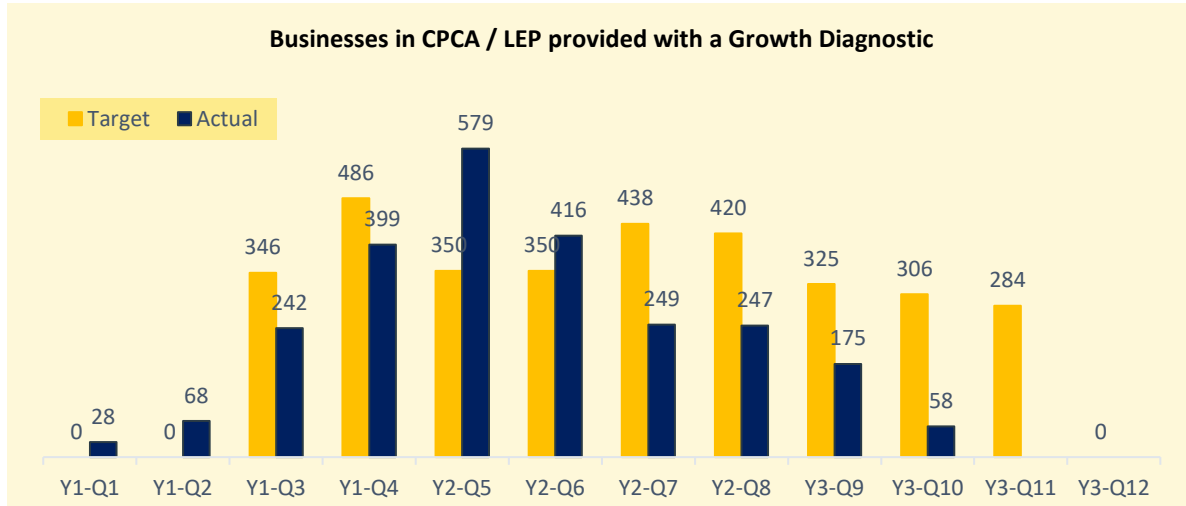
NOTE: Q10 data is to 30<sup>th</sup> April 2023.

| Target / Indicator  | Contract Deliverables - Targets |                    |                    |                          | Contract Deliverables - Performance |                   |   |  | Q9 Actual        | (Q10) This Quarter               |                   |                   |                   |                    | Q11 Target      | Q12 Target      |
|---|---------------------------------|--------------------|--------------------|--------------------------|-------------------------------------|-------------------|---|--|------------------|----------------------------------|-------------------|-------------------|-------------------|--------------------|-----------------|-----------------|
|   | Year 1 Target                   | Year 2 Target      | Year 3 Target      | Whole of Contract Target | Year-1 Actual                       | Year-2 Actual     | Year-3 Actual<br>(01-Jan 2023 to 30-Apr 2023) | Whole of Contract Actual<br>(15-Feb 2021 to 30-Apr 2023) |                  | Q10 Target<br>(01-Apr to 30-Jun) | Actual<br>(30/04) | Actual<br>(31/05) | Actual<br>(30/06) | Q10 Total to 30/04 |                 |                 |
| Jobs created (forecast / committed)   | 46                              | 1454               | 1723               | 3223                     | 139                                 | 1,388.5           | 769   | 2,296.5  | 597              | 465                              | 172               |                   |                   | 172                | 450             | 348             |
| Businesses provided with (i.e. undertaken) a Growth Diagnostic  | 832                             | 1558               | 915                | 3305                     | 737                                 | 1,491             | 233   | 2,461  | 175              | 306                              | 58                |                   |                   | 58                 | 284             | 0               |
| Businesses starting a coaching assignment (enrolment)   | 193                             | 481                | 331                | 1005                     | 218                                 | 311               | 108   | 637  | 75               | 96                               | 33                |                   |                   | 33                 | 108             | 22              |
| Size profile of businesses provided with a growth diagnostic, matched coach and scope of support (S/M/L in %) | 67½% / 30% / 2½%                | 52½% / 36¼% / 11¼% | 38¾% / 48¾% / 12½% | 50% / 40% / 10%          | 51¼% / 39¼% / 9½%                   | 60¼% / 32¼% / 7½% | 55½% / 37% / 7½%                              | 57½% / 34¾% / 7¾%  | 69¼% / 25% / 5½% | 40% / 45% / 15%                  | 54½% / 39½% / 6%  |                   |                   | 54½% / 39½% / 6%   | 40% / 50% / 10% | 35% / 55% / 10% |
| Businesses starting a coaching journey  | 154                             | 385                | 466                | 1005                     | 216                                 | 302               | 188   | 706  | 114              | 140                              | 74                |                   |                   | 74                 | 127             | 50              |
| Businesses completing a coaching journey  | 44                              | 327                | 634                | 1005                     | 46                                  | 279               | 321   | 646  | 211              | 197                              | 110               |                   |                   | 110                | 171             | 60              |

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

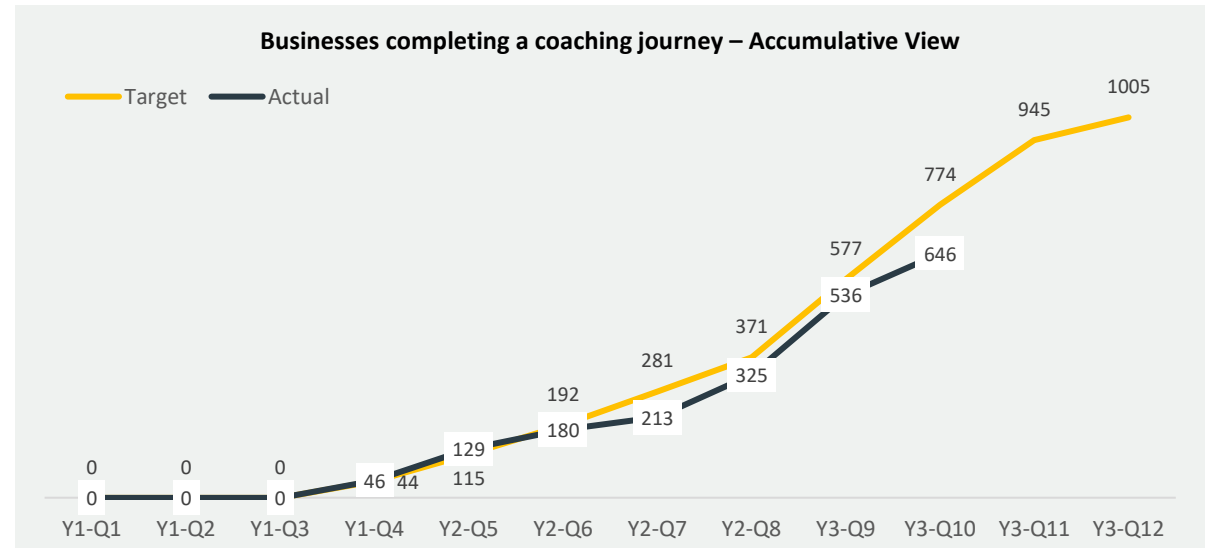
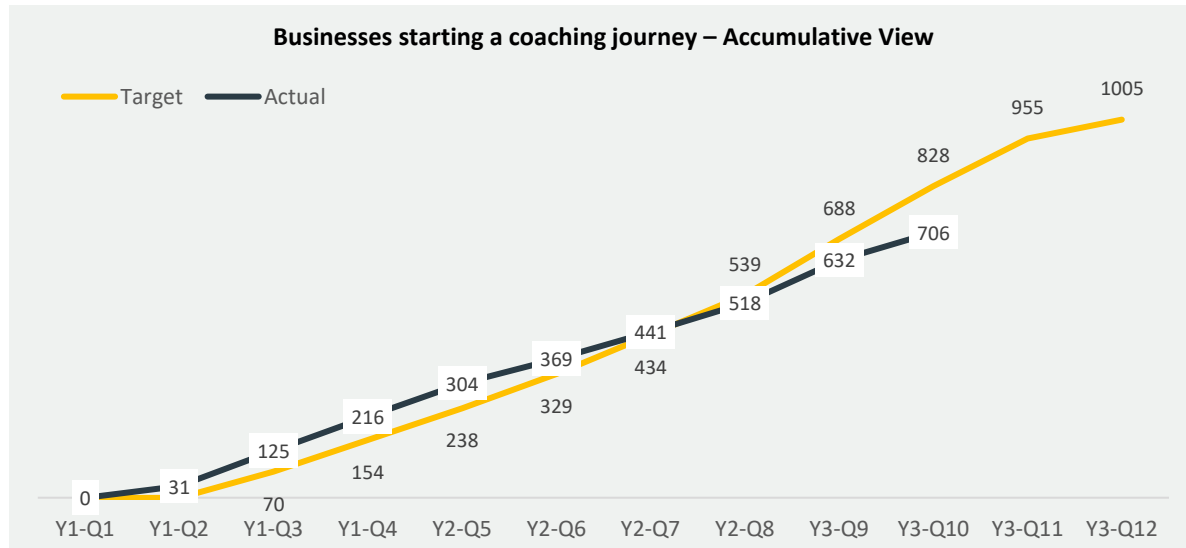
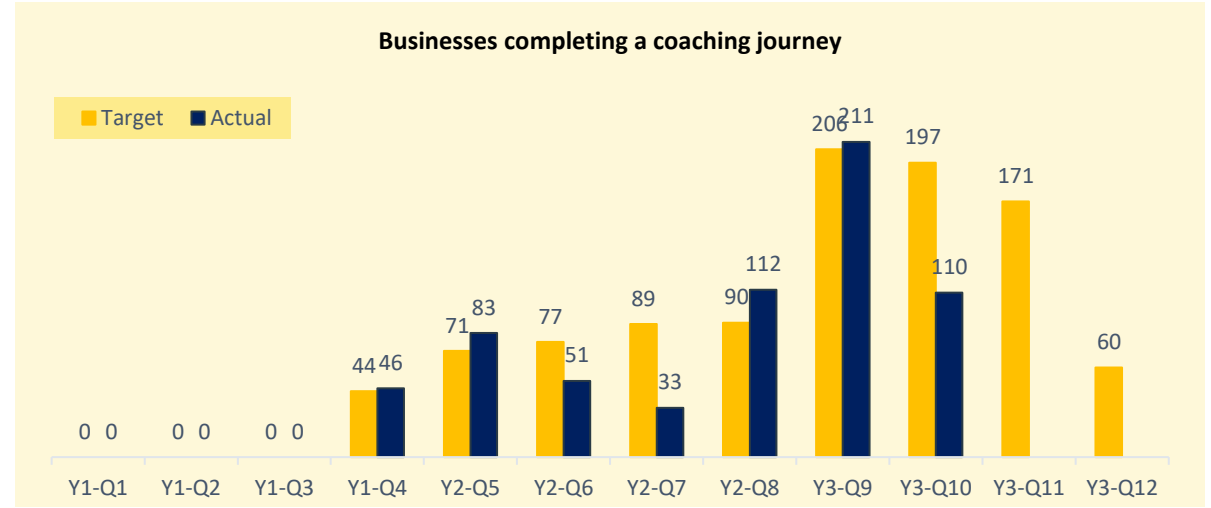
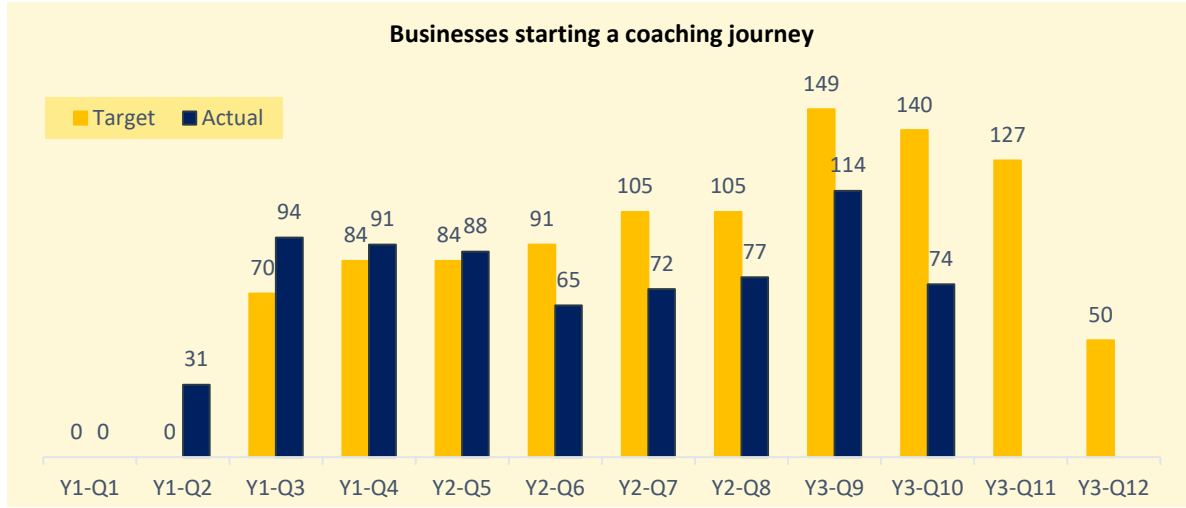
# SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q10 data is to 30<sup>th</sup> April 2023.



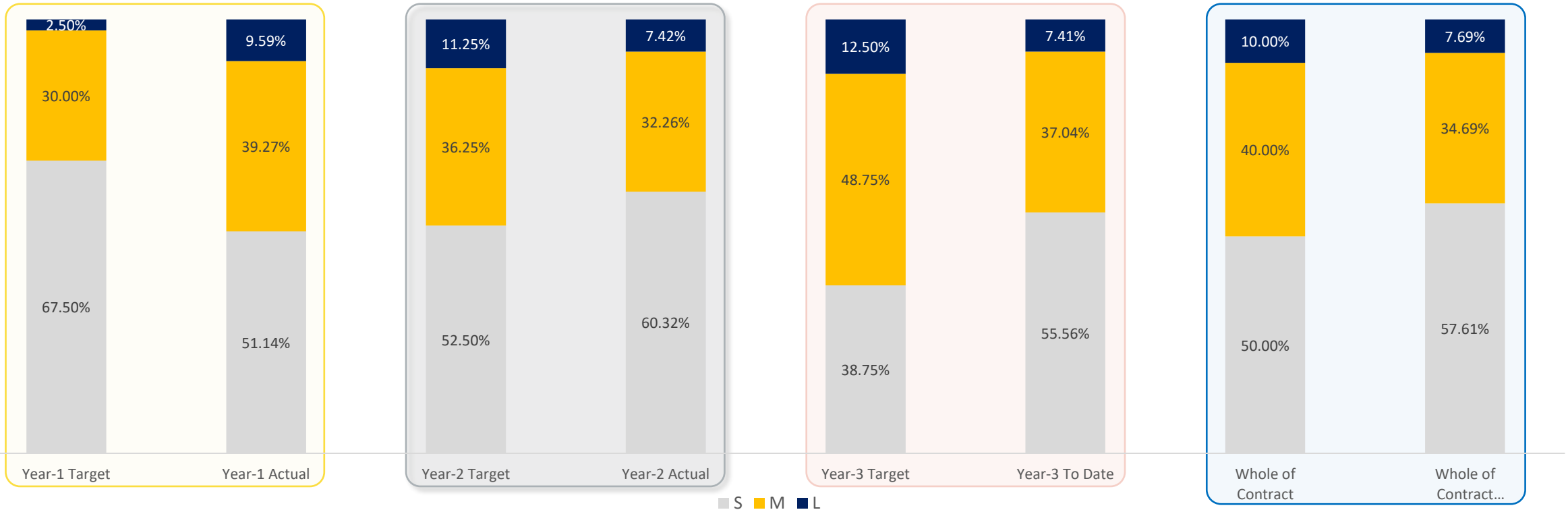
# SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q10 data is to 30<sup>th</sup> April 2023.



# SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

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



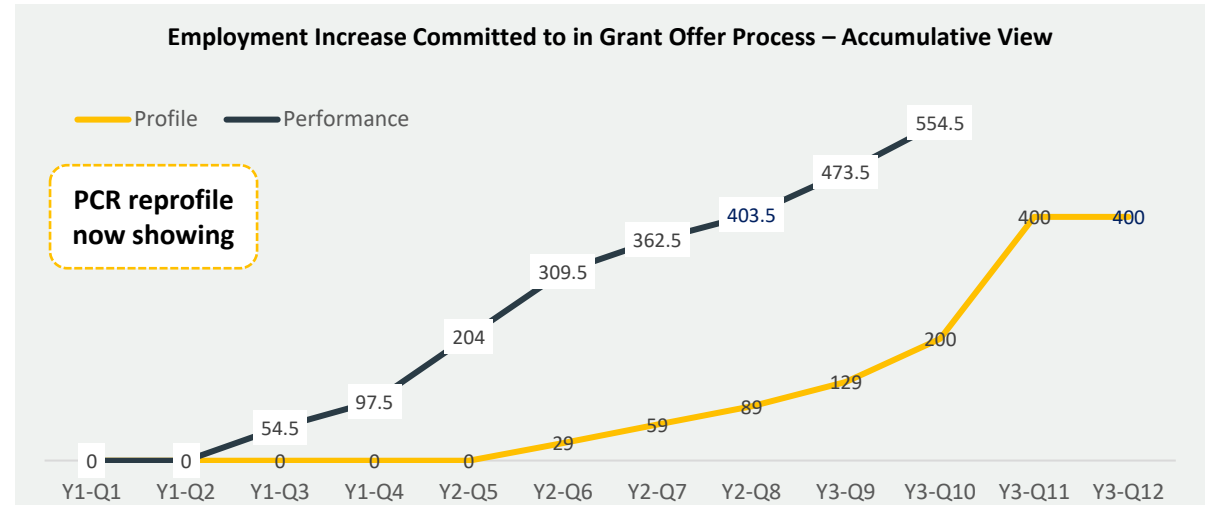
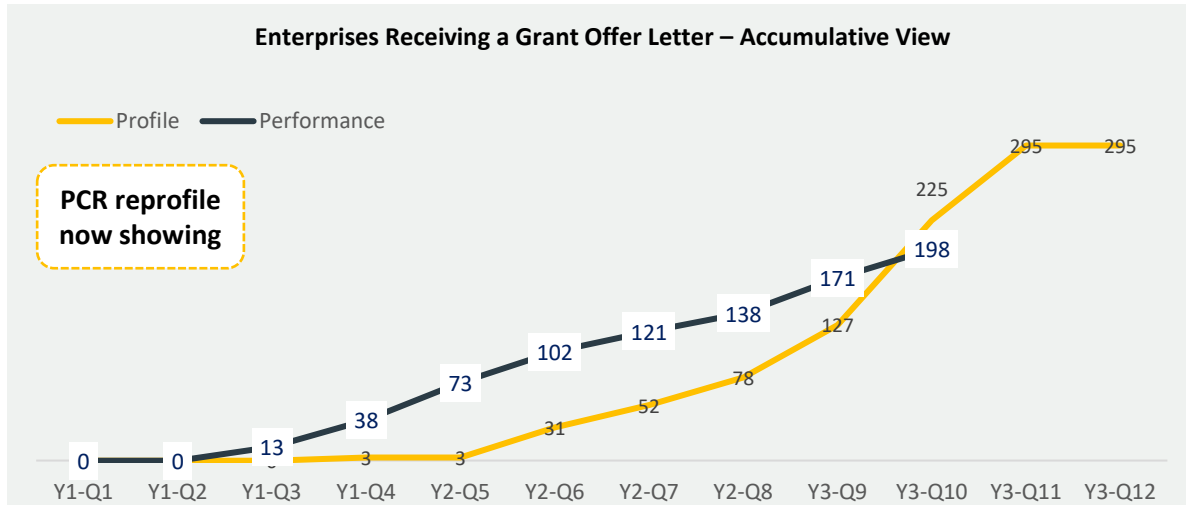
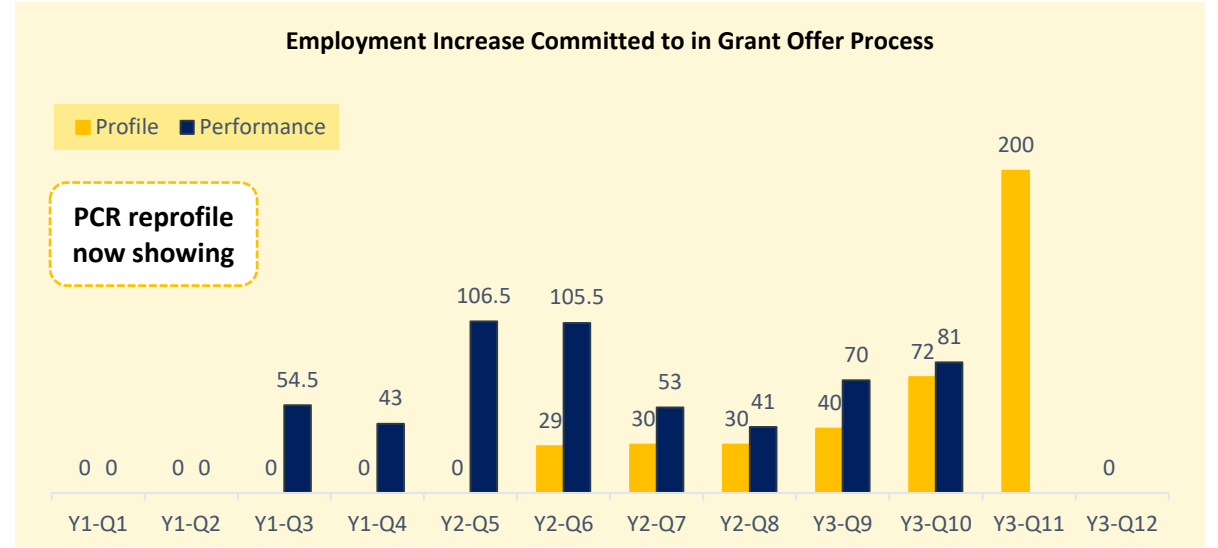
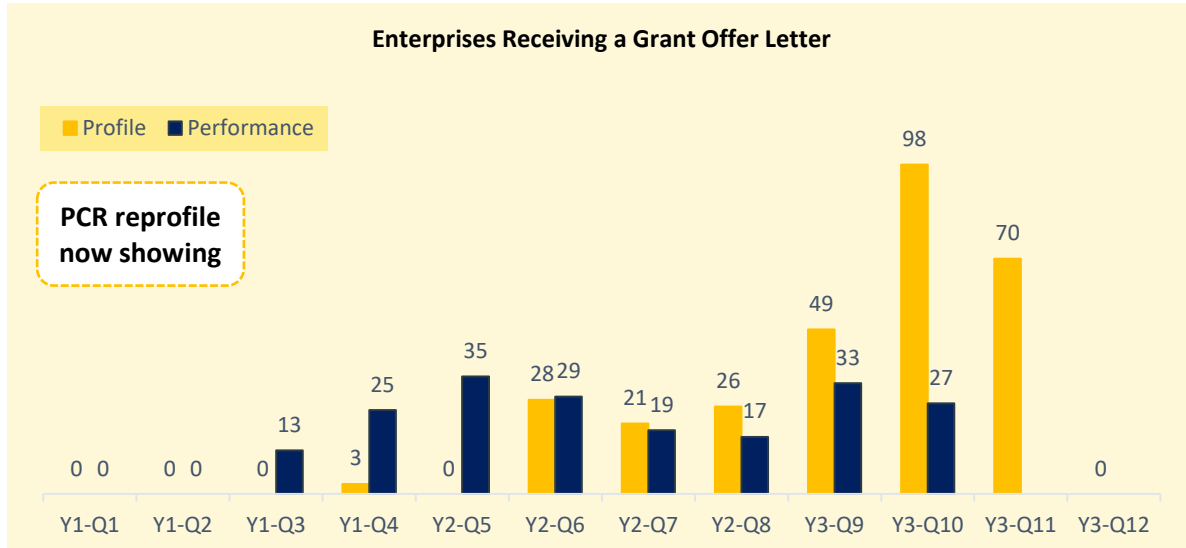
The categories are defined as follows:

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

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

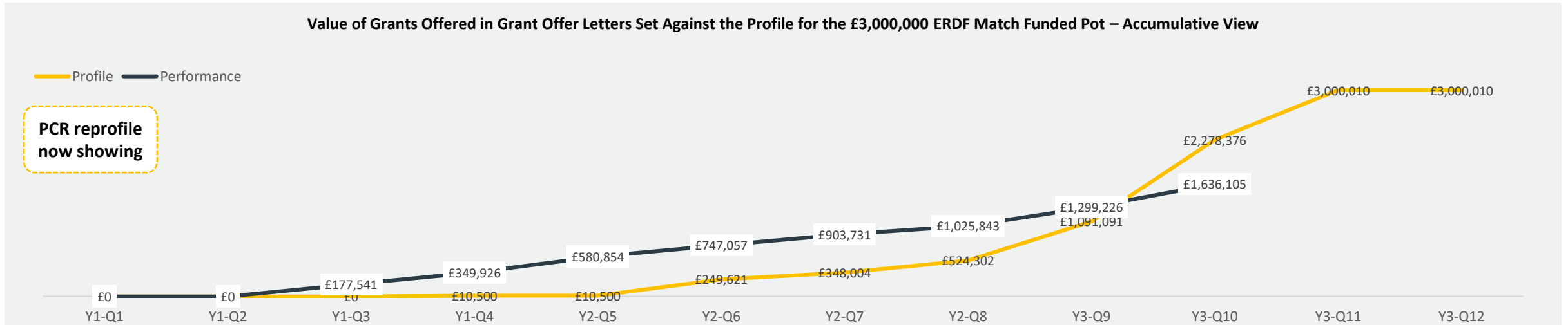
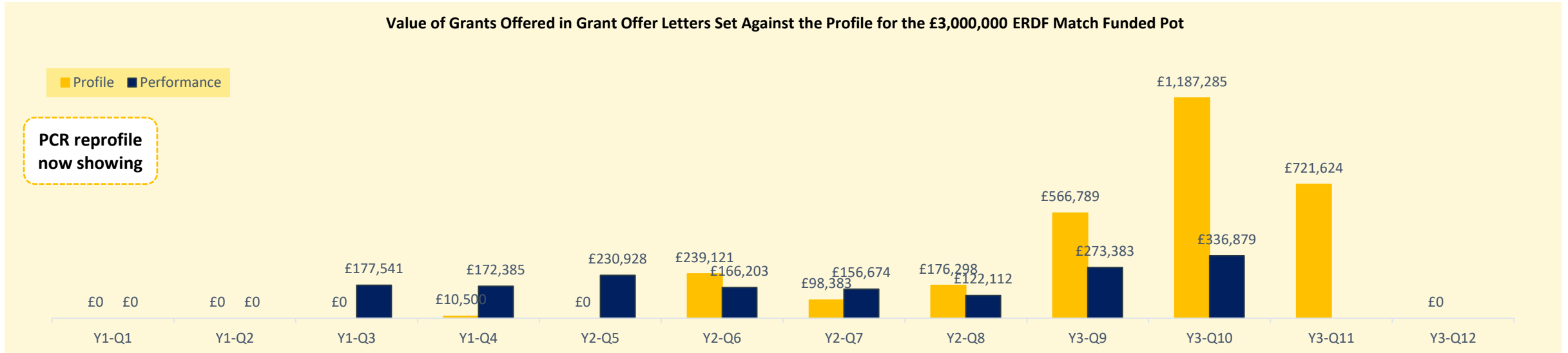
# SERVICE LINE DASHBOARD VIEW: Growth Coaching Service – ERDF Revenue / Nudge Grants (1/2)

NOTE: Q10 data is to 30<sup>th</sup> April 2023.



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

NOTE: Q10 data is to 30<sup>th</sup> April 2023.

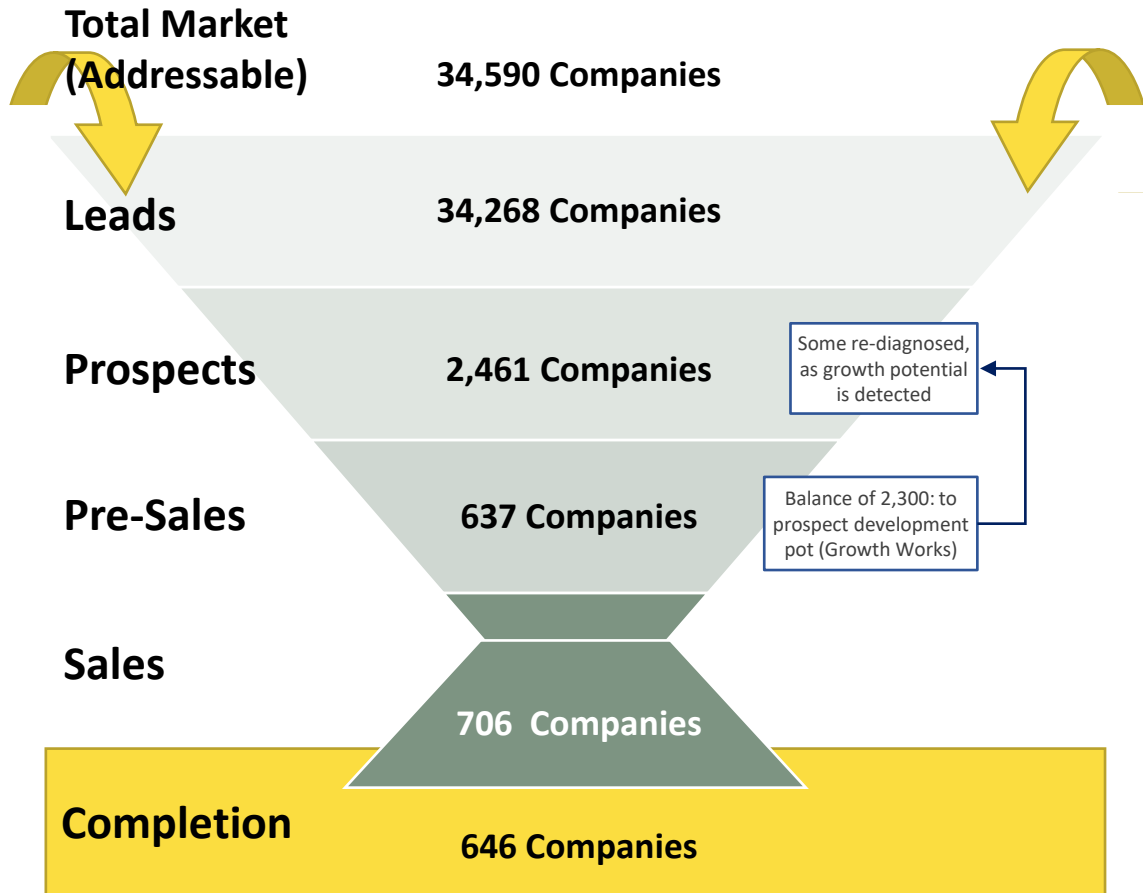




# SERVICE LINE PIPELINE VIEW: Growth Coaching Service

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

## PIPELINE STAGE VIEW



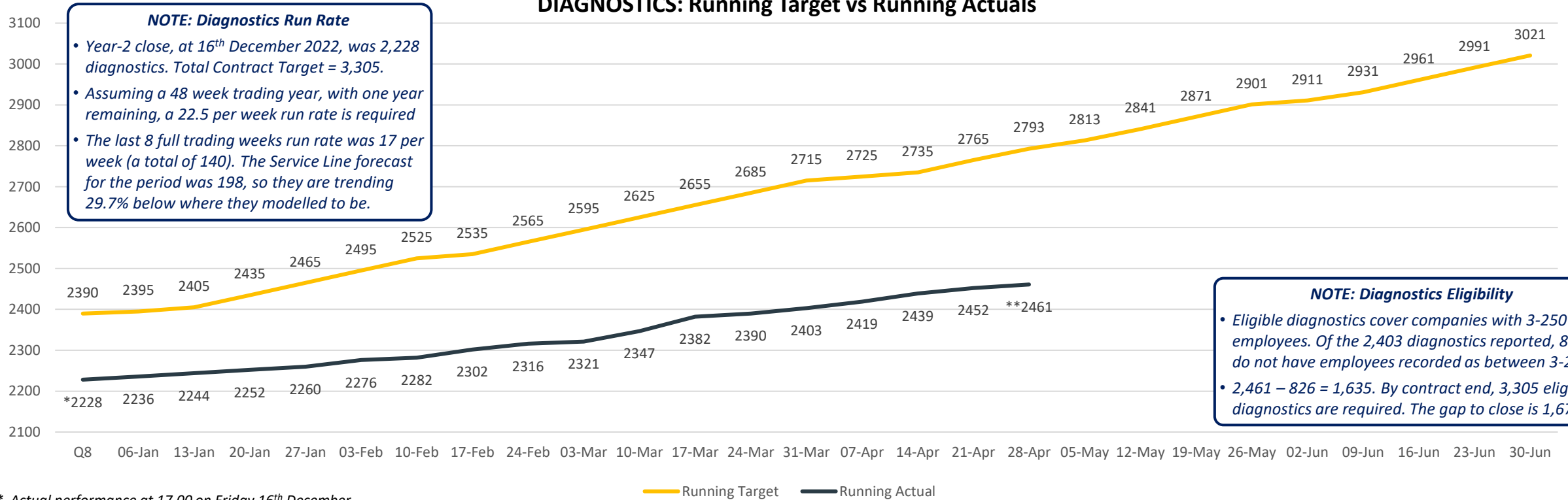
| Pipeline Stage             | Definition of Stage   | Performance Indicator<br>(whole of contract) | Monthly Performance | Contract to Date Performance |
|----------------------------|---|--|---------------------|------------------------------|
| Total Market (Addressable) | 34,590 SME companies in CPCA region (with 5+ employees) (ONS2020)     | N/A<br>• Awareness Raising<br>• Marketing    |                     |                              |
| Leads                      | Evidenced connections with 8,062 mostly cold / unqualified businesses | 8,062 SMEs Reached                           | 549 this month      | 34,268 to date               |
| Prospects                  | Marketing and qualification / diagnosis to 3,305 companies            | 3,305 SMEs Diagnosed                         | 58 this month       | 2,461 to date                |
| Pre-Sales                  | Enrolment into Growth Works   | 1,005 Enrolled                               | 33 this month       | 637 to date                  |
| Sales                      | Client starts coaching journey  | 1,005 starts                                 | 74 this month       | 706 to date                  |
| Completion                 | Client completes coaching journey                                     | 1,005 completions                            | 110 this month      | 646 to date                  |

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

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

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

### DIAGNOSTICS: Running Target vs Running Actuals



\* Actual performance at 17.00 on Friday 16<sup>th</sup> December

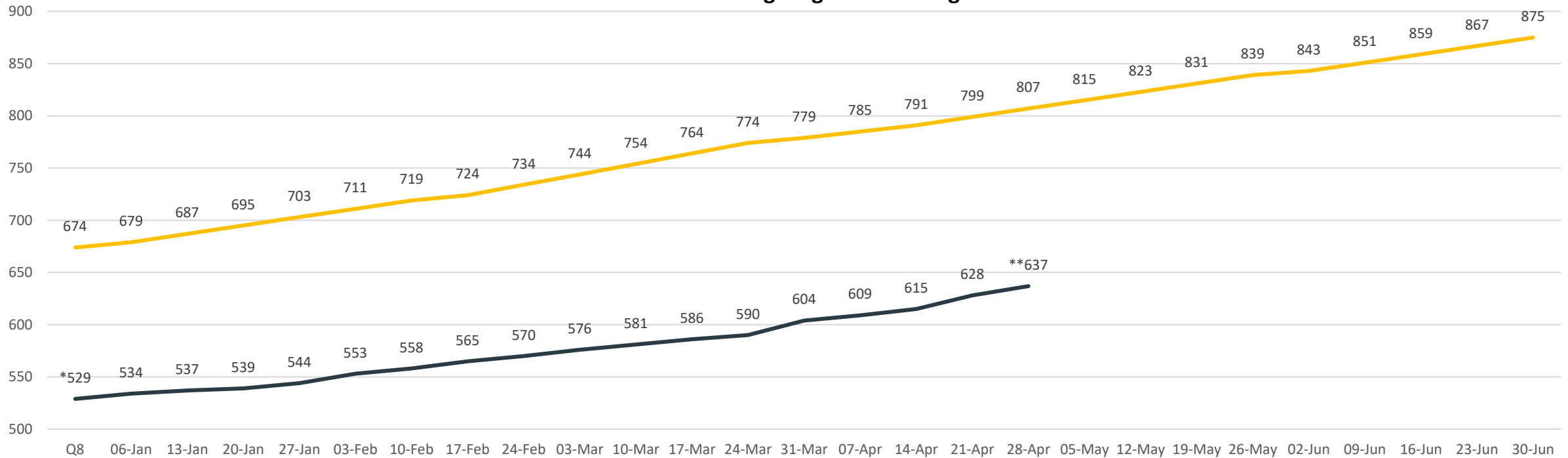
\*\*Actual performance at 17.00 on Sunday 30<sup>th</sup> April

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

NOTE: Q10 data is to 30<sup>th</sup> April 2023.

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

**ENROLMENTS: Running Target vs Running Actuals**



\* Actual performance at 17.00 on Friday 16<sup>th</sup> December

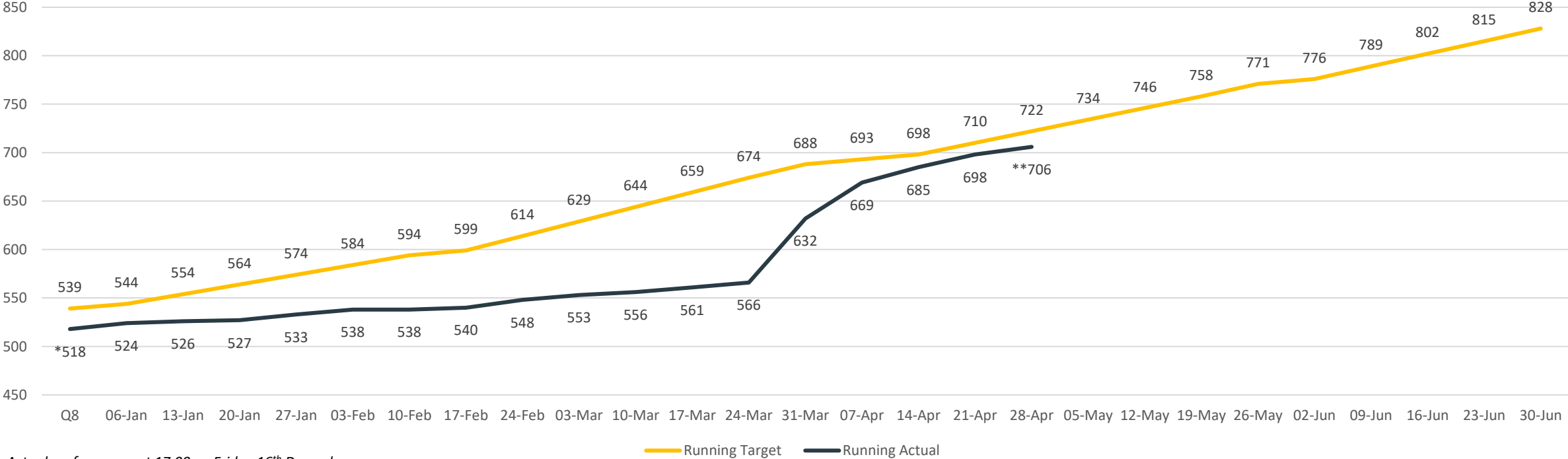
\*\*Actual performance at 17.00 on Sunday 30<sup>th</sup> April

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

NOTE: Q10 data is to 30<sup>th</sup> April 2023.

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

**STARTED COACHING: Running Target vs Running Actuals**

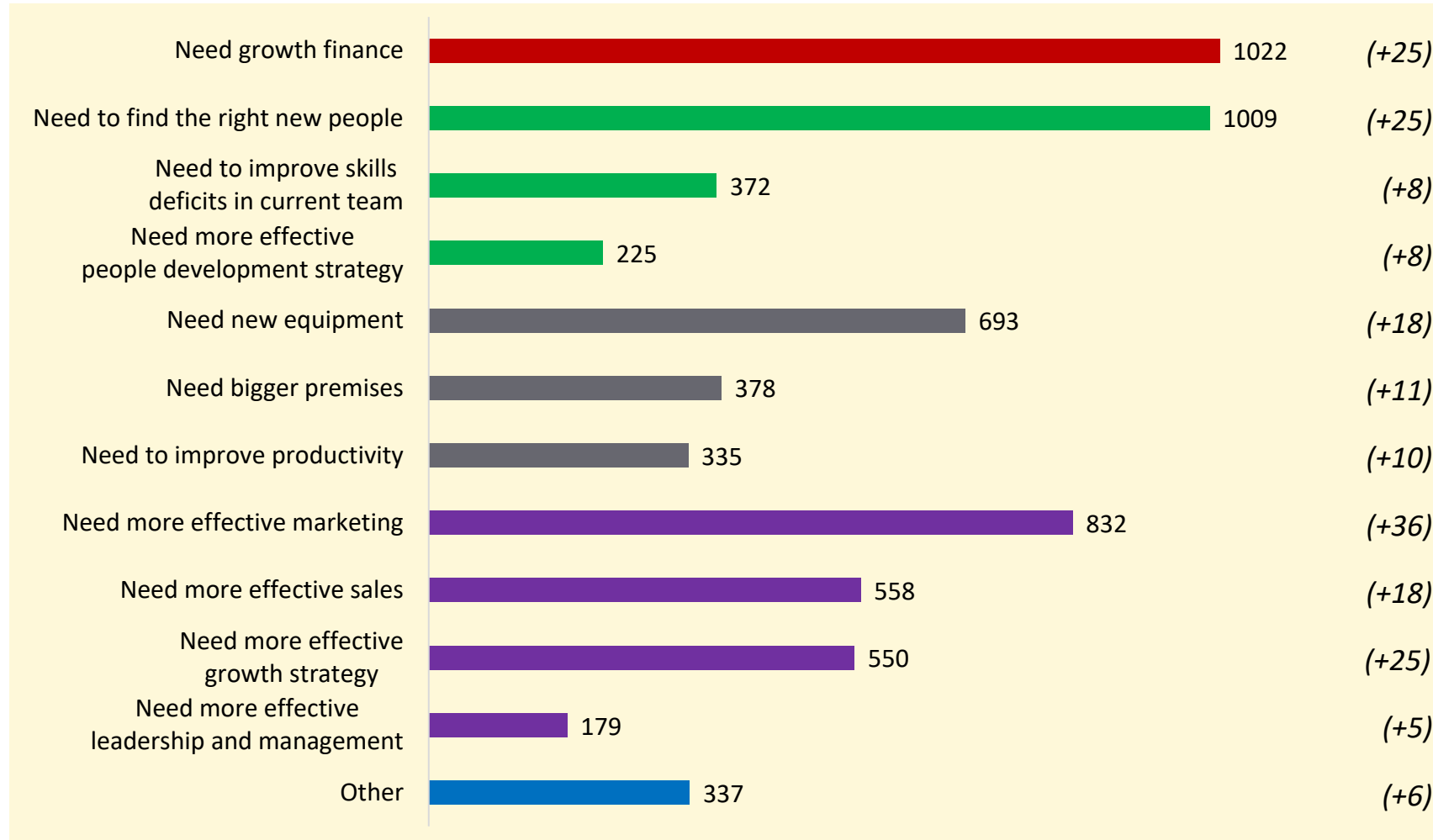


\* Actual performance at 17.00 on Friday 16<sup>th</sup> December

\*\*Actual performance at 17.00 on Sunday 30<sup>th</sup> April

## SERVICE LINE VIEW: Growth Coaching Service – Business Challenges

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



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

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

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

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

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

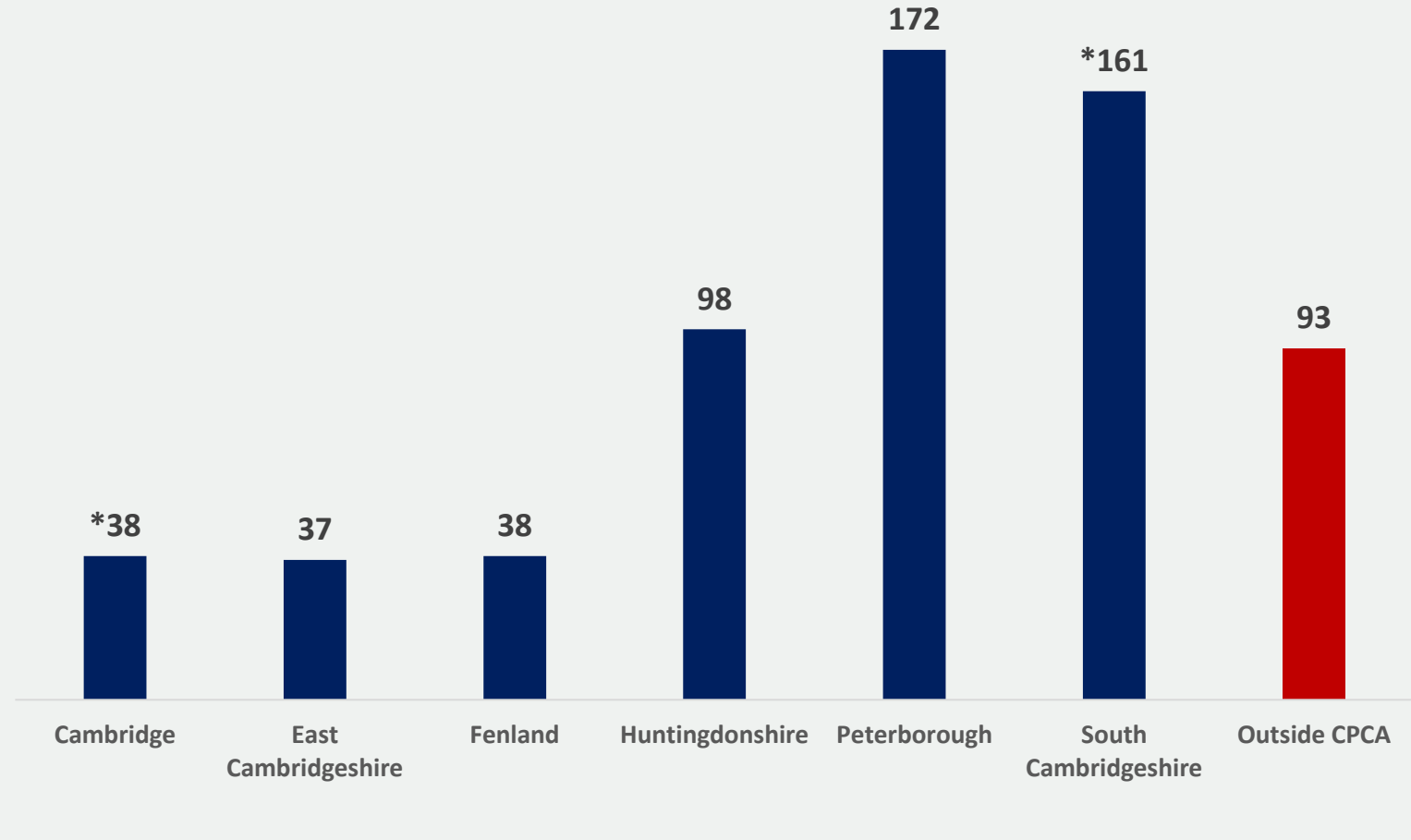
| Challenge                                       | Cambridge CC | East Cambs DC | Fenland DC | Hunts DC | Peterborough CC | South Cambs DC |
|---|--------------|---------------|------------|----------|-----------------|----------------|
| Need growth finance                             | 63        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

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

# SERVICE LINE VIEW: Growth Coaching Service

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

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



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

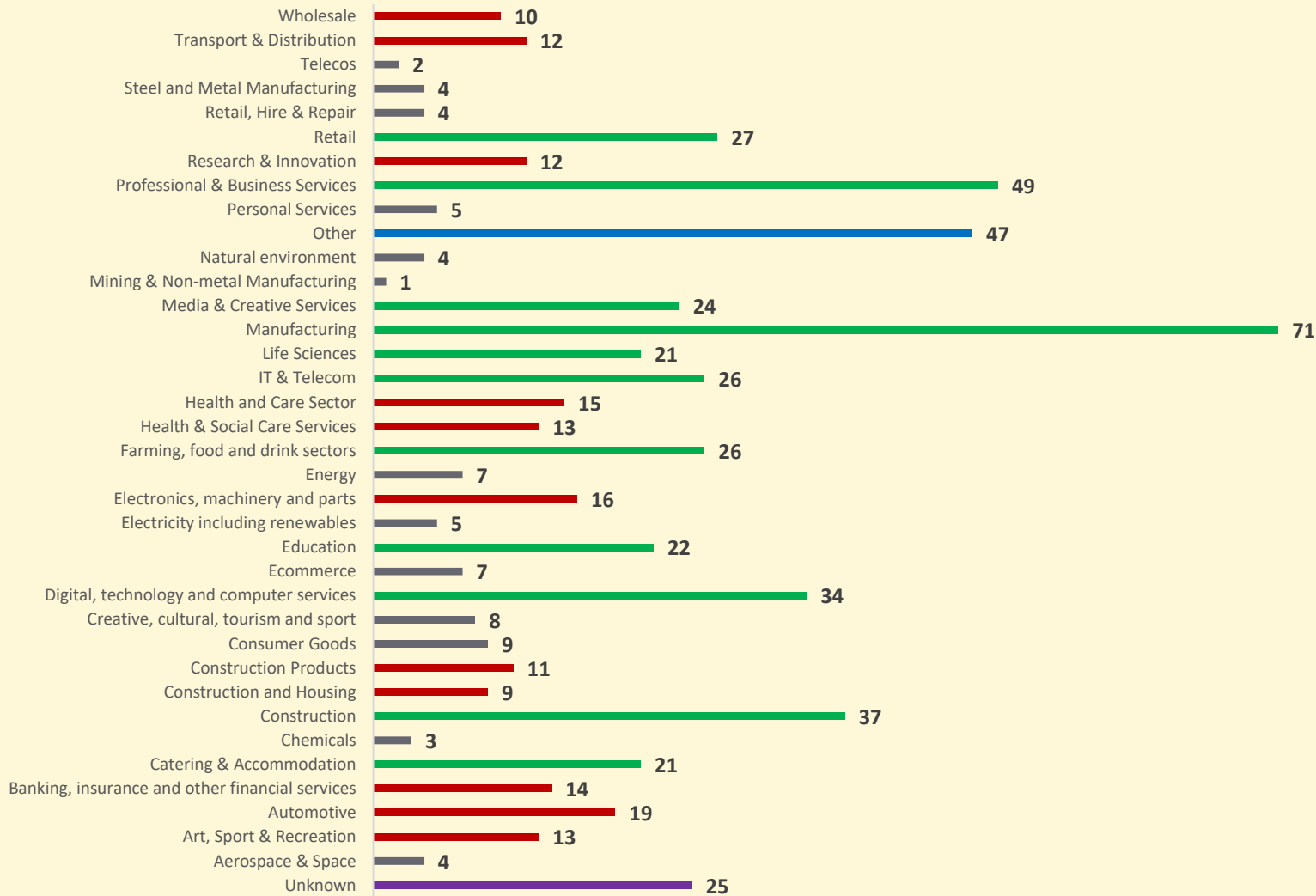
At 30<sup>th</sup> April 2023 a total of 637 companies enrolled in the Growth Coaching Service. The table above and chart opposite lists the number of companies by CPCA district.

|                             |    |
|-----------------------------|----|
| Kings Lynn and West Norfolk | 4  |
| North Hertfordshire         | 3  |
| Rutland                     | 12 |
| South Holland               | 12 |
| South Kesteven              | 33 |
| Uttlesford                  | 6  |
| West Suffolk                | 19 |
| Out of CPCA/LEP area        | 4  |

Companies listed as being out of the CPCA area.

# SERVICE LINE VIEW: Growth Coaching Service

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



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

The table opposite lists the number of companies by sector.

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





# **GROWTH WORKS**

## **SUB-SECTION:**

### **GROWTH HUB (all business service)**

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

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

Growth Hub data presented is taken from HubSpot.

## The GROWTH HUB

### What is it?

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

### What we do?

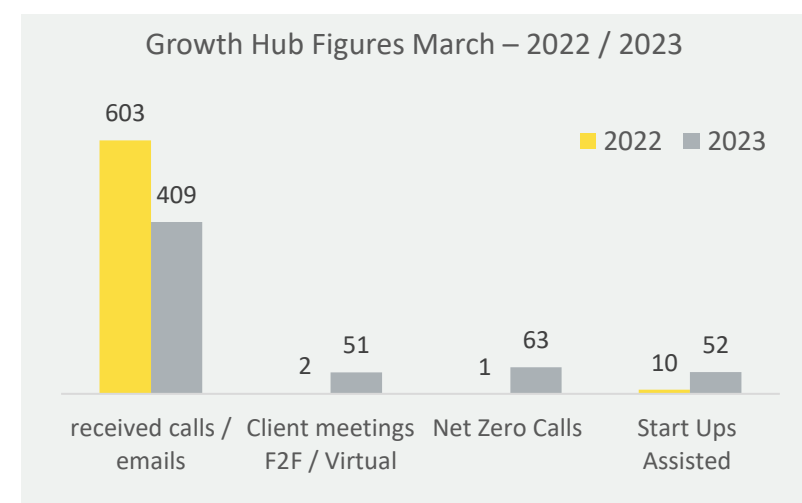
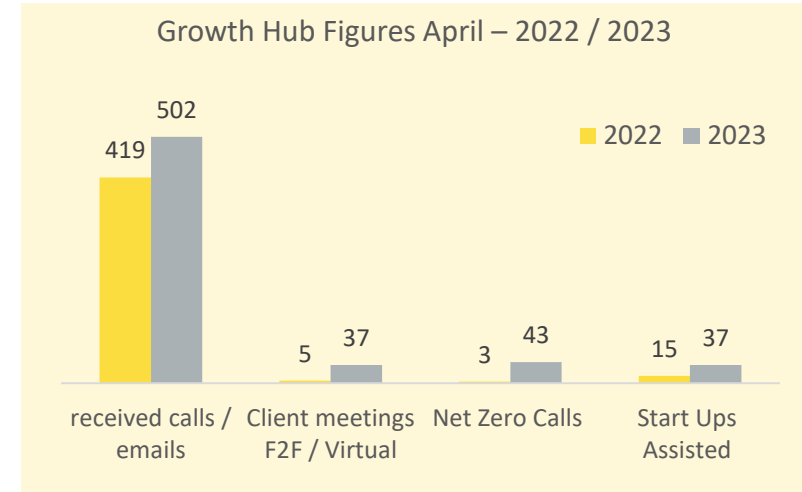
The CPCA Growth Hub is a business support one stop shop that advises and points beneficiaries towards the support they require, whether individuals with a great idea, those that have been trading for a while or need funding support to expand. The CPCA Growth Hub makes the process of finding information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

### Measurements?

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



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



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

## April Update

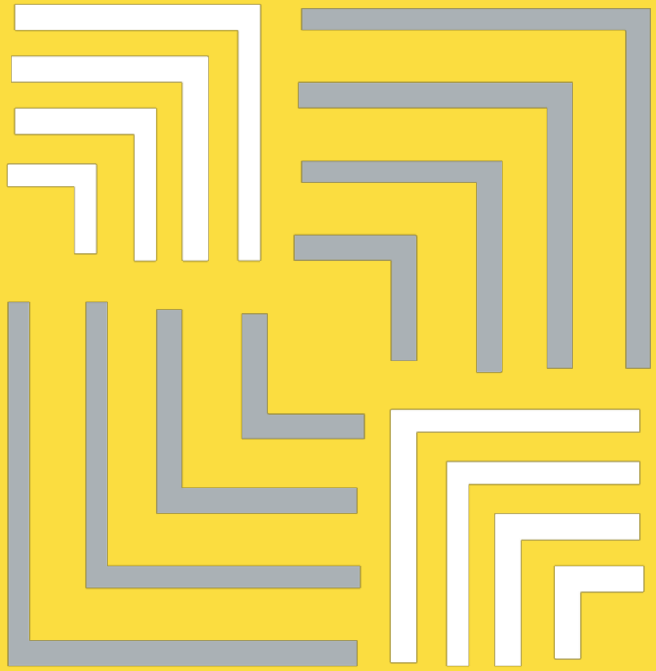
- GH Received 502 calls and emails this month
- 22 x 1 hour mentoring sessions delivered.
- Attended 32 stakeholder meetings across the month.
- Still huge amounts of calls regarding Growth Works grants due to marketing campaigns, sadly quite a few not eligible but these get picked up by the Growth Hub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

## April: Digital Marketing Data Update

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

## March: Digital Marketing Data Update

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



### **3. Inward Investment Service**

# SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Q10 data is to 30<sup>th</sup> April 2023.

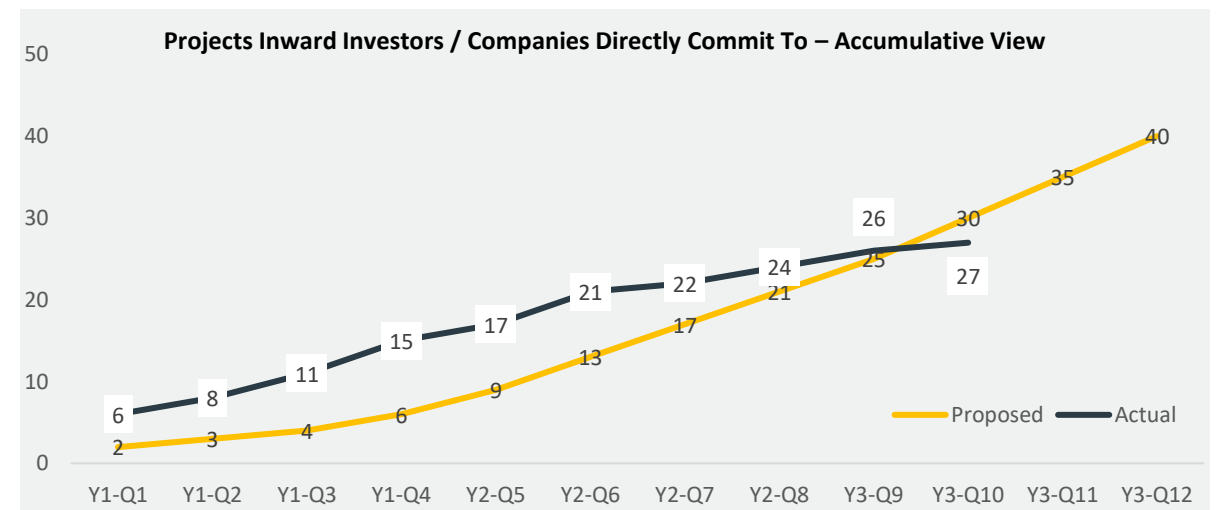
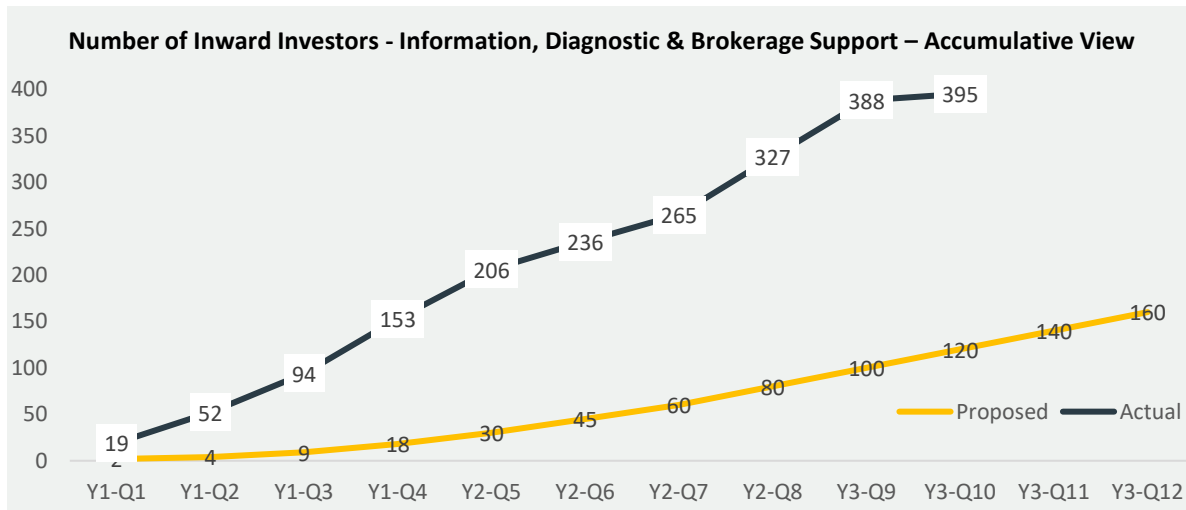
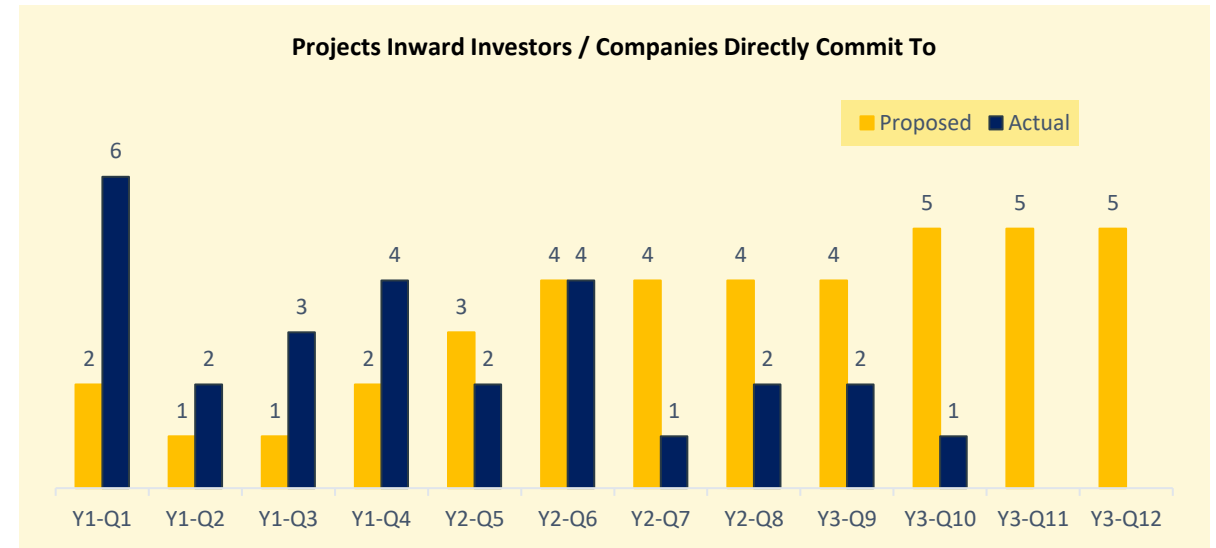
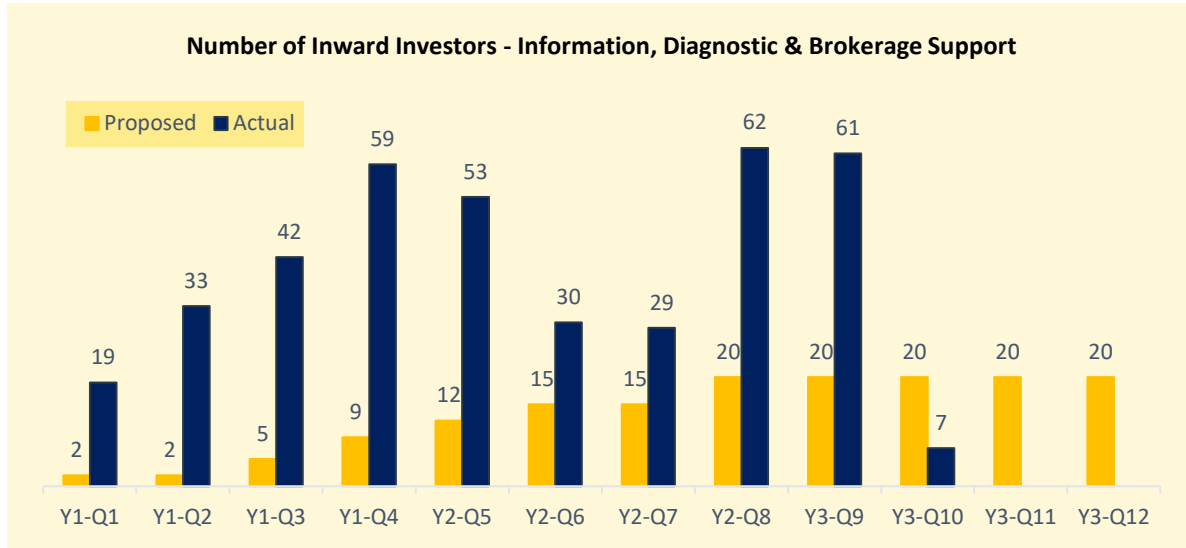
| Target / Indicator  | Contract Deliverables - Targets |               |               |                          | Contract Deliverables - Performance |               |   |  | Q9 Actual | (Q10) This Quarter               |                |                |                |                    | Q11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

## NOTES:

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

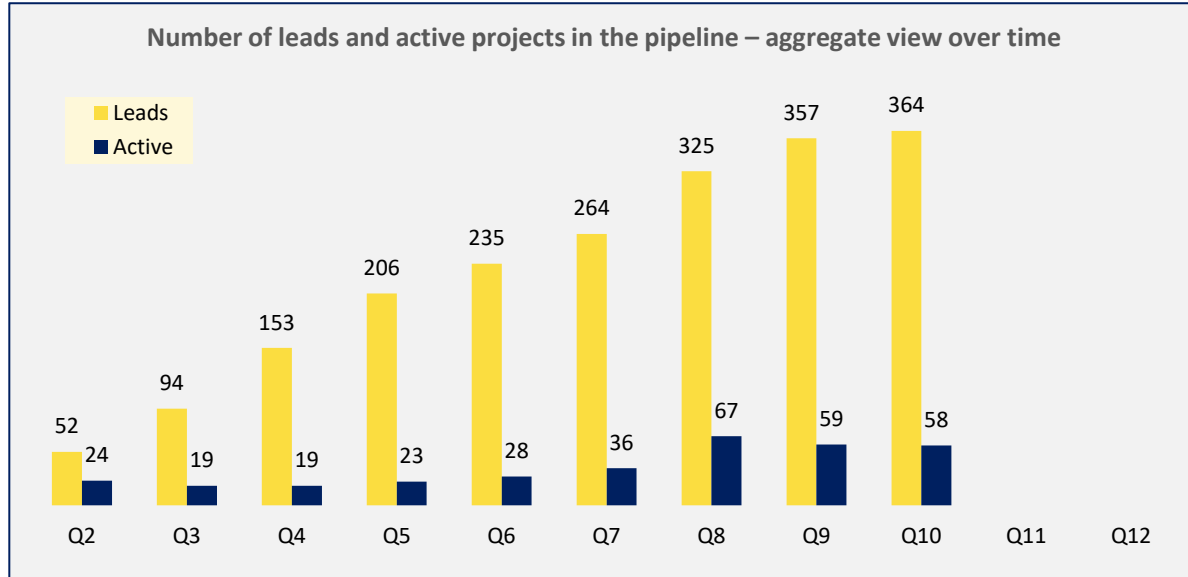
# SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Q10 data is to 30<sup>th</sup> April 2023.



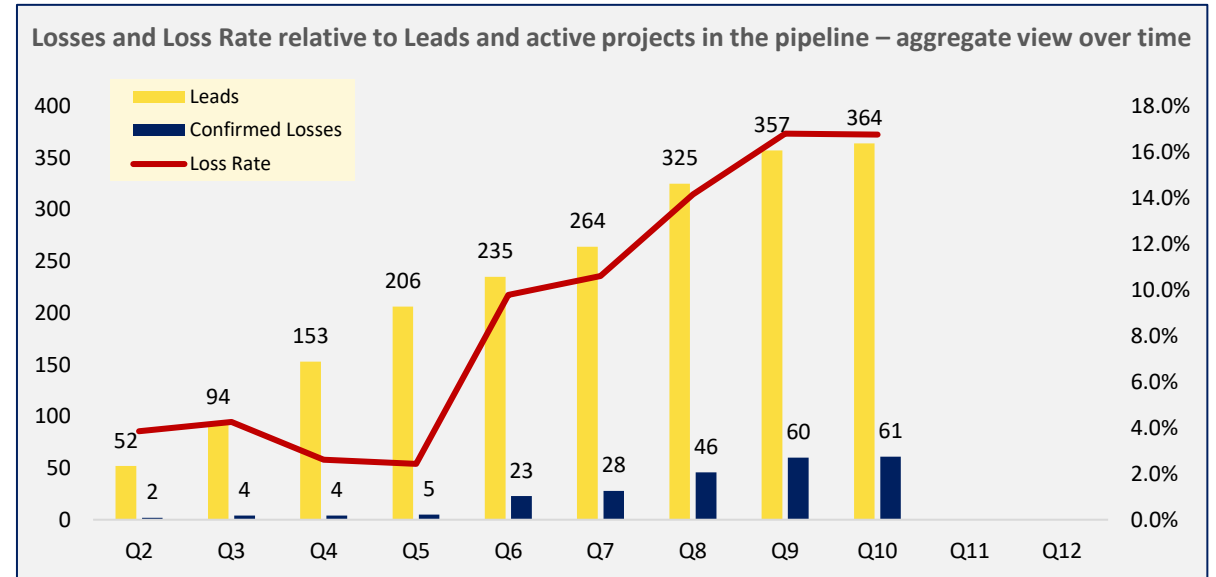
# SERVICE LINE DASHBOARD VIEW: Inward Investment Service – opportunity cost

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



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

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



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

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

# Summary of IIS global new company enquiries for the period 1<sup>st</sup> to 30<sup>th</sup> April 2023

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

| Existing Companies Served This Month                         |   |
|--|---|
| UK (1)   | Foreign (11)  |
| <ul style="list-style-type: none"> <li>• Kleanbus</li> </ul> | <ul style="list-style-type: none"> <li>• Bio Natural Solutions (BNS)</li> <li>• DAEJIN Advanced Materials Ins.</li> <li>• Datagusto</li> <li>• Diagnostics Biochem Canada</li> <li>• Gene Bio Medical</li> <li>• Graymatics</li> <li>• Intelligent Assist</li> <li>• Nemi</li> <li>• RO Carbon Labs</li> <li>• Selfit Medical</li> <li>• Syngene International</li> </ul> |



**ARGENTINA**

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




**MEXICO**

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

**UK – Intra Border Expansion**

**Cinema8**  
(Technology)

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



**INDIA**

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



**TURKEY**

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



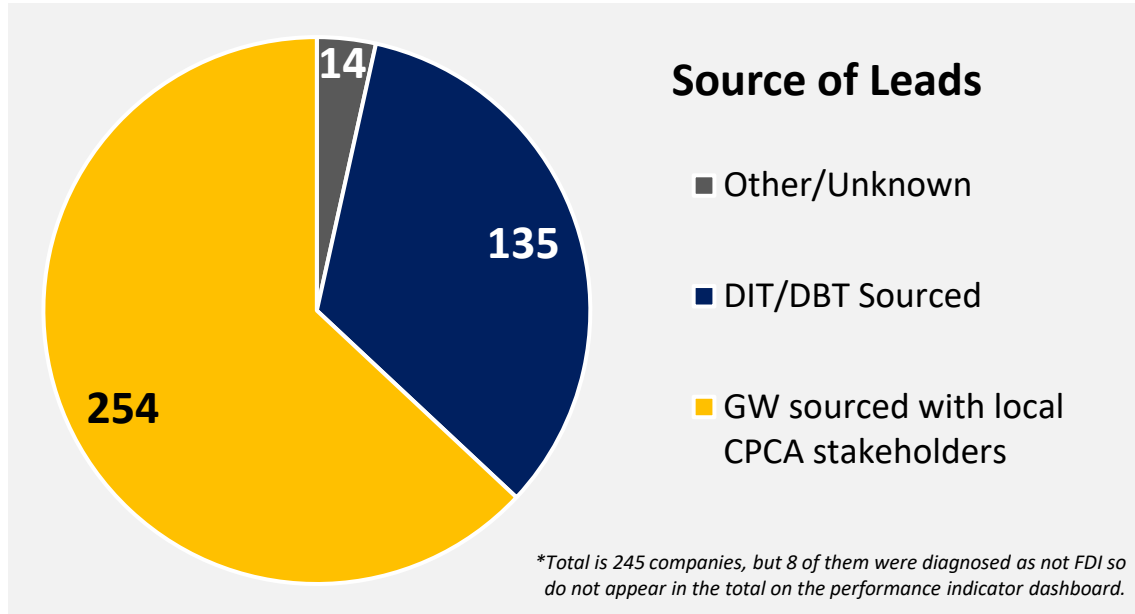
**AUSTRALIA**

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



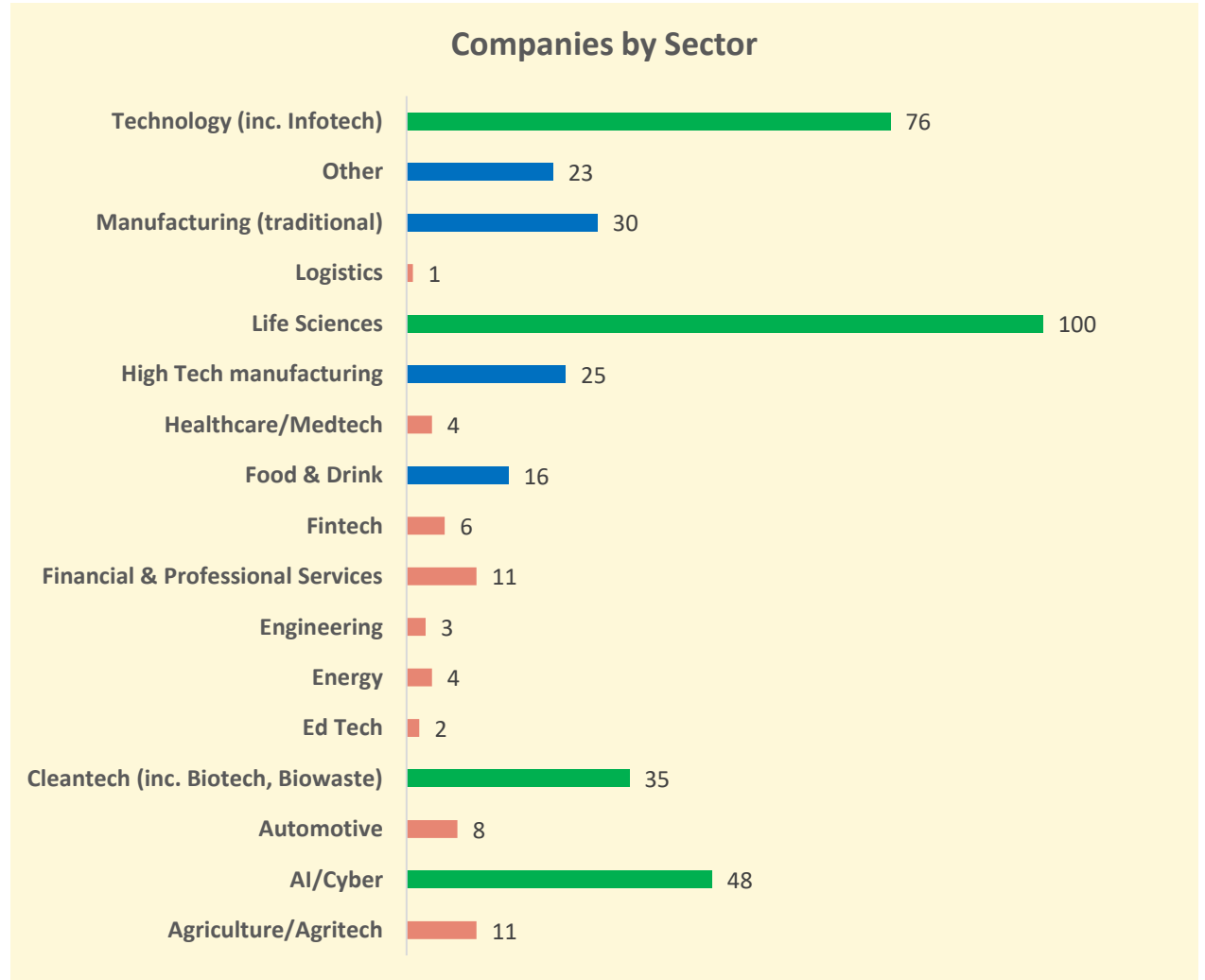
# SERVICE LINE VIEW: Inward Investment Service – origin of leads and sector coverage of leads

NOTE: the data illustrated is to 30<sup>th</sup> April 2023.



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

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



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

NOTE: Q10 data is to 30<sup>th</sup> April 2023.

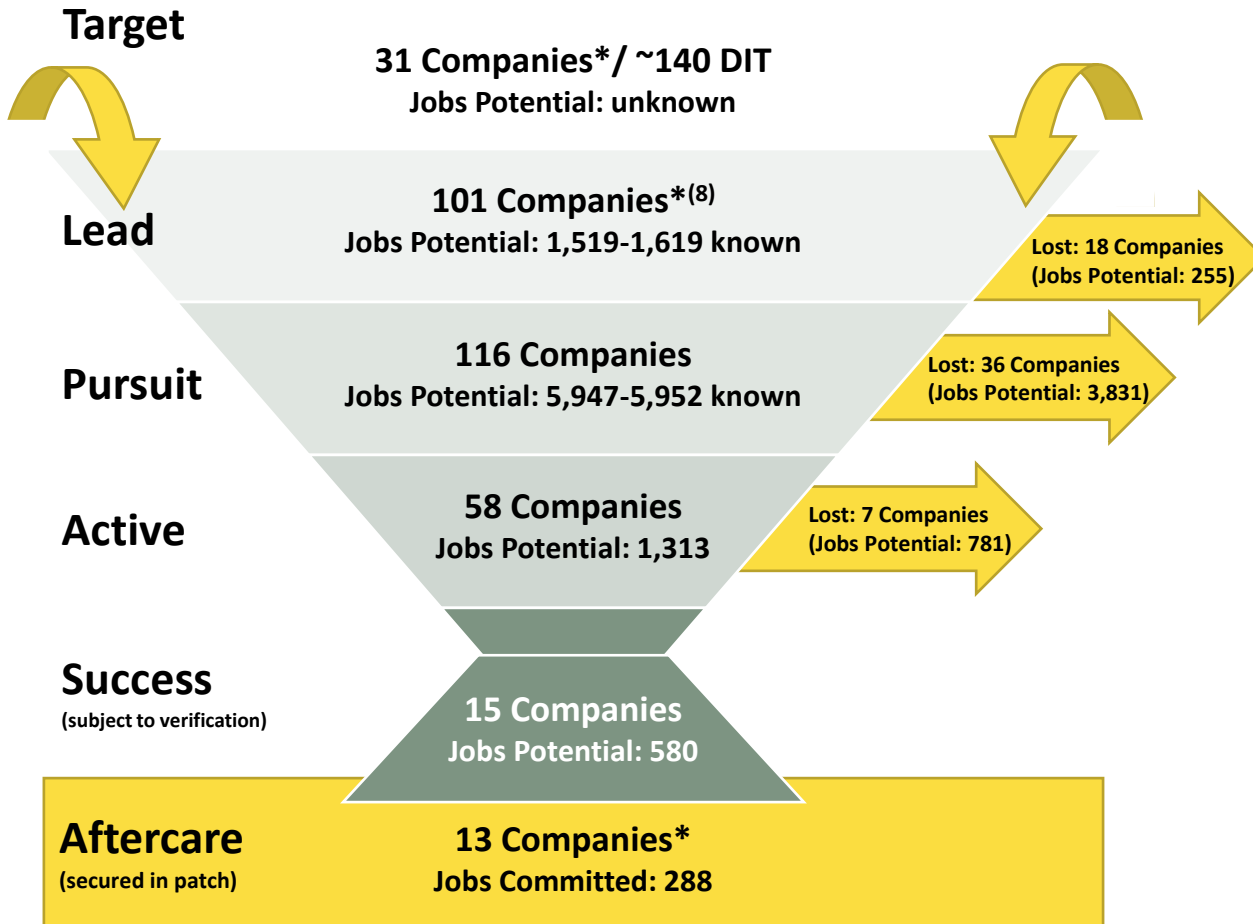
| District             | Successes | Jobs Committed (+Grants*) | Sectors  | Countries of Origin   |
|----------------------|-----------|---------------------------|--|---|
| Cambridge            | 9         | 385 (+5 Grants*)          | <ul style="list-style-type: none"> <li>Financial Services</li> 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

\* 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 30<sup>th</sup> April 2023.

## PIPELINE STAGE VIEW

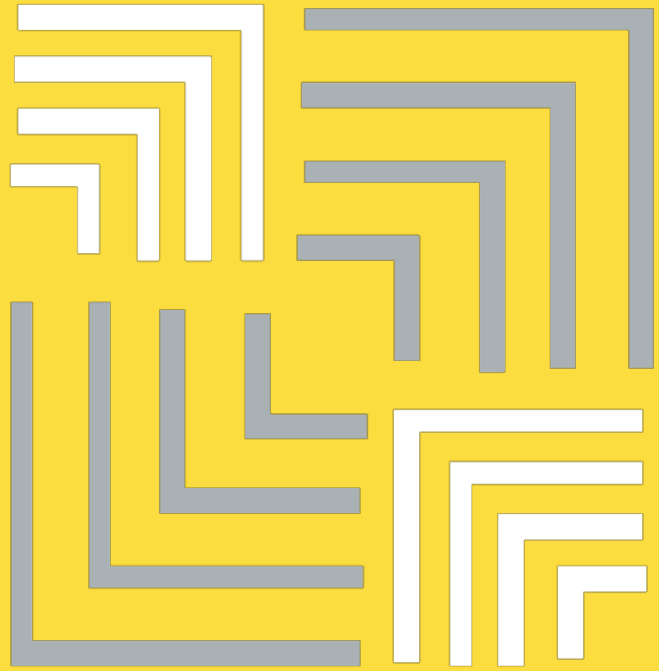


| PIPELINE         |   |
|------------------|---|
| Stage            | Notes   |
| <b>Target</b>    | 31 companies to be actively engaged.  |
| <b>Lead</b>      | Jobs potential on 86 of these is currently unknown. In addition, there are eight shown here as *(8): <ul style="list-style-type: none"> <li>• 4 served but later qualified out as FDI clients (Better Origin, Paxford Composites, Flusso, TWI)</li> <li>• 4 abandoned early (Fast Despatch, Environmental Science Group, My Transylvania, Viva Arts)</li> </ul> |
| <b>Pursuit</b>   | Jobs potential on 57 of these is currently unknown, while the jobs potential on the top ten (10) of the other 59 is 4,611.  |
| <b>Active</b>    | Jobs potential on the top three (3) of these account for almost 42% of the total (550), as follows: Mickledore (confidential drinks manufacturer – 300), Syngene International (150), and Leadzen (100)   |
| <b>Success</b>   | One win this month: Paragraf (UK Inbound), High Tech Manufacturing, Huntingdonshire – 140 jobs<br>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.   |
| <b>Aftercare</b> | 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 |
|------------------|-----|------|-----|-----|-----|------|-----|
| <b>Successes</b> | 5   | 2    | 1   | 1   | 2   | 3    | 1   |
| <b>Jobs</b>      | 50  | 20   | 10  | 10  | 20  | 30   | 8   |

(NOTE: this view is baselined with the data reported at the year-2 end ‘fast close’ (i.e., up to 17.00 on 16<sup>th</sup> December 2022)



## 4. Skills Service

# SERVICE LINE DASHBOARD VIEW: Skills Service

NOTE: Q10 data is to 30th April 2023

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

## Skills Update:

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

### NOTE: Apprenticeships

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

### NOTE: Jobs

GWwS does not measure job creation as an outcome or a performance indicator.

However GWwS occasionally creates jobs, which are added to the Whole of Programme position.

Year-1: 4 jobs (Q1, 0 / Q2, 1 / Q3, 3 / Q4, 0)

Year-2: 63 jobs (Q5, 8 / Q6, 3 / Q7, 48 / Q8, 4)

Year-3: 6 jobs (Q9, 2 / Q10, 4)

# SERVICE LINE REPORTING: Skills Service – ESF KPIs

NOTE: Q10 data is to 30th April 2023

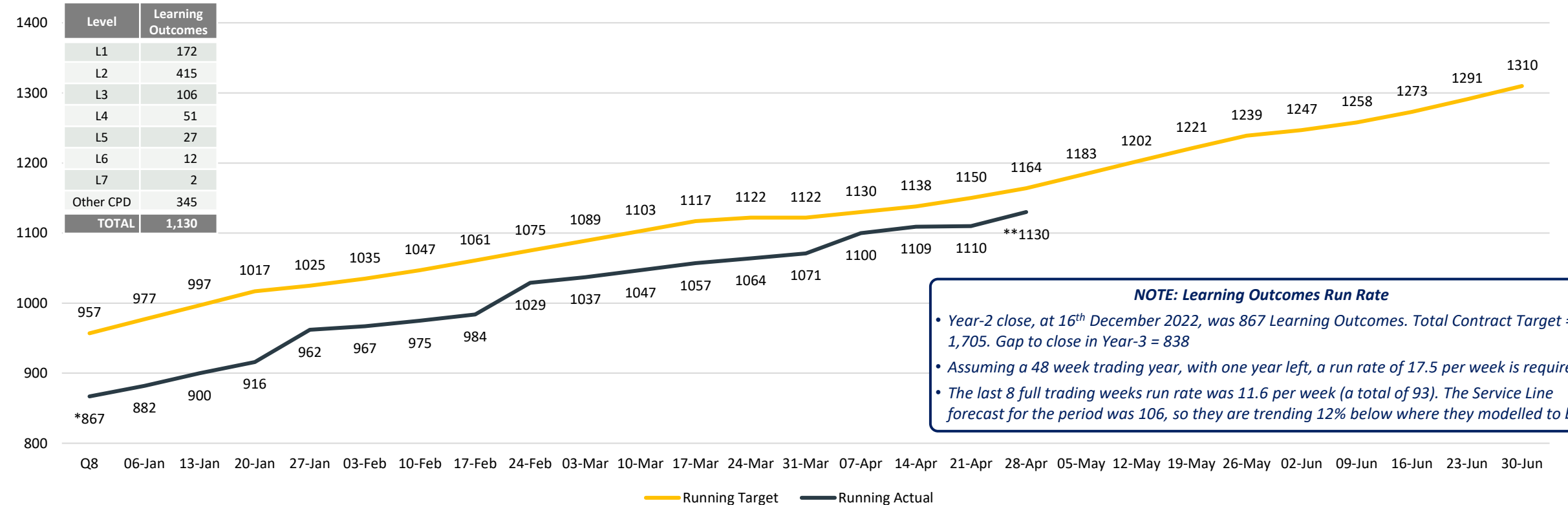
| Target / Indicator                | Contract Deliverables - Targets |               |               |                          | Contract Deliverables - Performance |               |   |  | Q9 Actual | (Q10) This Quarter               |                |                |                |           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

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

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

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

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

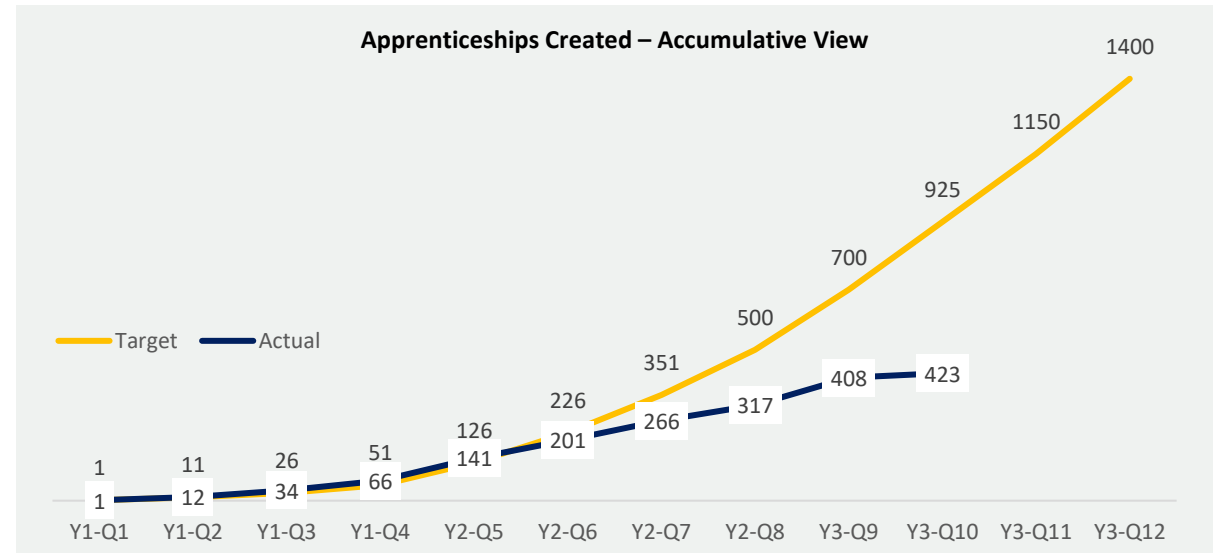
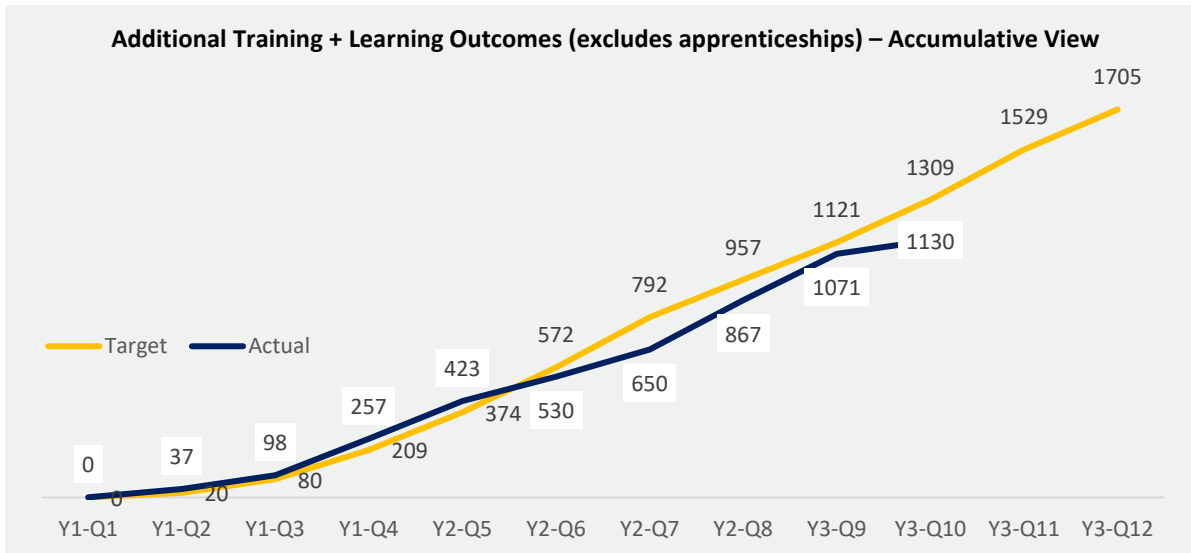
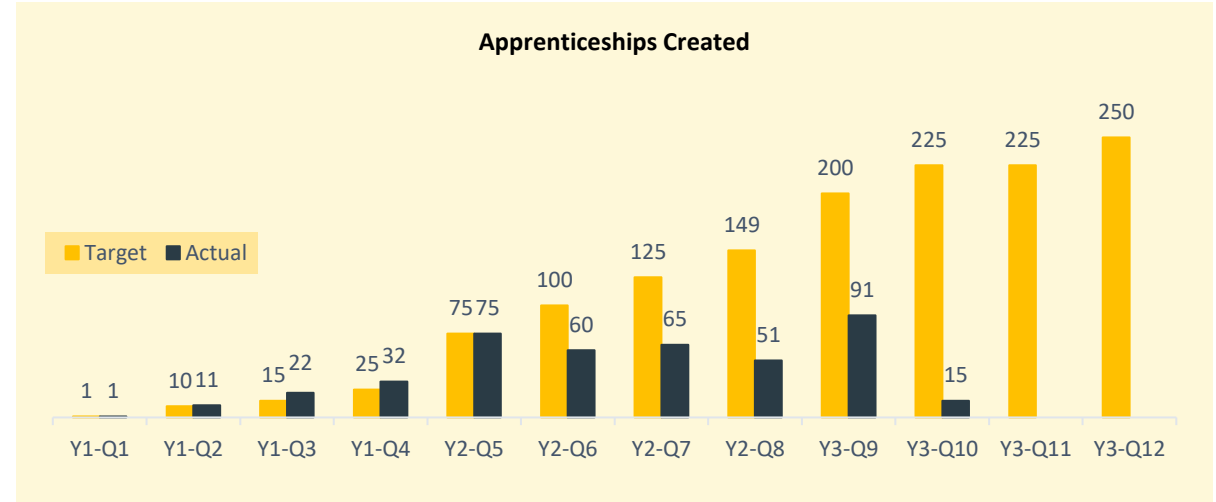
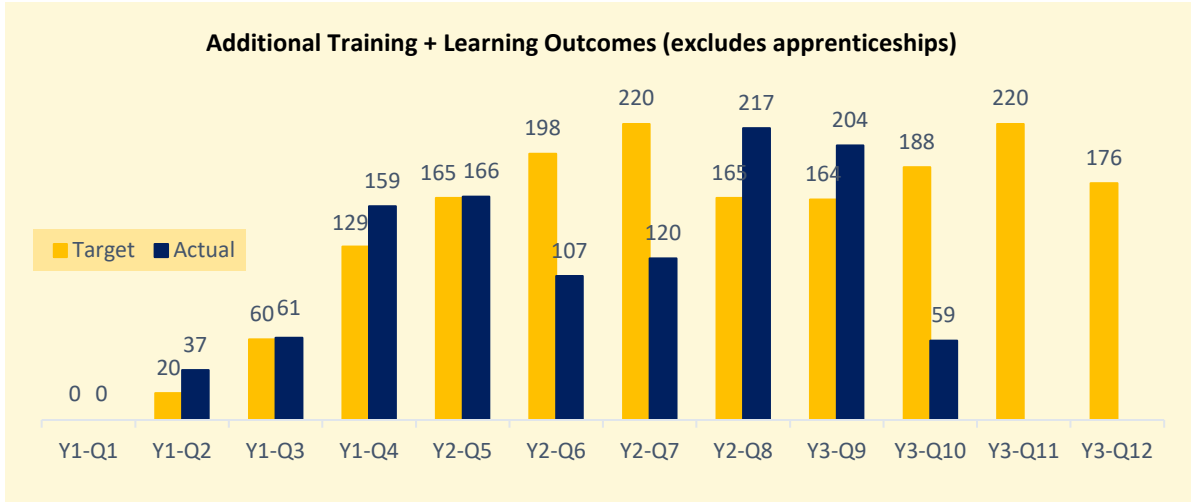


\* Actual performance at 17.00 on Friday 16<sup>th</sup> December

\*\*Actual performance at 17.00 on Sunday 30<sup>th</sup> April

# SERVICE LINE DASHBOARD VIEW: Skills Service

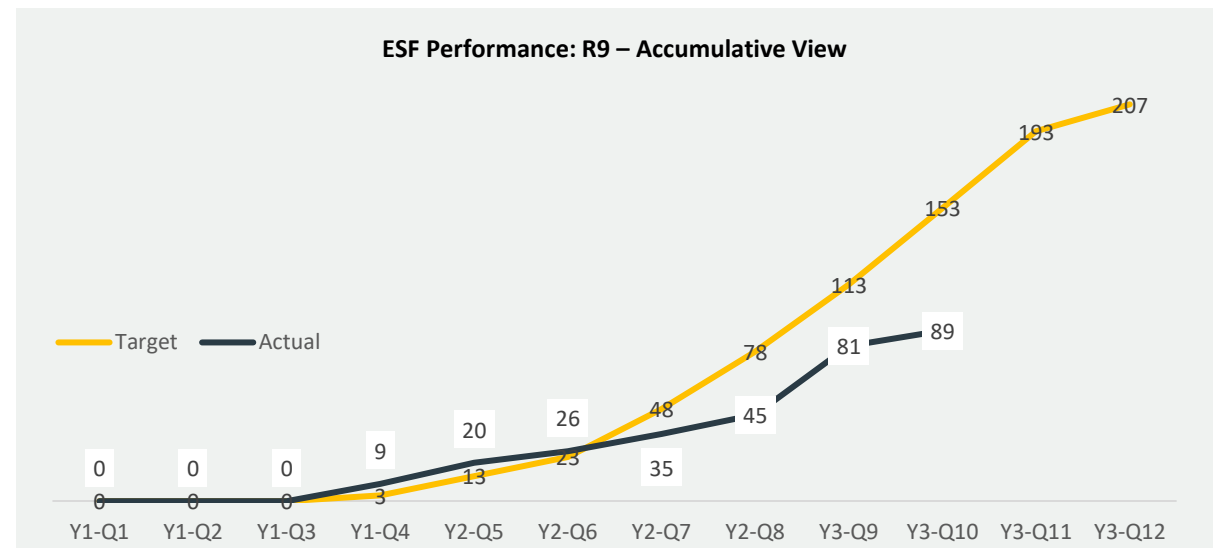
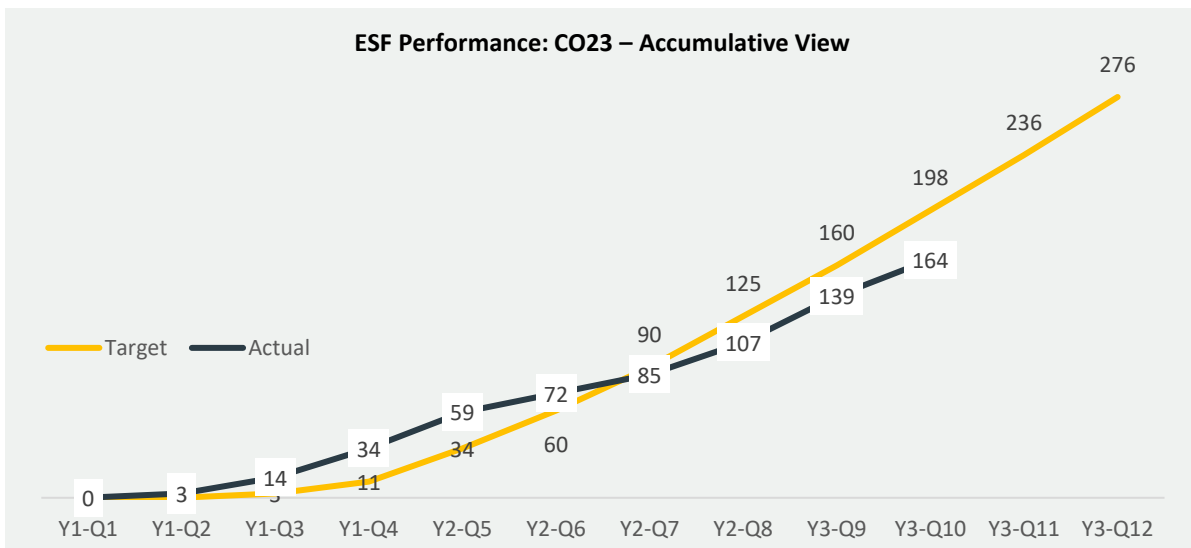
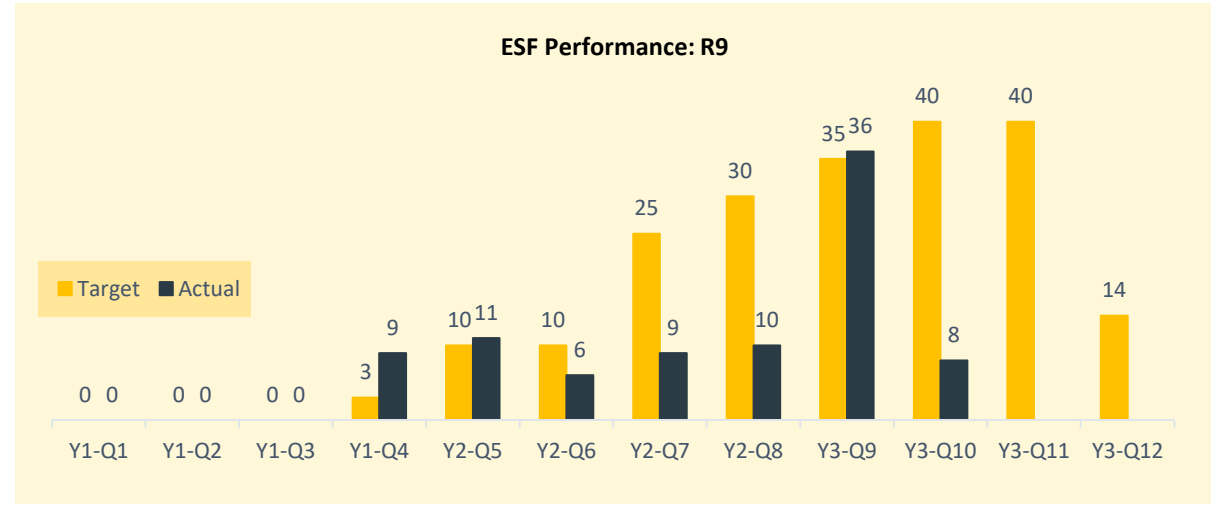
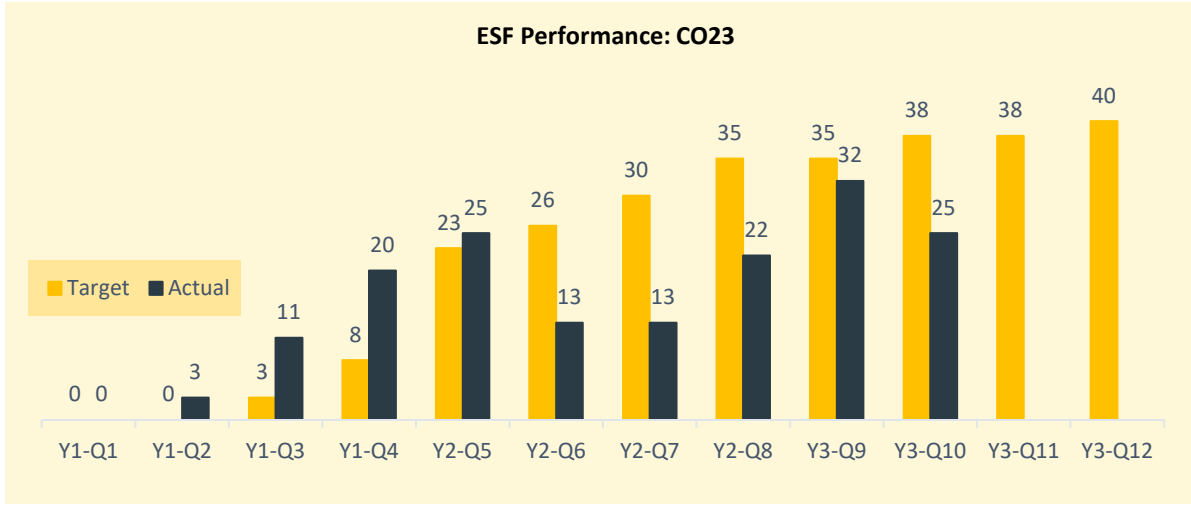
NOTE: Q10 data is to 30<sup>th</sup> April 2023.





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

NOTE: Q10 data is to 30<sup>th</sup> April 2023.



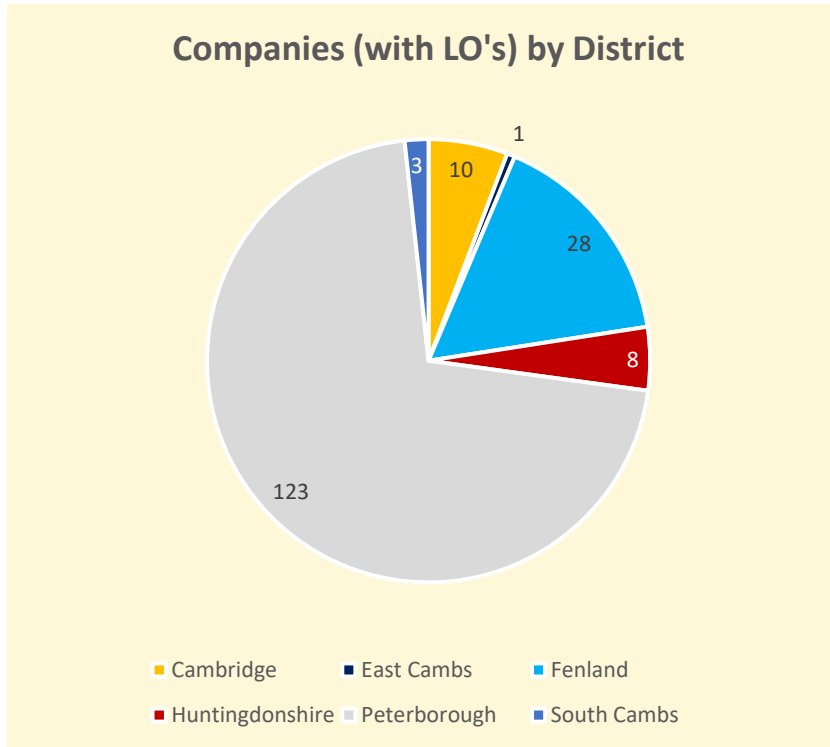
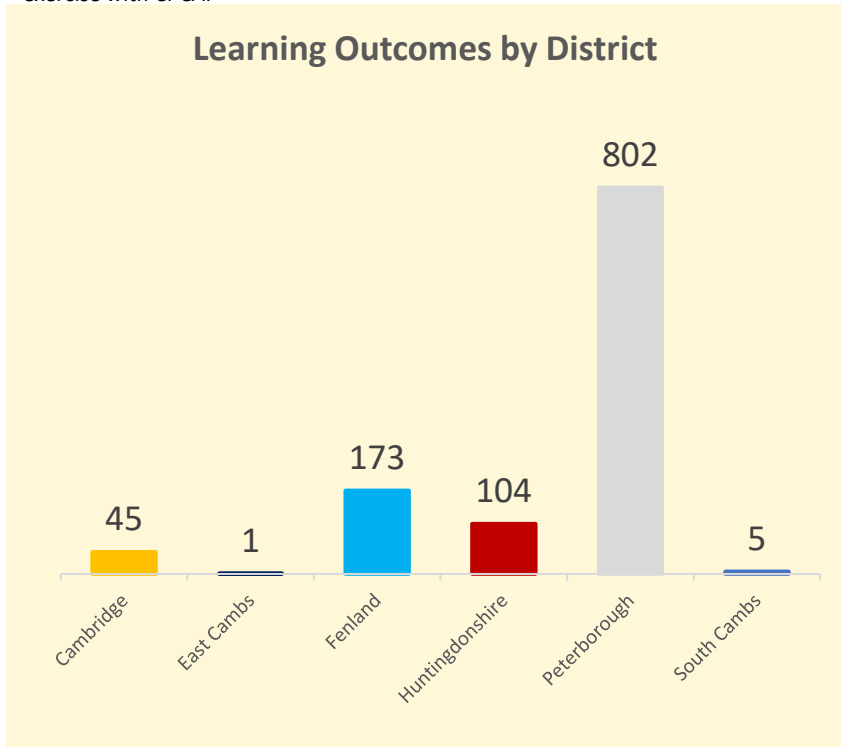
# SERVICE LINE : Skills Service – Learning Outcomes and companies (with LOs) by district

NOTE: Q10 data is to 30<sup>th</sup> April 2023 as contract performance to date.

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

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

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



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

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

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

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

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

## SERVICE LINE VIEW: Skills Service – Accessing Customers

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

### Organic & Marketing

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

### Key Account Management

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

### KAM

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

### KAM Engagement Q9 (ongoing)

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

### Referrals

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

## SERVICE LINE REPORTING: Skills Service – CEC KPIs.

NOTE: CEC reporting slide for April 2023

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

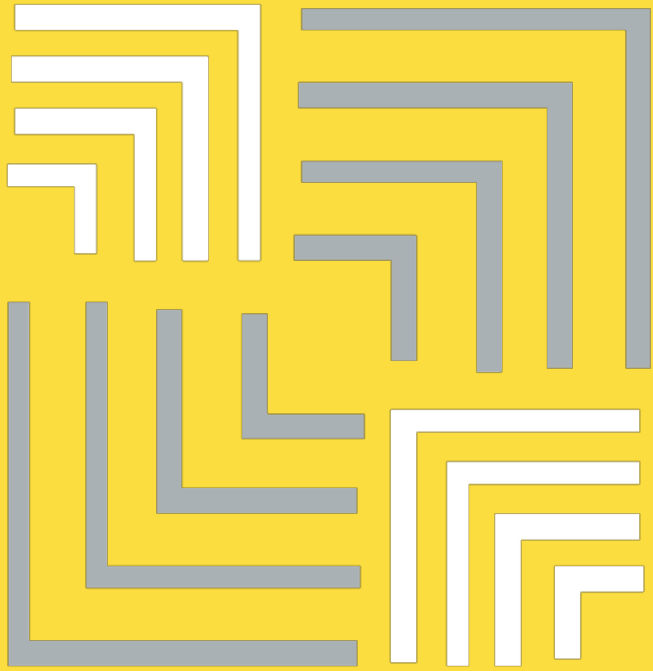
In the academic year 2021/22 the CPCA contract with the CEC introduced our regions first Careers Hub which incorporated 30 of our schools, with the other 42 remaining in the EAN. During academic year 2021/22 our reporting reflected this structure of two groups and their progress to associated targets.

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

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

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

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



## **5. SME CapEx Grants Service**

# SERVICE LINE DASHBOARD VIEW: SME CapEx Grants Service

NOTE: Q10 data is to 30<sup>th</sup> April 2023.

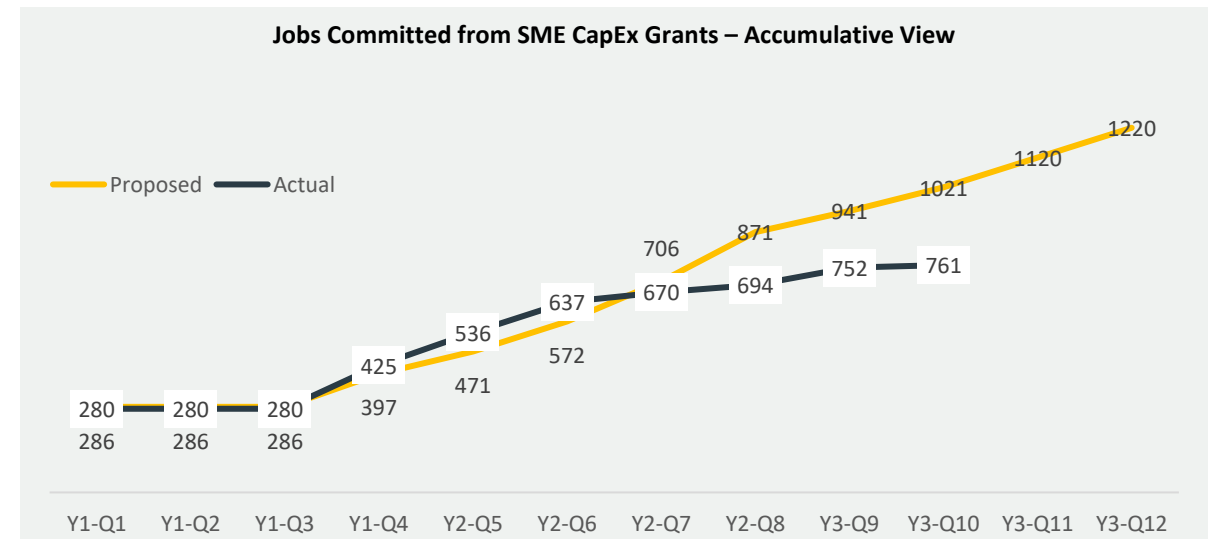
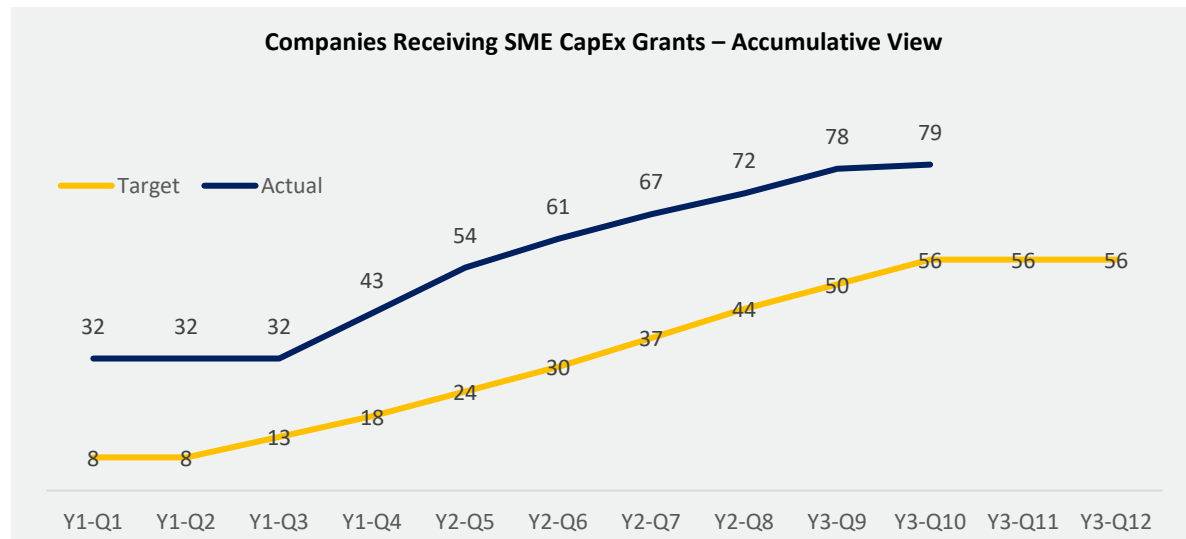
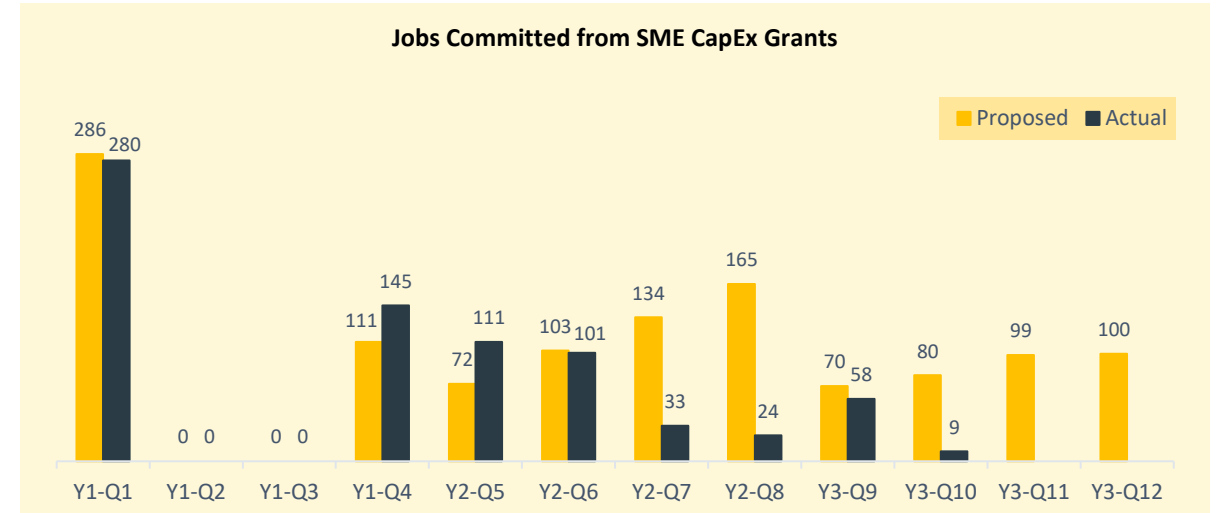
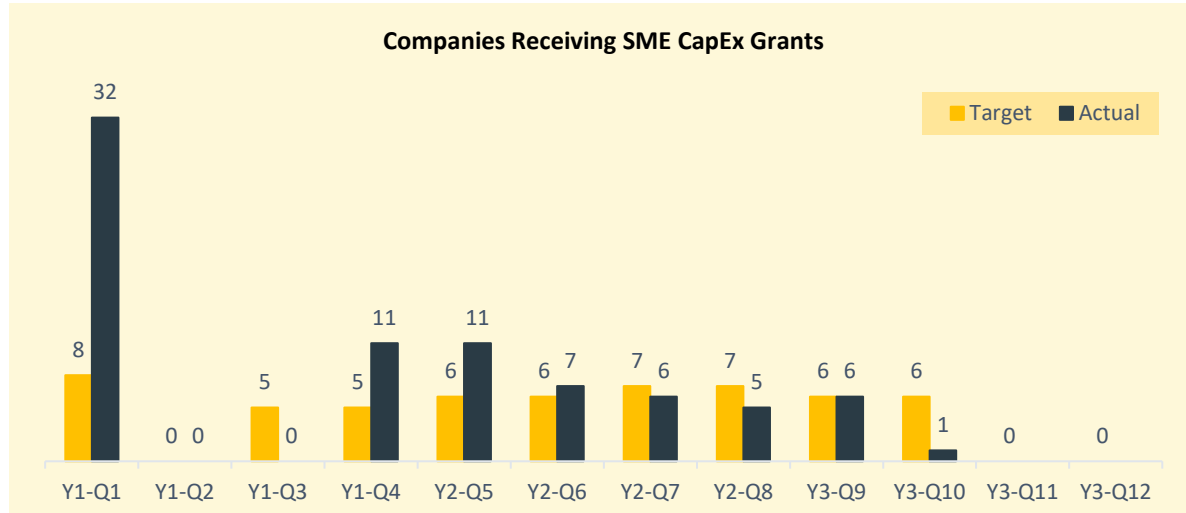
| SME CapEx Grants Target / Indicator   | Contract Deliverables - Targets |               |               |                          | Contract Deliverables - Performance |               |   |  | Q9 Actual | (Q10) This Quarter               |                |                |                |       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

**NOTES:**

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

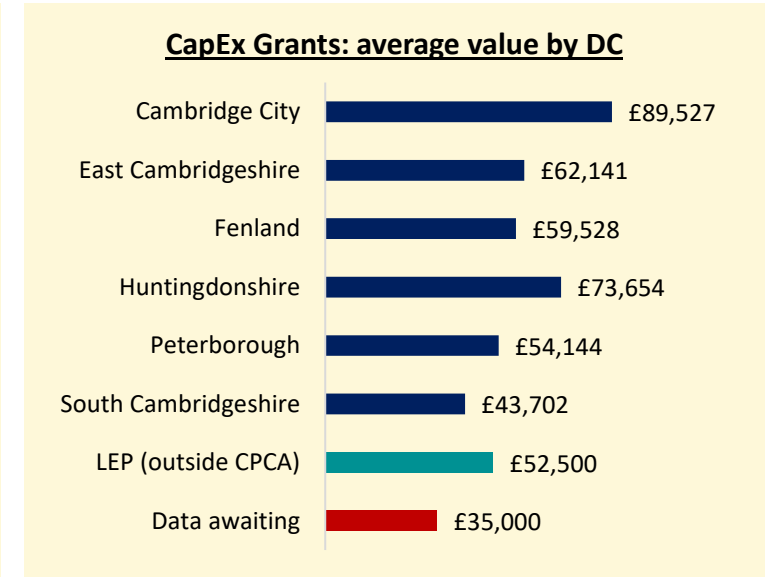
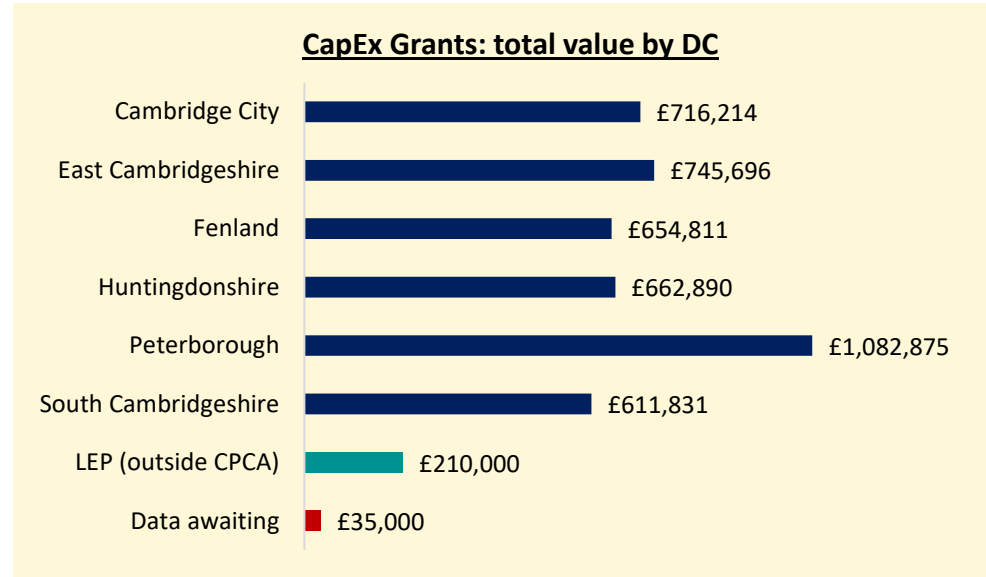
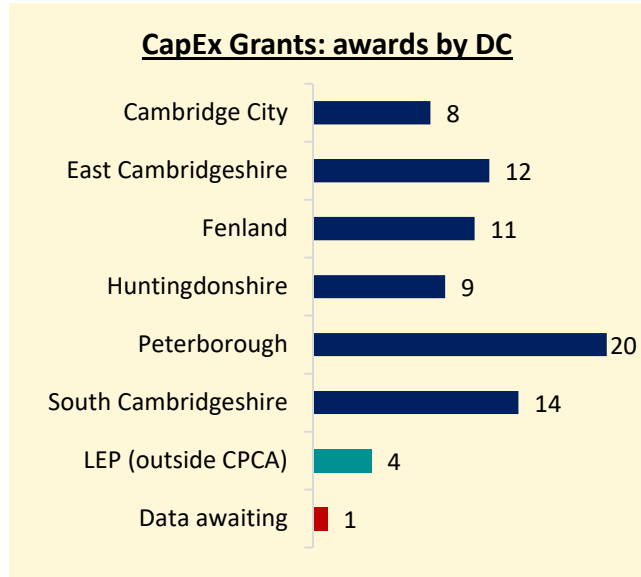
# SERVICE LINE DASHBOARD VIEW: SME CapEx Grants Service

NOTE: Q10 data is to 30<sup>th</sup> April 2023.



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

NOTE: data is from 15<sup>th</sup> February 2021 to 30<sup>th</sup> April 2023.



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

\* 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.

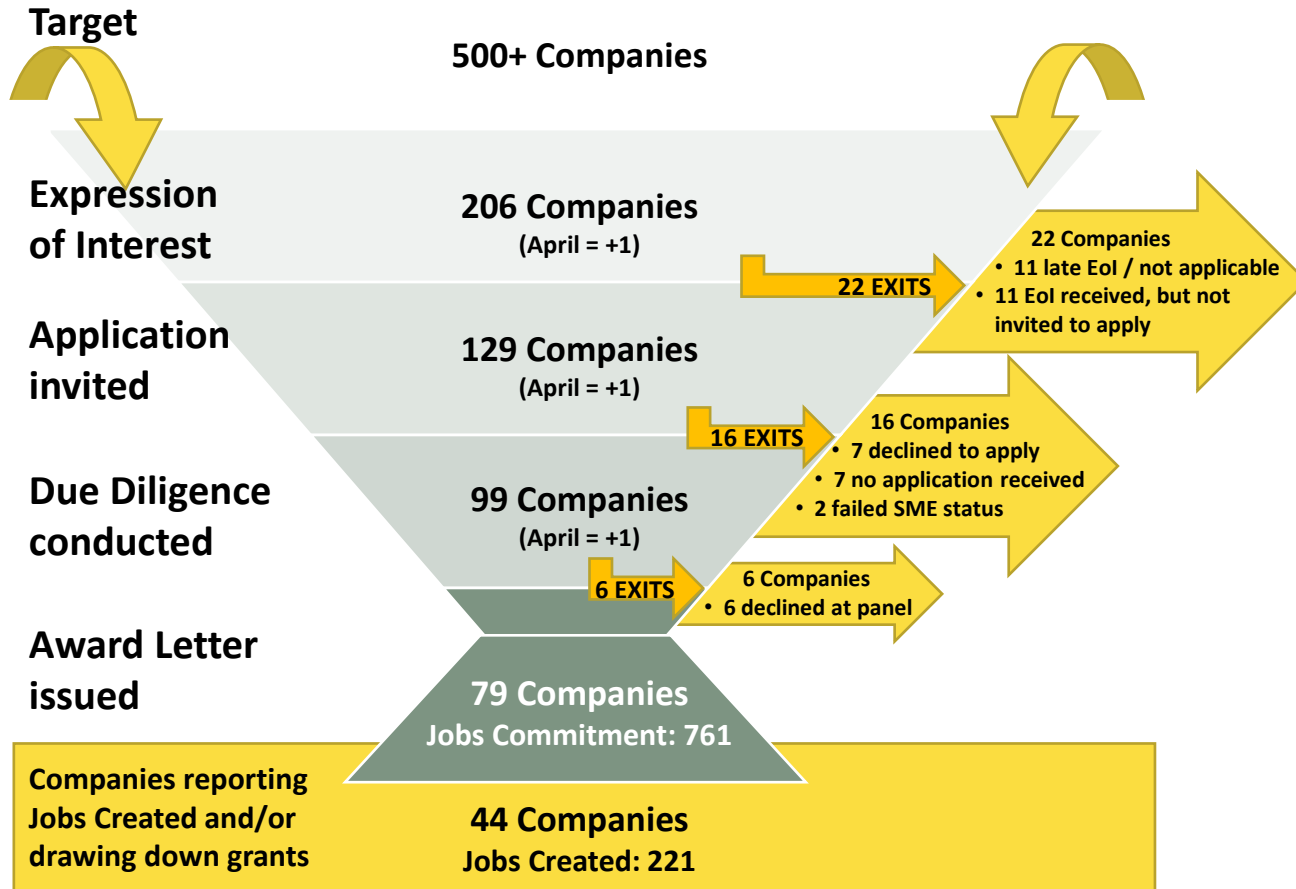
\*\*\* The 'data awaiting' entry refers to a London based company called Credencia, for which we await confirmation of their trading address within the CPCA area. Whilst we await this confirmation, no grant money has been paid.



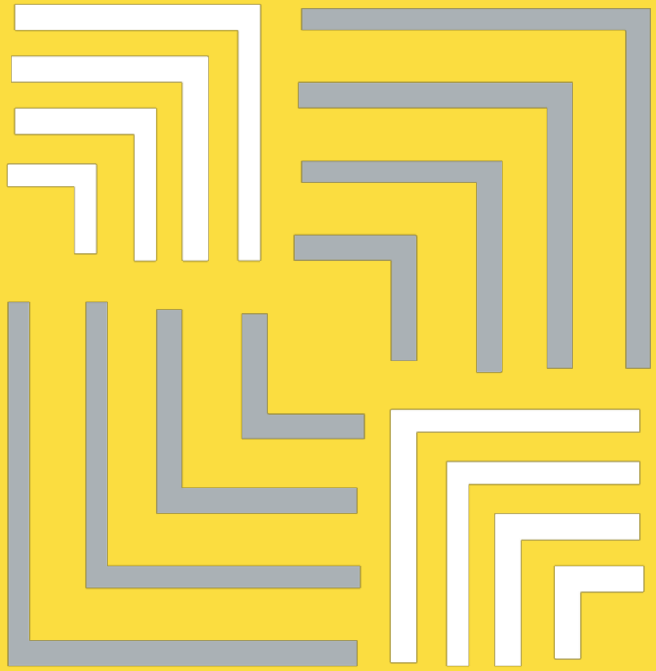
# SERVICE LINE PIPELINE VIEW: SME CapEx Grants

NOTE: Q10 data is to 30<sup>th</sup> April 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, 206 companies have submitted an Eol for one of the two pots. 123 of these were invited to submit an application for a grant. One (1) more EOI's received in April.   |
| Application invited   | Of 129 companies invited to apply, 99 full submissions were received.   |
| Due Diligence conducted                                     | Robust due diligence is conducted (KYC/AML/Credit checks), costed claimed CapEx spend qualified in/out etc for all applicants.  |
| Award Letter issued   | 79 grant award letters issued for the two pots  |
| Companies reporting jobs created and/or drawing down grants | Of the 79 companies awarded a grant to date, we have evidenced 221 permanent jobs created from the 752 jobs committed through the award of a grant.<br>NOTE: these Job figures are separate from Jobs figures relating to Revenue Grants.<br>Drawdown of grants means claims received in the month, not defrayals to claimants. |



## 6. Equity Service

# SERVICE LINE DASHBOARD VIEW: Equity Service

NOTE: Q10 data is to 30<sup>th</sup> April 2023.

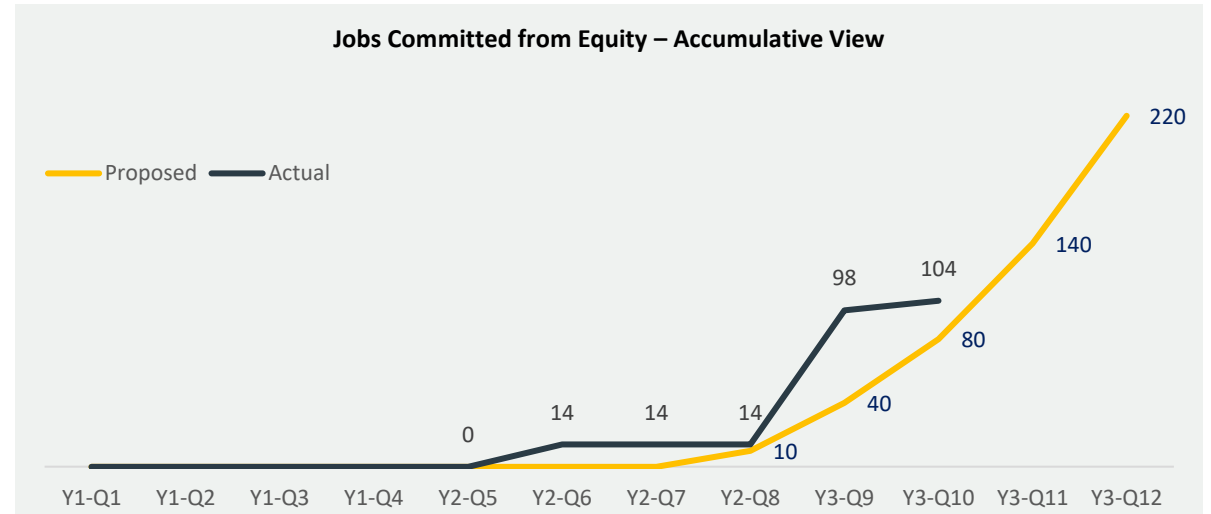
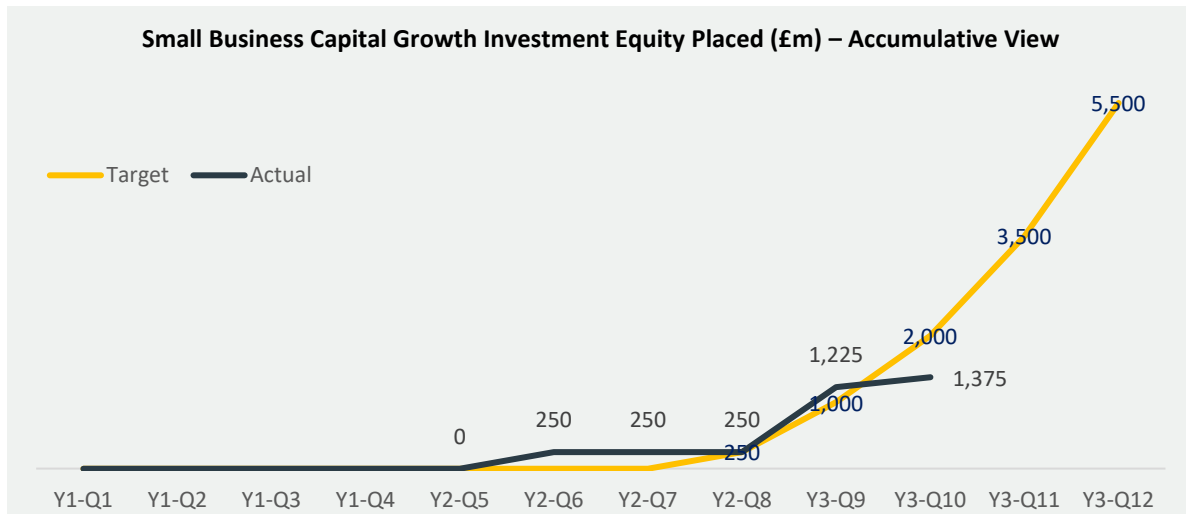
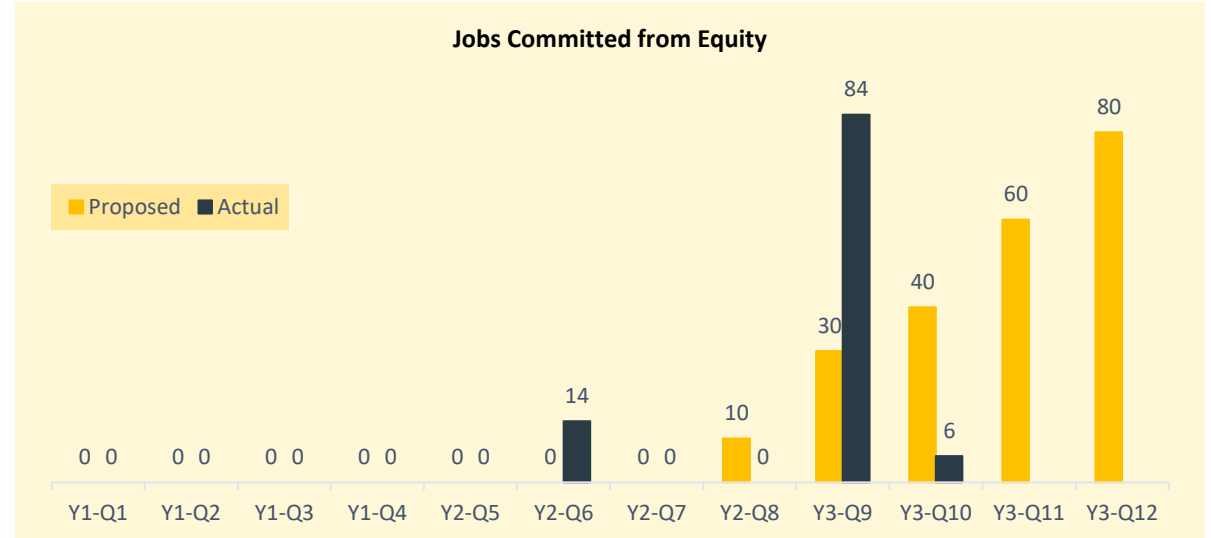
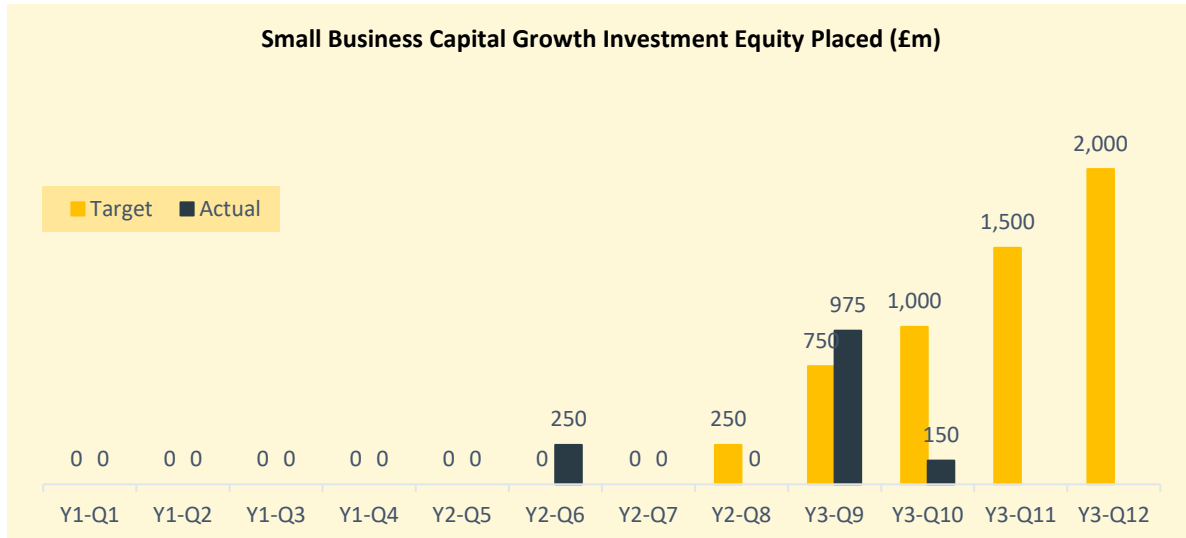
| Equity Target / Indicator                                    | Contract Deliverables - Targets |               |               |                          | Contract Deliverables - Performance |               |   |  | Q9 Actual | (Q10) This Quarter               |                   |               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

**NOTES:**

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

# SERVICE LINE DASHBOARD VIEW: Equity Service

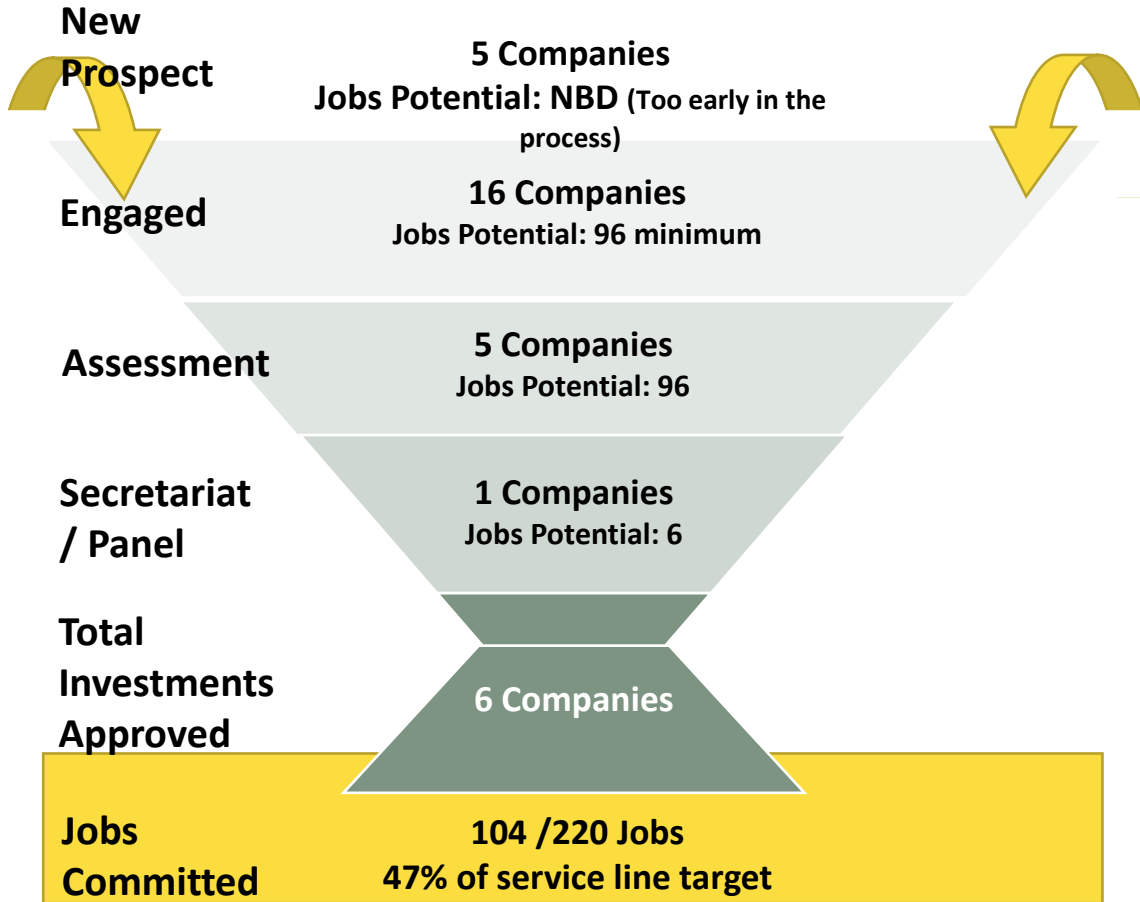
NOTE: Q10 data is to 30<sup>th</sup> April 2023.



# SERVICE LINE PIPELINE VIEW: Equity Service

NOTE: the data illustrated is to 30<sup>th</sup> April 2023.

## PIPELINE STAGE VIEW

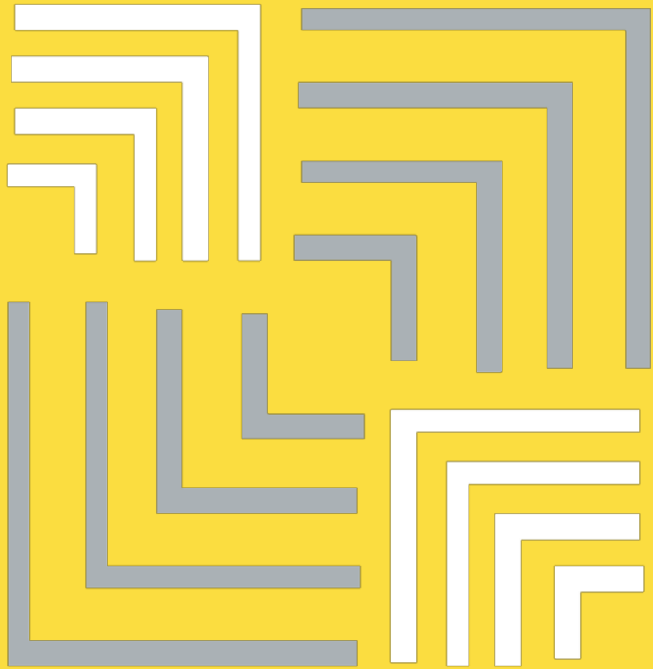


## PIPELINE: COMMERCIAL IN CONFIDENCE

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

## GROWTH WORKS WITH EQUITY MARKET ENGAGEMENT

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



## 7. Marketing Plans and Activity

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

# SERVICE LINE MARKETING VIEW: Growth Coaching Service

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

## Digital refinement

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

## Referral partners

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

## Outreach

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

## High-value clients

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

### Data views to highlight Growth Works digital engagement.

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

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

# SERVICE LINE MARKETING VIEW: Inward Investment Service

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

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



# SERVICE LINE MARKETING VIEW: Skills Service

## Campaign/Activity

## We are targeting

## Our rationale

- 12 events were attended or hosted during April. 2 of these were virtual skills surgeries and 2 based on location.
- The Skills drop-in session at Stuart House was hosted by the wider business and education teams. 18 attendees, 5 leads & 1 x TDMI completed on the day.
- Other events attended were across the district in partnership with coaching and key business networks.
- Skills surgery booking page updated on platform to create an evergreen booking system with each member of the team. Using their profile pictures has also made this more human.
- LinkedIn newsletter April editions focused on booking appointments for skills surgeries and promoting employer support – ‘Unlock free business support’ had 593 views and 10.53% engagement rate
- The Golley Slater continues to ramp up with a total of 27 confirmed appointments booked in diaries. 1 TDMI was completed from one of these during April. The teams have daily conversations about the businesses and bookings to ensure quality remains high.
- Through this campaign Golley Slater have captured 332 decision maker emails that we didn’t have previously. They also found that 89% of the calls made the decision maker was unaware of the support Growth Works offer. There is a lot we can do with the insight from GS in future marketing activity.
- LinkedIn activity continues daily, resharing stakeholder content as well as our own event promotion, event content and key content relating back to KPIs.

### LinkedIn analytics (company page)

- 649 followers (63 new followers during the April)
- 60 unique visitors to page
- 263 post link clicks
- 9.7% engagement rate per post
- 354 newsletter subscribers

### Platform analytics for April 2023

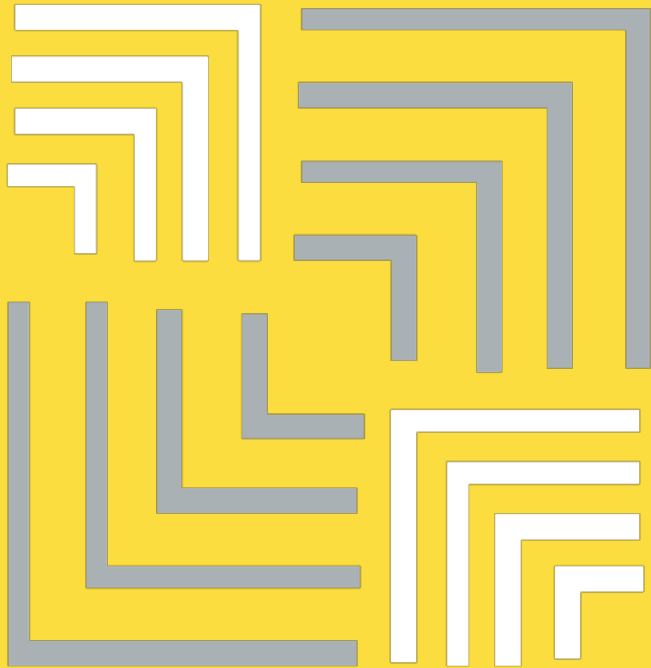
- 513 sessions
- 265 new users to the platform
- Average session duration increased MoM from 2.21 mins to 2.28 mins
- Top pages – home page, skills surgeries/book an appointment and employer hub

### Marketing activity continued to focus on the telecoms campaign and social media content. Why?

- The Q10 plan has been submitted for April – June which includes events that have a longer lead time for promotion.
- This also includes key awareness days and content focusing on KPIs.
- The Golley Slater telecoms project continues to create a strong pipeline of confirmed appointments which will continue into May with tweaks and improvements shared across teams. The GWWS team will visit GS offices this month.
- LinkedIn posts and newsletters continue to grow the audience as well as engage with the existing audience of 649 followers.
- The team will be inviting their own contacts to follow the page to grow even more.

### Next steps

- Event promotion continues in May, with the first event taking place at Camb Tech Week alongside Coaching and Inward Investment.
- Telecoms campaign to continue, building on key insight for the teams to improve the campaign and also to use in marketing content.
- Continue to build LinkedIn following and engagement, as well as LinkedIn as a lead channel. Build in a variety of content formats to increase engagement and visibility. Continue to work with stakeholders and wider network to amplify content.
- Final stage of the Careers Hib to be built on platform.



## 8. Resourcing and Staffing

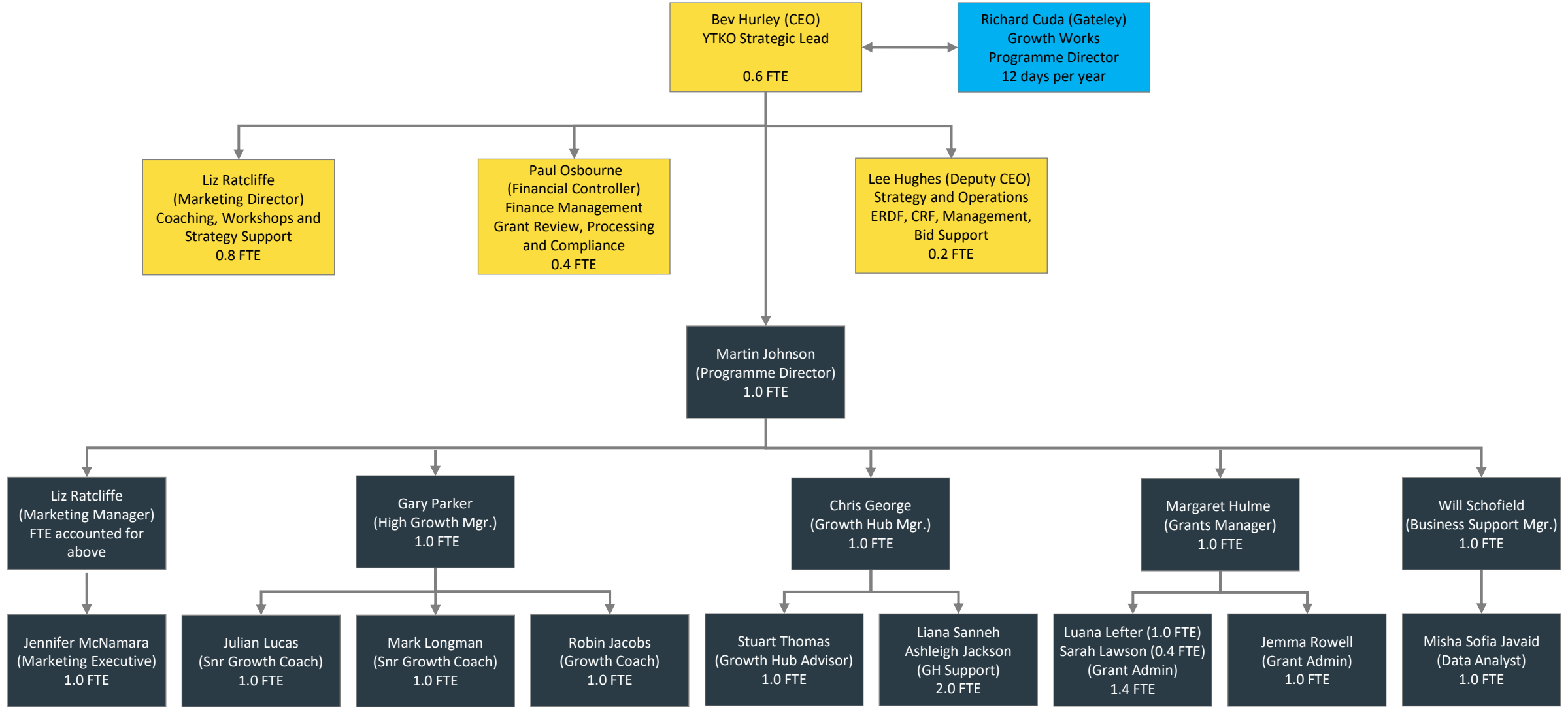
Content in this section is drawn from the weekly Directors meeting chaired by the Growth Works Programme Director for all Service Line Directors, and the Weekly Status Update. We track views on headcount relative to plan, open roles, vacancies filled, and new joiners to land within 60 days of the end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

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

| Service Line  | During this Reporting Period (all numbers are FTE unless stated) |             |                        |                       |                    |                            | Open Roles  | New Joiners<br>(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<br><i>(includes staff for Grants)</i> | 17.4   | 17.4        | 0.0                    | 0%                    | <b>GREEN</b>       | • N/A                      | • N/A   | • Luana Lefter – Grants Admin (01MAR23). 0.4 FTE, converted to 1.0 FTE from 03APR23 | • No leavers this period   |
| Inward Investment Service                                     | 7.3  | 7.3         | 0.0                    | 0%                    | <b>GREEN</b>       | • N/A                      | • N/A   | • N/A   | • No leavers this period   |
| Skills Service  | 19.5   | 19.5        | 0.0                    | 0%                    | <b>GREEN</b>       | • N/A                      | • N/A (Recruitment to replace Federica went live 27APR23) | • N/A   | • No leavers this period (Federica resigned, last working day 19MAY23) |
| Equity Service  | 3.2  | 3.2         | 0.0                    | 0%                    | <b>GREEN</b>       | • N/A                      | • N/A   | • N/A   | • No leavers this period   |
| PMO   | 2.0  | 2.0         | 0.0                    | 0%                    | <b>GREEN</b>       | • N/A                      | • N/A   | • N/A   | • No leavers this period   |

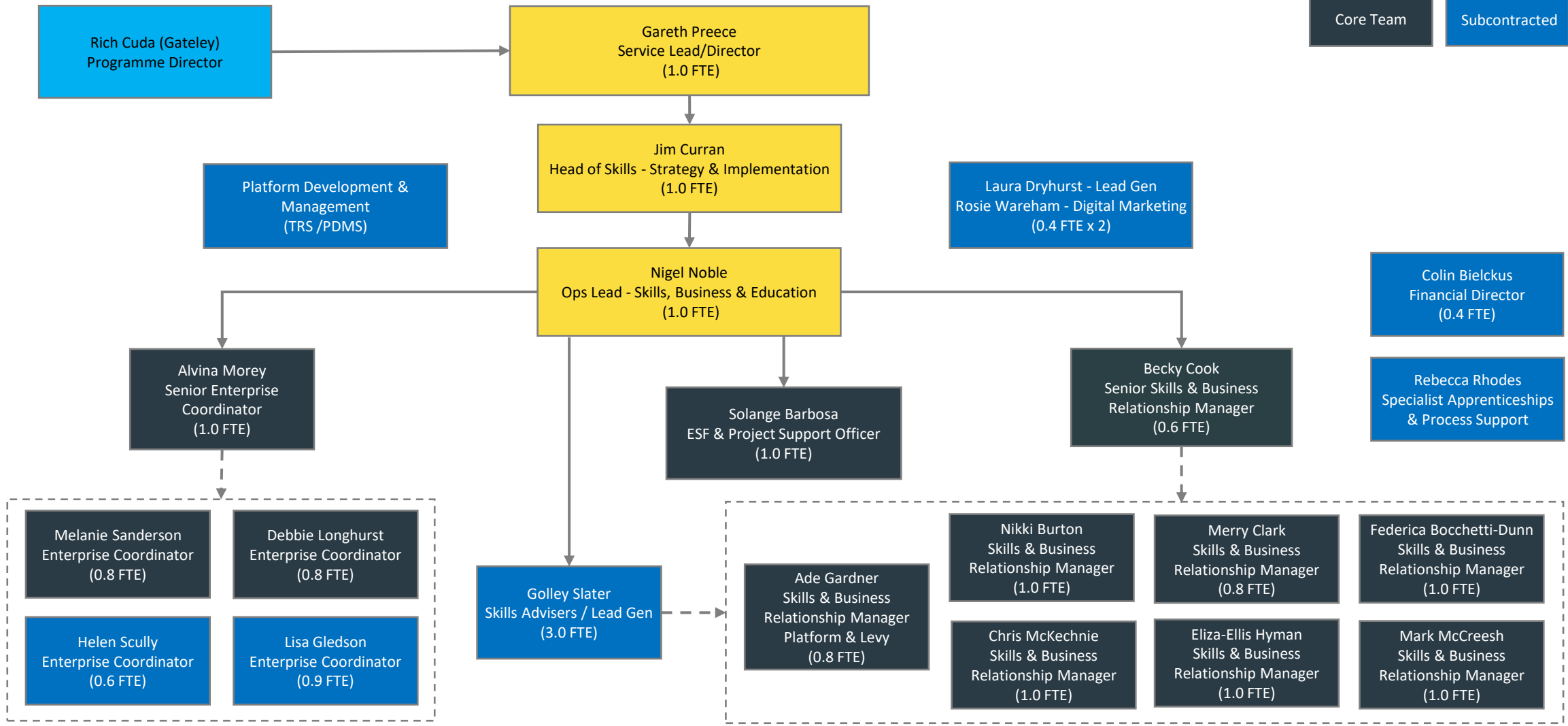
\*Full organisation charts by subcontractor and/or service accurate up to the end of this reporting month can be found at in the pages that follow.

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

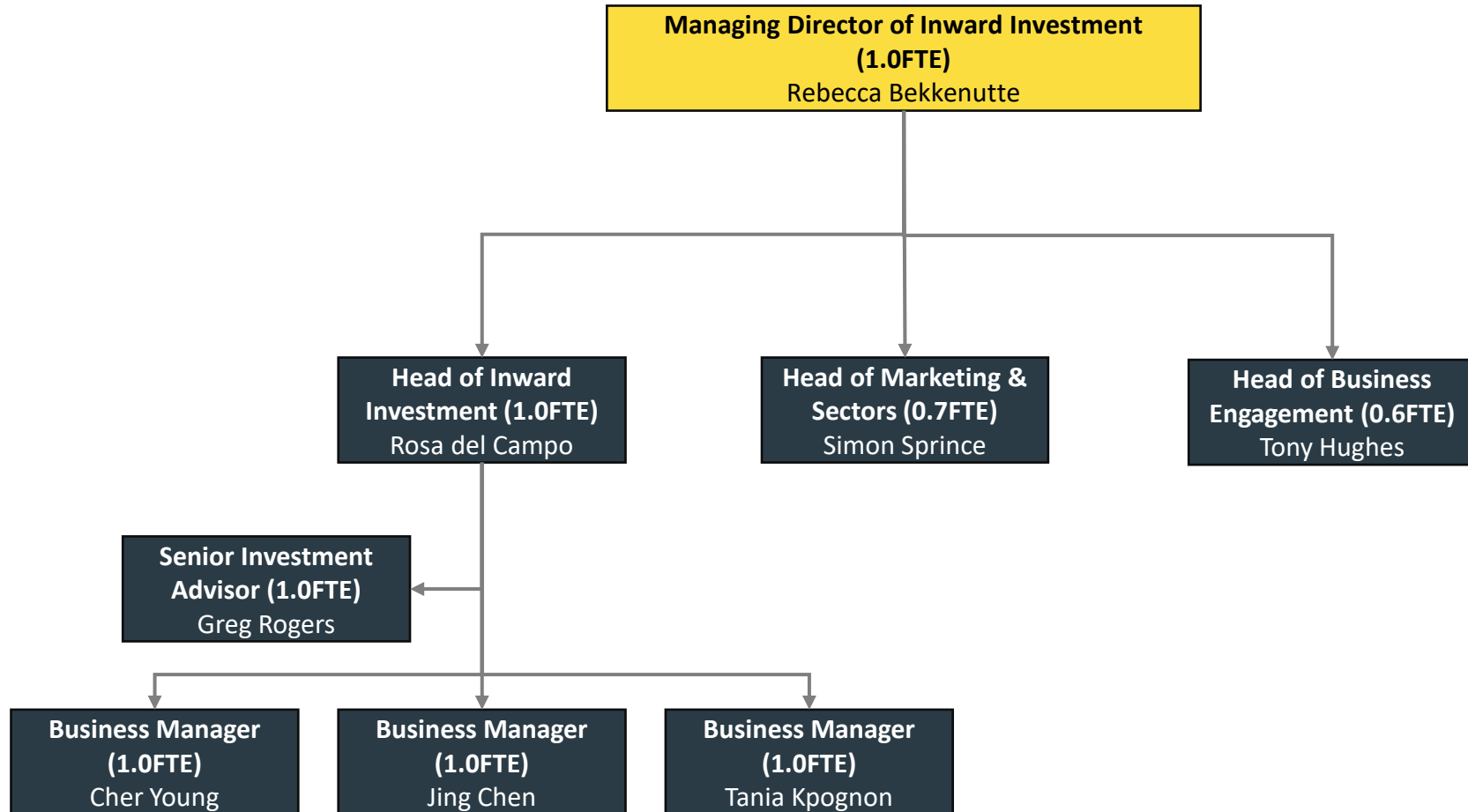


# GPC Skills: Service Line Organogram (April 2023)

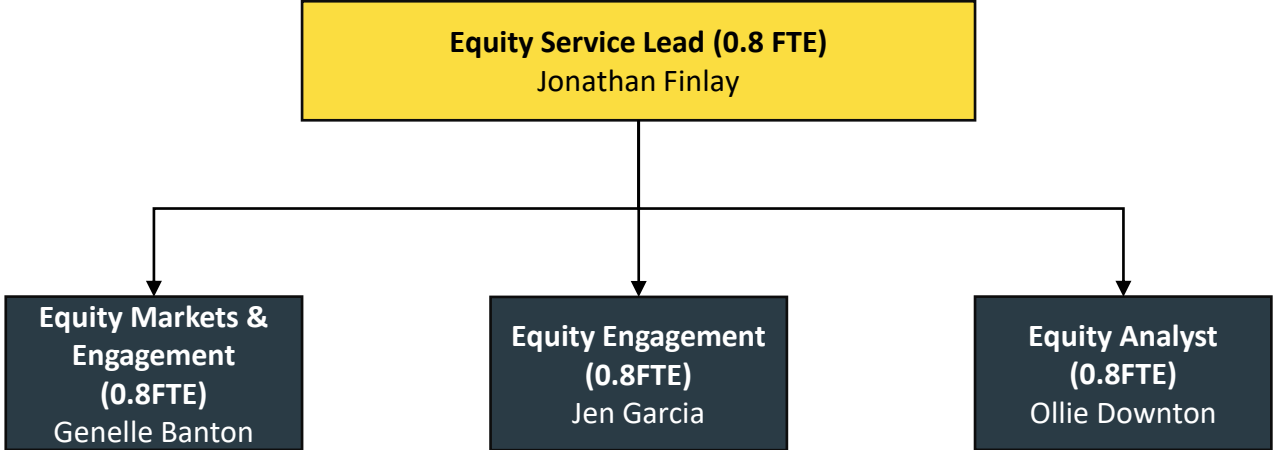
|           |               |
|-----------|---------------|
| PMO       | Leadership    |
| Core Team | Subcontracted |



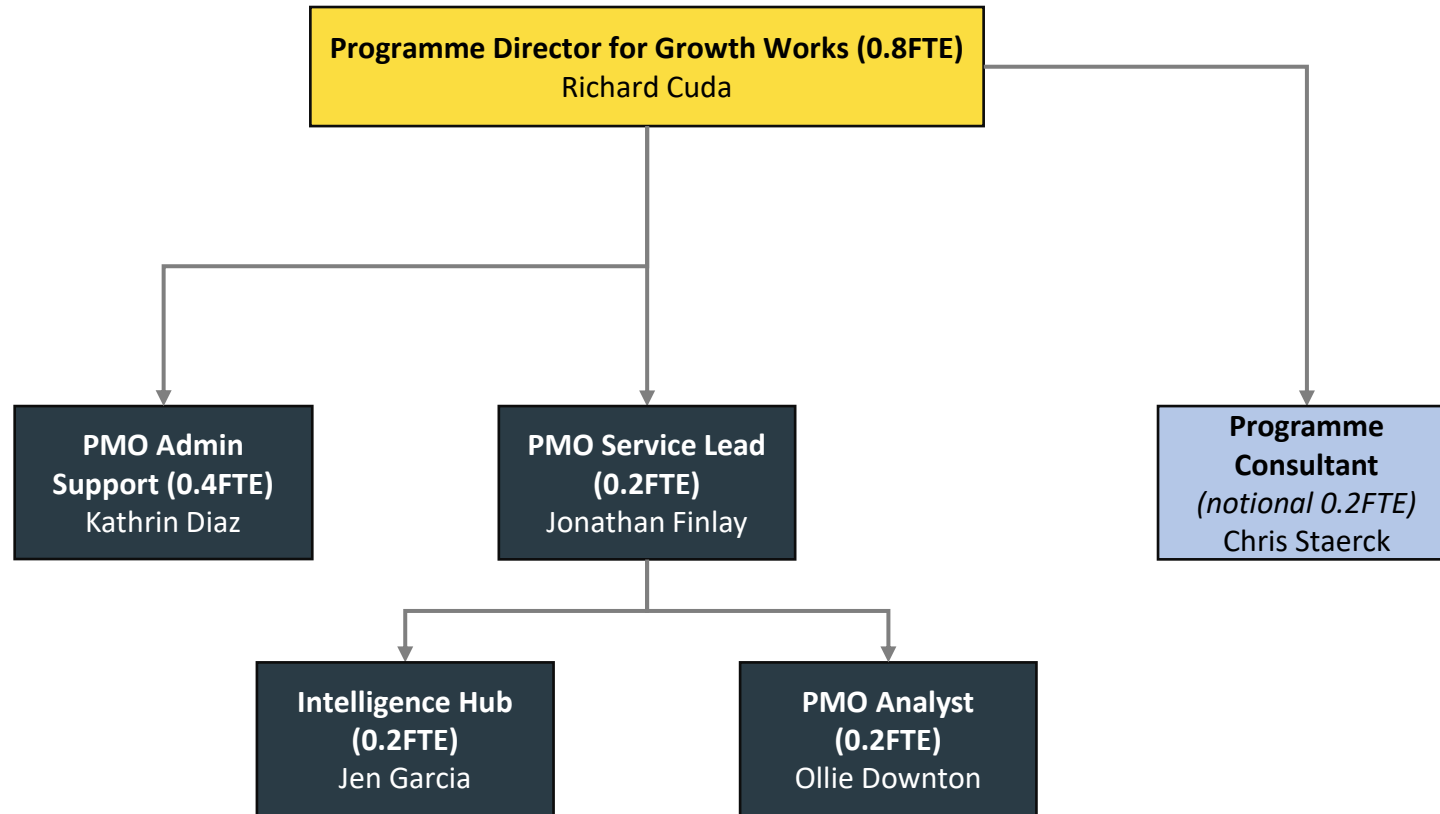
# Gateley-IIS: Inward Investment Service Organogram (April 2023)



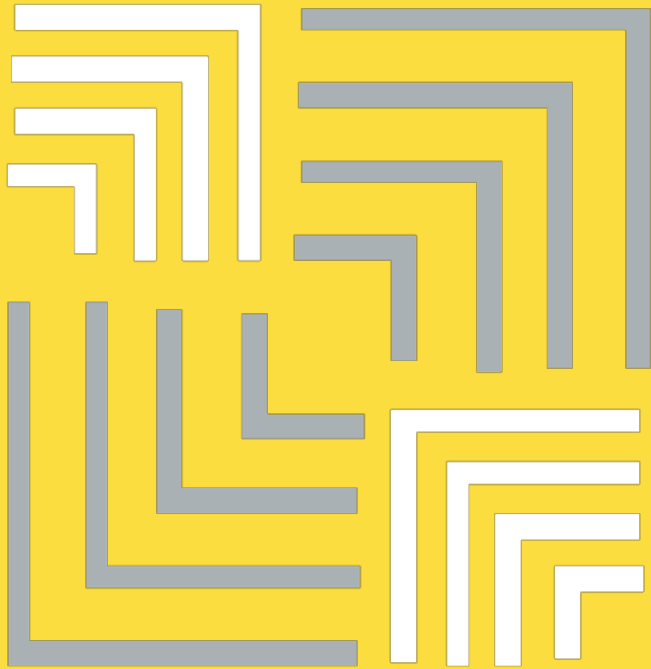
# Gateley Global: Equity Service Line Organogram (April 2023)



# Growth Works: GEG PMO Organogram (April 2023)







## 9. Market Feedback and Competitive Intelligence

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

## Service Line Market Feedback: Complaints – All Service Lines

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

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

| Customer Complaints |  |         |  |
|---------------------|--|---------|--|
| I.D.                | Company Name, Client Name  | Date    | Complaint Captured and Managed / Resolved  |
| 6422998608          | Ideal Power<br>Alec Sarkissian - Commercial Director<br>Jordan Buttigieg - Marketing Manager | 20JUN22 | <b>20JUN22: Remedied to Client's Satisfaction.</b><br>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 | <b>06JUN22: Remedy in Progress.</b><br>Applicant will make a new Application for a new Project. Applicant has requested quotes from suppliers.   |
|                     |  | 25APR22 | <b>25APR22: Complaint Open. Being investigated by Bev Hurley.</b><br>Ideal Power submitted a Grant Application on 29JUL21 for Website related services. The Application Form implied work would start after the Grant Offer Letter was received. However, services had been purchased since March 2021. This wasn't apparent at the time of application, but was at the point of Claim, which was declined. Customer contends that it was obvious, from one document, not the application, that they had paid for services before Grant Application and that our Offer took this into consideration. |
|                     |  |         |  |

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

Growth Coaching Service Line Customer Feedback.

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

**Simon Thomas, CEO, Paragraf**

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

**Giorgia Longobardi, CEO, Cambridge GaN Devices**

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

**Sara Ford, Founder, Fresh**

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

**Sara Ford, Founder, Fresh**

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

Inward Investment Service Line Customer Feedback.

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

**Nycki Rogers, Head of Economic Development, HDC**

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

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

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

**Manuel Sabrino, CEO, Sylvarum**

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

- 1. Gene Bio Medical: Diagnostics innovation R&D with manufacturer*
- 2. GBM Medical Supply: Medical device establishment distributor, government and hospital medical supply vendor.*
- 3. GBM Pharma Inc: Nature Health products manufacturer*

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

**Jessica Hu, CEO at Gene Bio Medical**

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

Skills Service Line Customer Feedback.

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

**John Tregar. Teacher. The Harbour Academy**

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

**The Grange Peterborough Limited**

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

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

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

**Jessica Lang. Business Development Manager. Meticuly**

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

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

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

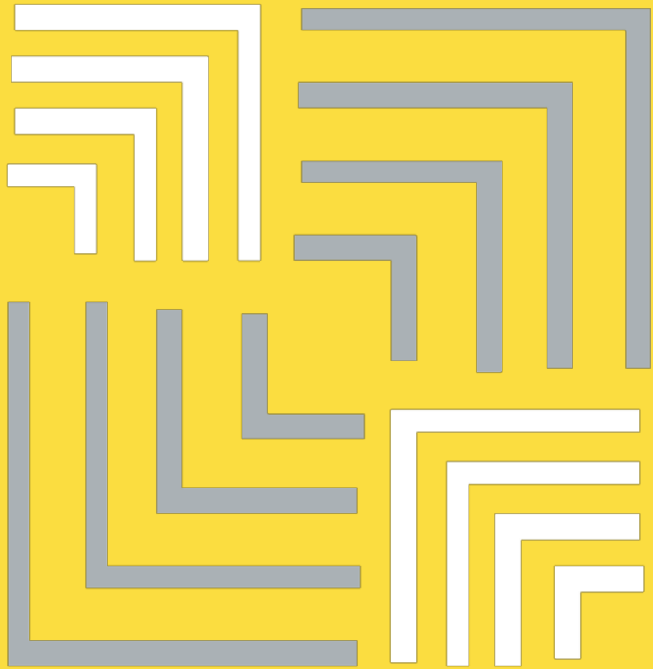
**Clair Perna. AWB Limited**

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

**Carly Liston. Fortus East Limited**

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

**Alfie Tate. Youth Dreams Project**



## **10. Partnership Working and Engagement**

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



# Partnership Working and Engagement: April Monthly Reporting Cycle

## Coaching, Growth Hub, Nudge Grants

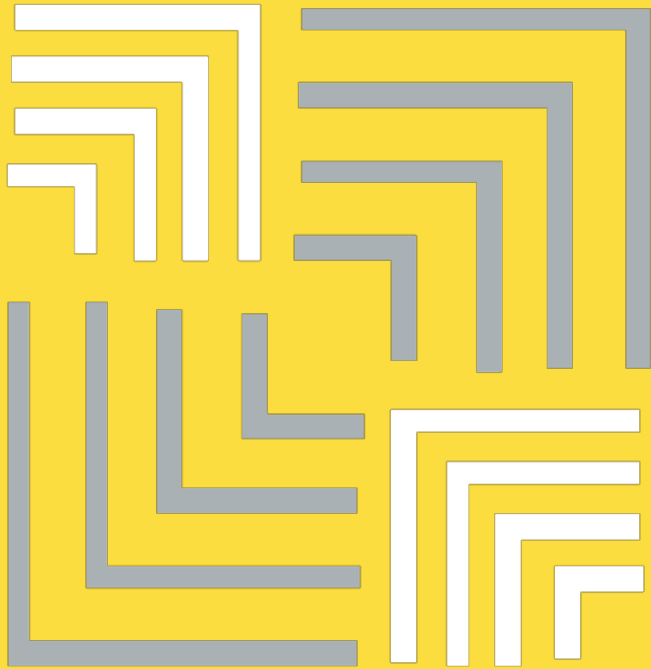
- GH – Meetings with 5 EDO`s across the region
- GH – Meeting with CoC
- GH – meeting with PCC CEO
- GH – F2F Meeting with 5 x EDO`s across patch
- GH – Teams meetings with 3 x EDO`s discussing SPF rollout
- GH – Meeting with innovate UK Edge to discuss referrals
- GH – meeting with MAKE UK – discussions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

## Skills Service

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

## Inward Investment Service

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



## 11. Risk Management

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



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

## Using this RAID Pack

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

## Overview

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

## Summary

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

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

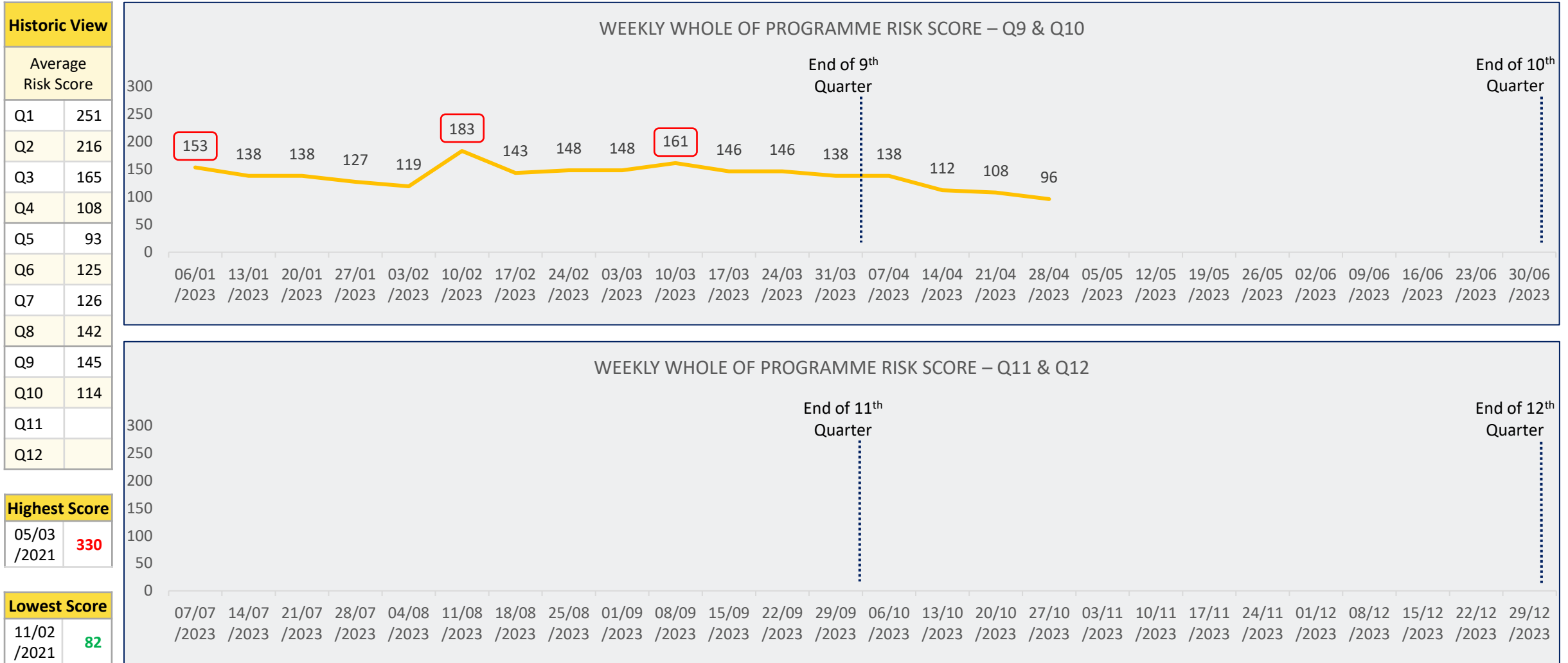
The weekly SPOC process chaired by PMO continues to deliver solid results. The two volume heavy services, Skills and Coaching, dominate the profile, with a notable concern remaining in SME CapEx Grants. Positively, the ‘top-6’ which doggedly remained higher as a ‘top-8’ (having previously peaked as a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

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

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

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

# Historic profile of the whole of programme risk score to week ending 28<sup>th</sup> April 2023.

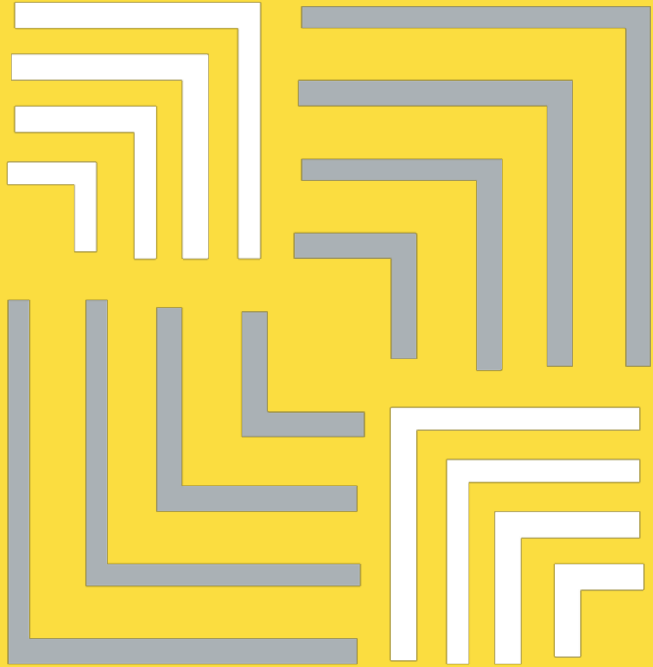


## SUMMARY: there are four red rated risks for the week ending 28<sup>th</sup> April 2023 (66.7% of GW total score).

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

### NOTE:

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



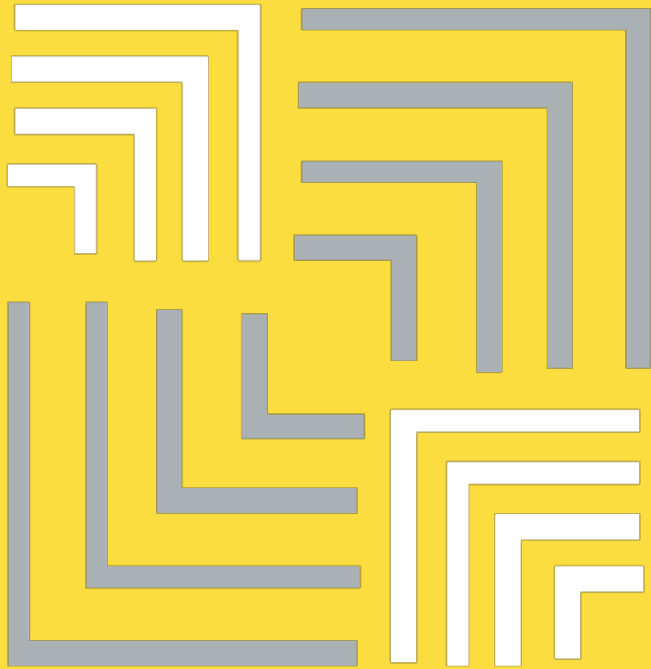
## 12. Budget and Finance

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

## Finance Reporting Actuals (Year-2)

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

| Total   |                 |                 |                 |                 |                 |                 |                 |                   |                   |               |
|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-------------------|-------------------|---------------|
| Total cost of delivery (all costs to be paid by CPCA)   |                 |                 |                 |                 |                 |                 |                 |                   |                   |               |
| Cost element  | Year 1          |                 |                 |                 | Year 2          |                 |                 |                   | Total             | Variance      |
|   | Q1              | Q2              | Q3              | Q4              | Q1              | Q2              | Q3              | Q4                |                   |               |
| 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)    |
| <b>Total charges to CPCA for delivery incl profit</b>   | <b>£465,890</b> | <b>£985,026</b> | <b>£716,597</b> | <b>£887,980</b> | <b>£709,754</b> | <b>£869,827</b> | <b>£754,405</b> | <b>£1,113,372</b> | <b>£6,502,852</b> | <b>£9,634</b> |



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

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

# SERVICE LINE REPORTING: GRANTS STATUS – April 2023

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

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

# SERVICE LINE REPORTING: SME Capital Expenditure Grants Tracker

NOTE: Q10 data is to 30<sup>th</sup>  
April 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 |
|----------------------------|----------------------|-----------------|---------------------------|---|------------------------------|-----------------------------|
| Brown & Ralph              | South Cambridgeshire | £65,535.42      | £30,000.00                | 5                                       | Jan-23                       | £6,000.00                   |
| Automated Wire Bending Ltd | Peterborough         | £189,731.00     | £46,682.17                | 14                                      | Feb-23                       | £3,334.44                   |
| Gas Tech Utilities Ltd     | Fenland              | £68,188.00      | £34,094.00                | 5                                       | Feb-23                       | £6,818.80                   |
| Agrimech Ltd               | Fenland              | £399,000.00     | £100,000.00               | 20                                      | Mar-23                       | £5,000.00                   |
| Belfry Façade Systems Ltd  | Peterborough         | £111,656.00     | £35,000.00                | 8                                       | Mar-23                       | £4,375.00                   |
| Cooper Barnes              | East Cambridgeshire  | £107,655.66     | £30,000.00                | 6                                       | Mar-23                       | £5,000.00                   |
| Delta T Devices            | East Cambridgeshire  | £88,867.13      | £44,433.67                | 9                                       | Apr-23                       | £4,937.07                   |
|                            |                      |                 | <b>£275,776.17</b>        | <b>58</b>                               |                              |                             |

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

## NOTES

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





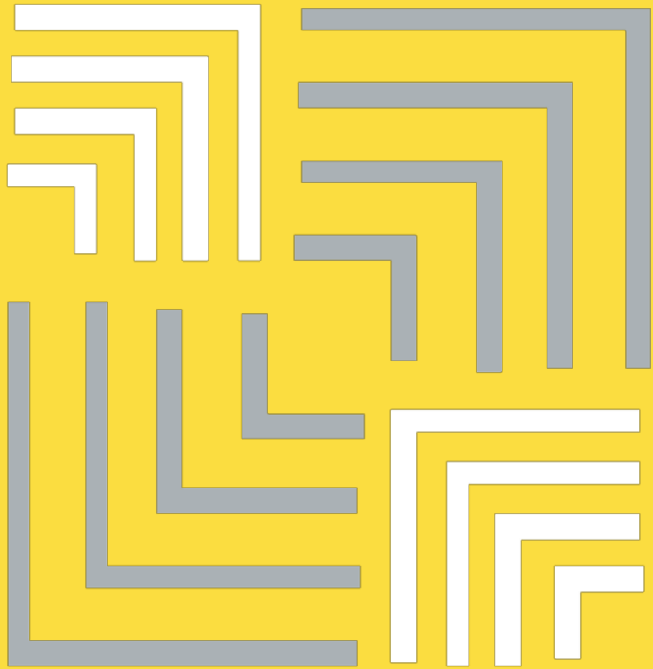
# SERVICE LINE REPORTING: Revenue Grants – ERDF Grant Tracker for Year-3, Q10

NOTE: Q10 data is to 30<sup>th</sup> April 2023.

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

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

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



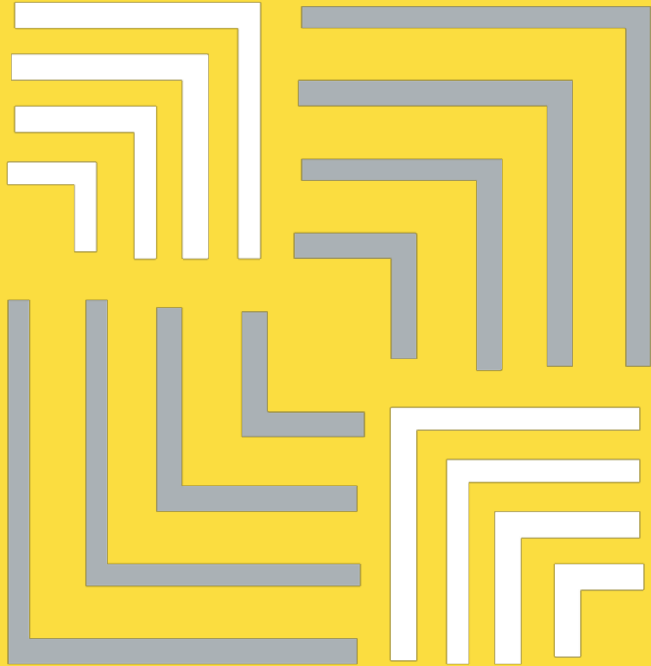
## 14. Change Requests

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

# Change Requests: All SLs across the programme

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

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



## 15. Appendices

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



# **GROWTH WORKS**

## **APPENDIX – A:**

**Service Line Soft Targets.**



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

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

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

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

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

NOTE: Q10 data is to 30<sup>th</sup> April 2023.

| Target / Indicator  | Contract Deliverables - Targets |               |               |                          | Contract Deliverables - Performance |               |   |  | Q9 Actual | (Q10) This Quarter               |                |                |                |                    | Q11 Target | Q12 Target |
|---|---------------------------------|---------------|---------------|--------------------------|-------------------------------------|---------------|---|--|-----------|----------------------------------|----------------|----------------|----------------|--------------------|------------|------------|
|   | Year 1 Target                   | Year 2 Target | Year 3 Target | Whole of Contract Target | Year-1 Actual                       | Year-2 Actual | Year-3 Actual<br>(01-Jan 2023 to 30-Apr 2023) | Whole of Contract Actual<br>(15-Feb 2021 to 30-Apr 2023) |           | Q10 Target<br>(01-Apr to 30-Jun) | Actual (30/04) | Actual (31/05) | Actual (30/06) | Q10 Total to 30/04 |            |            |
| <i>GVA generated (£ 000)</i>  | 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            | 6   | 73   | 2         | TBD                              | 4              |                | 4              | TBD                | TBD        |            |
| <i><u>Levy Employers signed up to pledge (£ 000)</u></i>            | 3,000                           | 5,500         | 6,500         | 15,000                   | £614                                | £3,815.35     | £0  | £4,429.35  | 0         | 2,000                            | 0              |                | 0              | 2,000              | 1,000      |            |
| <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      | 1,052                            | 0              |                | 0              | 1,052              | 952        |            |
| <i><u>SME's accessing Levy transfer (£ 000)</u></i>                 | 1,750                           | 4,690         | 6,040         | 12,480                   | £1.50                               | £16.60        | £3.20   | £21.30   | 1.45      | 1,750                            | £1.75          |                | £1.75          | 1,750              | 1,030      |            |

## Businesses accessing the levy in April:

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

## Levy pipeline:

### Jobs Created:

- Evolving networks
- Midco Care x 2
- Healthy Care





# **GROWTH WORKS**

## **APPENDIX – B:**

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



# SERVICE LINE REPORTING: Growth Coaching Service

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

## Conversions from Diagnostic to Enrolment.

### Growth Coaching Targets: Diagnostics and Enrolments.

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

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

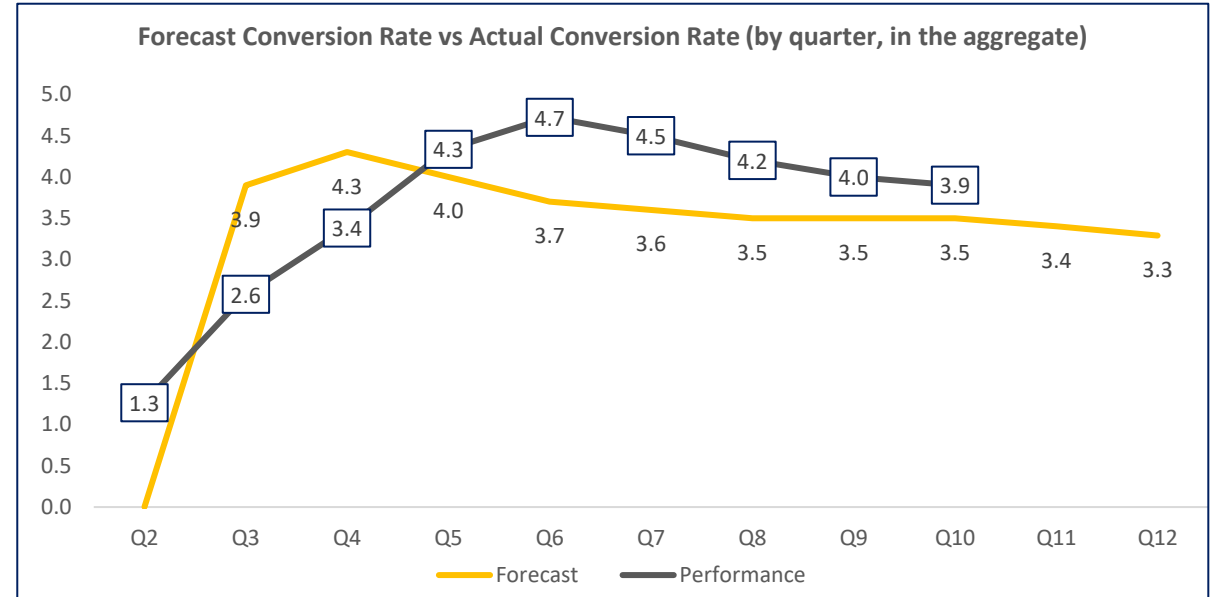
**Table-1:** highlights the Growth Coaching targets for Diagnostics and Enrolments by quarter, in the aggregate. The 'conversion rate' row has been calculated to show what the forecast conversion rate should be at the end of each quarter.

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

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

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

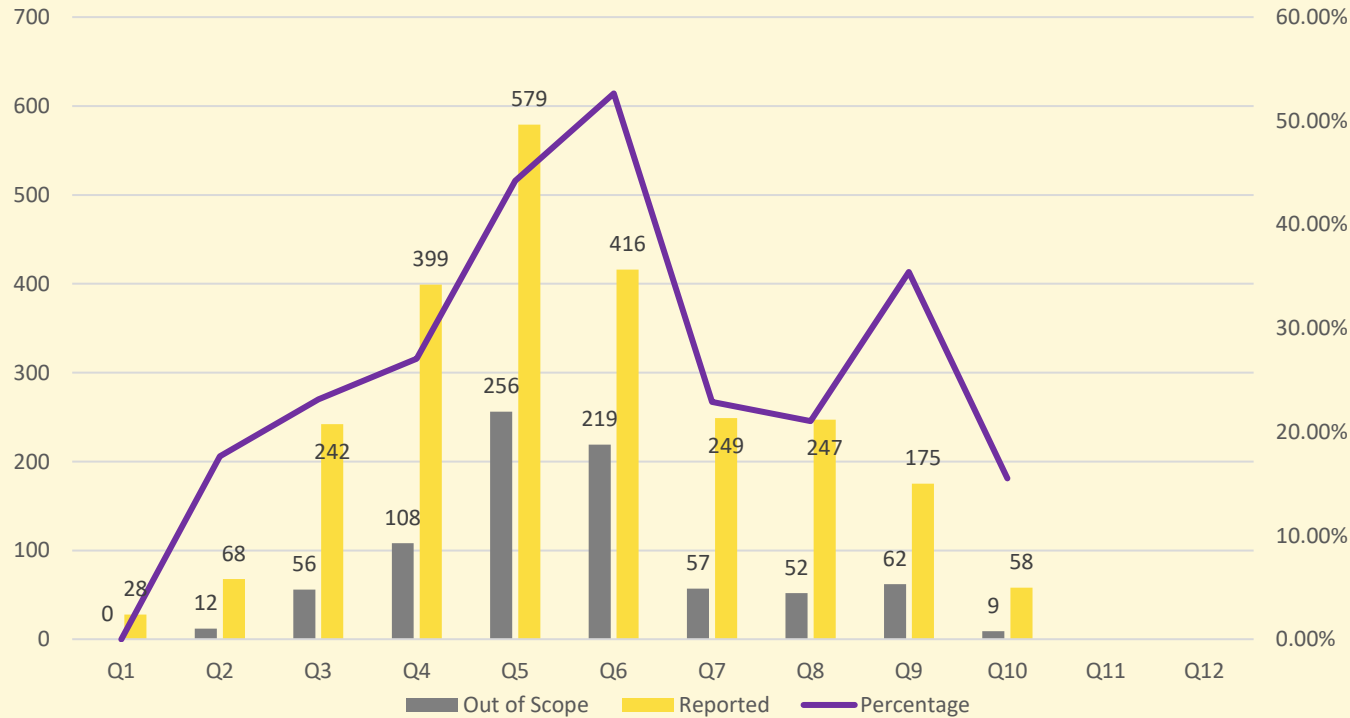
This line graph plots the Growth Coaching conversion rate – forecast vs performance. It highlights that the actual conversion rates achieved in Q2-Q10 so far.



# SERVICE LINE REPORTING: Growth Coaching Service

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

### Reported and Ineligible Diagnostics by Quarter



| Diagnostics               | Q1   | Q2    | Q3    | Q4    | Q5    | Q6    | Q7    | Q8    | Q9    | Q10   | Q11 | Q12 | Total |
|---------------------------|------|-------|-------|-------|-------|-------|-------|-------|-------|-------|-----|-----|-------|
| Reported                  | 28   | 68    | 242   | 399   | 579   | 416   | 249   | 247   | 175   | 58    |     |     | 2,316 |
| Out of Scope (ineligible) | 0    | 12    | 56    | 108   | 256   | 219   | 57    | 52    | 62    | 9     |     |     | 795   |
| Percentage Ineligible     | 0.0% | 17.7% | 23.1% | 27.1% | 44.2% | 52.6% | 22.9% | 21.1% | 35.4% | 15.5% |     |     | 34.3% |

### Diagnostics Reported through the CRF Channel

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

| Category                | Companies  |
|-------------------------|------------|
| Outside the 3-250 range | 321        |
| Inside the 3-250 range  | 31         |
| <b>Total</b>            | <b>352</b> |

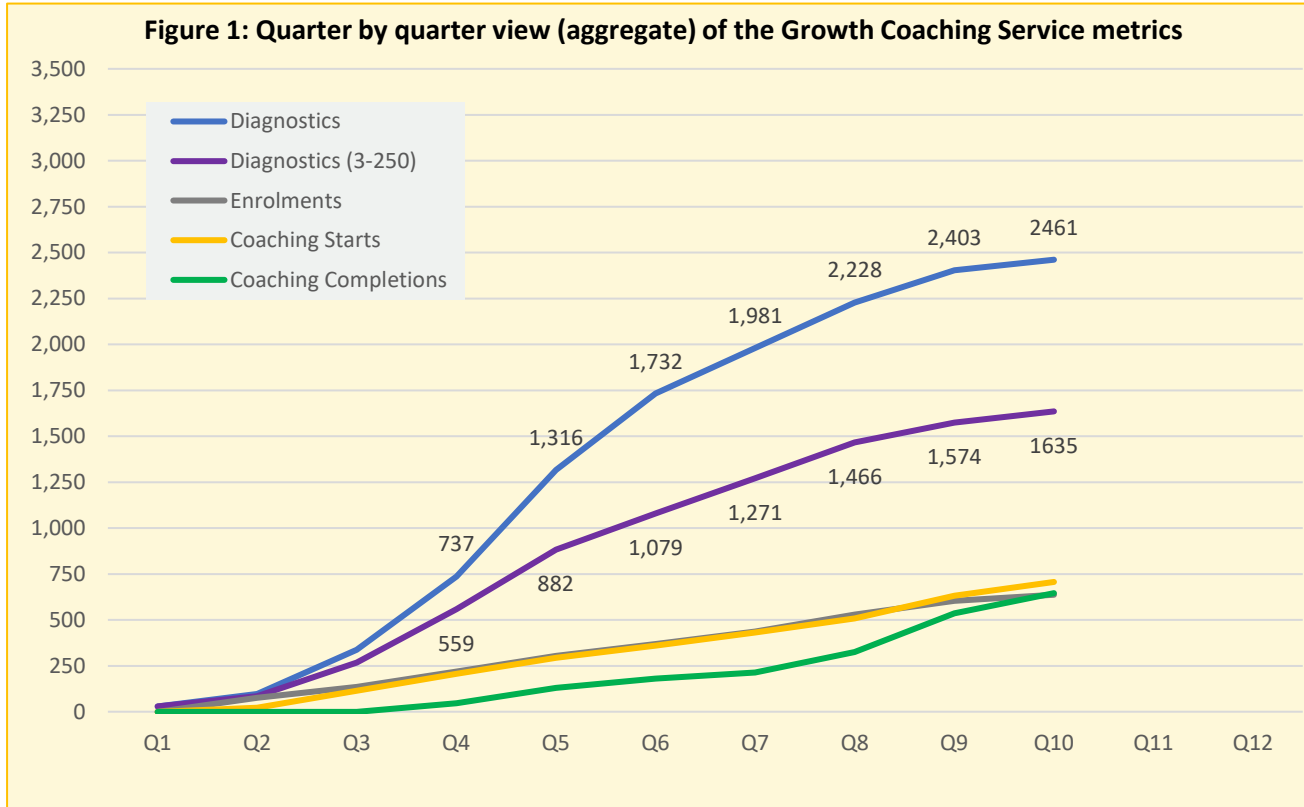
3,305 Diagnostics by contract end (31<sup>st</sup> December 2023). The two categories shown are a) outside the 3-250 employee range and b) inside the 3-250 employee range.

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

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

# SERVICE LINE REPORTING: Growth Coaching Service

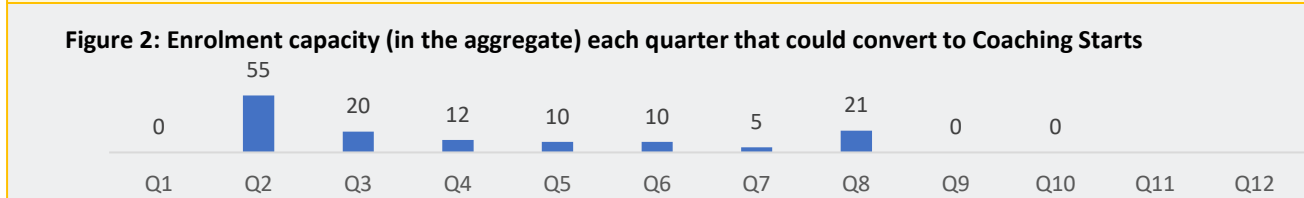
NOTE: This view shows the rolling aggregate view of all metrics by quarter. Q10 data shown is to 30<sup>th</sup> April 2023.



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

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

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



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

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



# **GROWTH WORKS**

## **APPENDIX – C:**

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



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

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

## CO23 / SME ENGAGEMENT

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



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

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

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

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

## APPRENTICESHIPS

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

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

## LEARNING OUTCOMES

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



# **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  | <b>21/02/23</b>  | Monthly  | 13:30-15:00  | Virtual  |
| February  | March  | 08-Mar-23   | 14-Mar-23   | 14-Mar-23   | N/A   | N/A  | <b>21/03/23</b>  | Monthly  | 13:30-15:00  | Virtual  |
| March   | April  | 04-Apr-23   | 11-Apr-23   | 16-Apr-23   | 19/04/23  | 13:30-14:30  | <b>24/04/23</b>  | Quarterly  | 11:30-13:30  | In Person  |
| April   | May  | 03-May-23   | 16-May-23   | 18-May-23   | N/A   | N/A  | <b>23/05/23</b>  | Monthly  | 13:30-15:00  | Virtual  |
| May   | June   | 02-Jun-23   | 13-Jun-23   | 16-Jun-23   | N/A   | N/A  | <b>20/06/23</b>  | Monthly  | 13:30-15:00  | Virtual  |
| June  | July   | 04-Jul-23   | 11-Jul-23   | 14-Jul-23   | 19/07/23  | 13:30-14:30  | <b>24/07/23</b>  | Quarterly  | 11:30-13:30  | In Person  |
| July  | August   | 02-Aug-23   | 8-Aug-23  | 14-Aug-23   | N/A   | N/A  | <b>21/08/23</b>  | Monthly  | 11:30-13:00  | Virtual  |
| August  | September  | 04-Sep-23   | 12-Sep-23   | 15-Sep-23   | N/A   | N/A  | <b>25/09/23</b>  | Monthly  | 11:30-13:00  | Virtual  |
| September   | October  | 03-Oct-23   | 10-Oct-23   | 13-Oct-23   | 18/10/23  | 13:30-14:30  | <b>23/10/23</b>  | Quarterly  | 11:30-13:30  | In Person  |
| October   | November   | 02-Nov-23   | 10-Nov-23   | 14-Nov-23   | N/A   | N/A  | <b>22/11/23</b>  | Monthly  | 13:30-15:00  | Virtual  |
| November  | December   | 04-Dec-23   | 12-Dec-23   | 15-Dec-23   | N/A   | N/A  | <b>21/12/23</b>  | 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  
& PETERBOROUGH**  
COMBINED AUTHORITY

 **THE BUSINESS BOARD**

  
HM Government

 **European Union**  
European Structural  
and Investment Funds

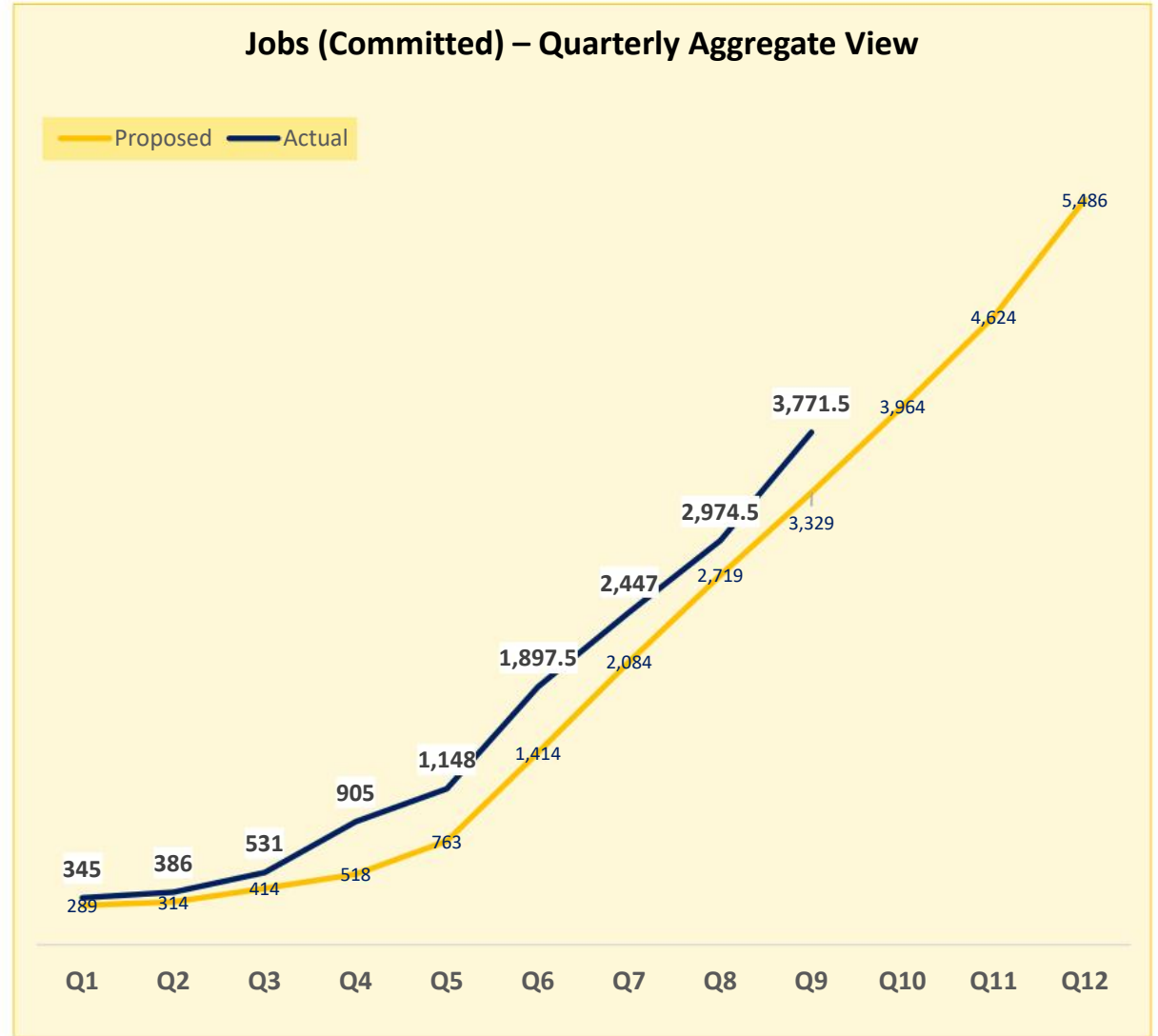
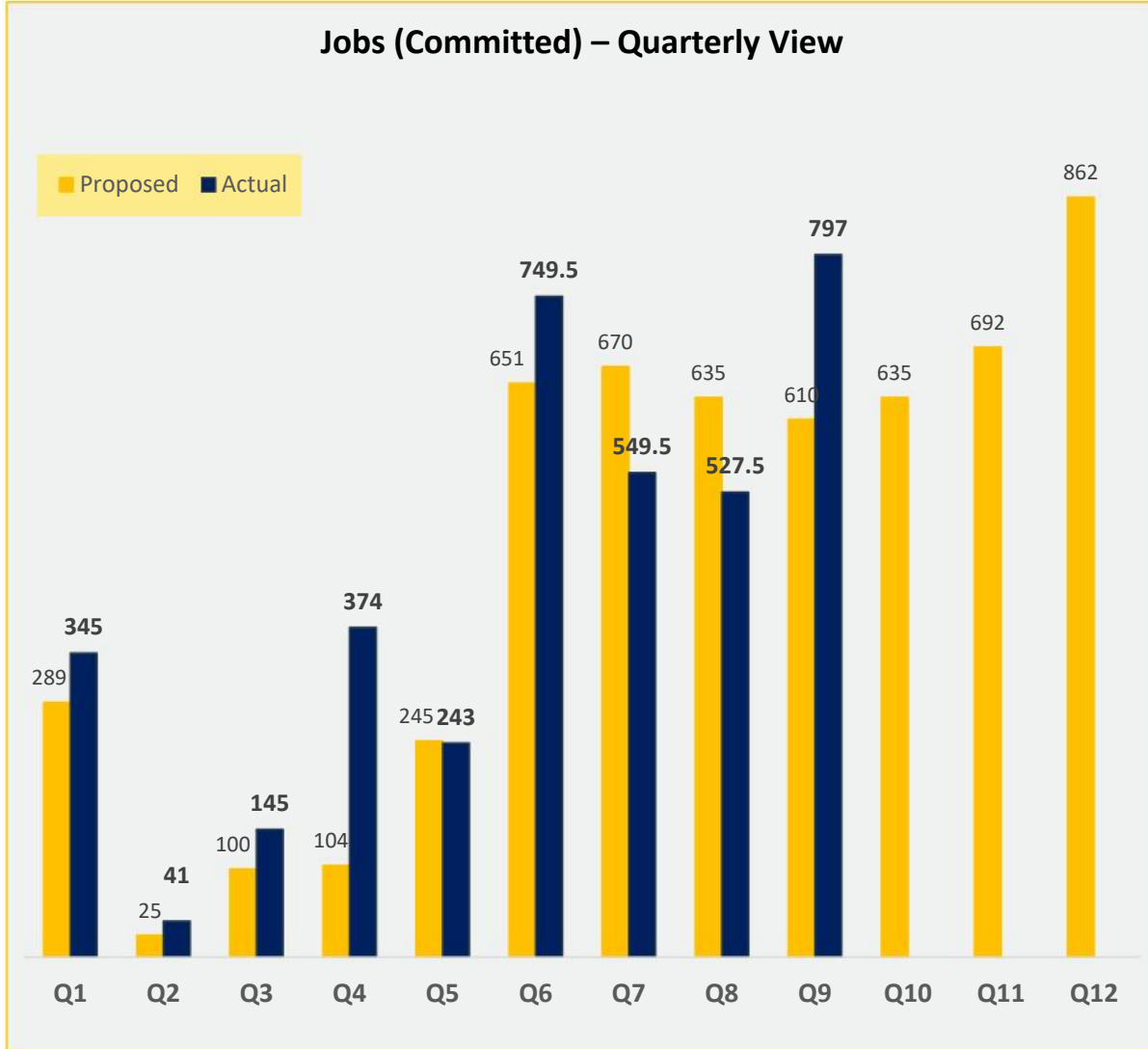
# CPCA Business Growth Service

## Q9 – Area Data Pack: CCC

Growth Works: Reporting Period  
1<sup>st</sup> January to 31<sup>st</sup> March 2023



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



# Service Lines: outcome creation results broken down by district



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

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

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

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

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

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

# Q9 Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.



Our performance against the leading contracted metrics...



**10** Net jobs created (committed)\*



**20** Businesses provided with a Growth Diagnostic



**10** Businesses enrolled in coaching assignments



**6** Businesses starting a coaching journey



**15** Businesses completing a coaching journey

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


| Stated Challenge                                | Responses Cited                       |
|---|---------------------------------------|
| Need growth finance                             | 7 <span style="color:red">■</span>    |
| Need to find the right new people               | 5 <span style="color:green">■</span>  |
| Need to improve skills deficits in current team | 8 <span style="color:green">■</span>  |
| Need more effective people development strategy | 3 <span style="color:green">■</span>  |
| Need new equipment                              | 4 <span style="color:grey">■</span>   |
| Need bigger premises                            | 0                                     |
| Need to improve productivity                    | 0                                     |
| Need more effective marketing                   | 8 <span style="color:purple">■</span> |
| Need more effective sales                       | 4 <span style="color:purple">■</span> |
| Need more effective growth strategy             | 3 <span style="color:purple">■</span> |
| Need more effective leadership and management   | 0                                     |
| Other   | 0                                     |
| <b>TOTAL BY GEOGRAPHY</b>                       | <b>42</b>                             |

To support coaching some SMEs benefited from a revenue grant.



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

**SME Revenue Grant Awards**



**£144,234**

Awarded in Revenue Grants




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

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

CCC

Performance Indicator Scorecard Summary for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.

Inward Investment performance against the leading contracted metrics...

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

**Inward Investment Successes**







Canada  
• Life Sciences





Switzerland  
• Life Sciences







Skills performance against the leading contracted metrics...

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

**CEC Contract – 14 Schools / Colleges**

-  **14** Of 14 eligible schools engaged in CEC
-  **9** Of schools engaged have completed a Compass

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

-  **0** Jobs created (committed) from CapEx grant awards
  -  **0** SME CapEx grant awards made to local firms
-  **SME Capital Growth Awards**  
**£0** Awarded in Capital Growth Funding to local SMEs
-  **84** Jobs created (committed) from Equity projects
  -  **4** SME CapEx grant awards made to local firms
-  **Equity Placed**  
**£975,000** Small Business Capital Growth Investment Equity

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



NOTE: data is for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.

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

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



## SERVICE LINE REPORTING: Equity

NOTE: data is for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.

CCC

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



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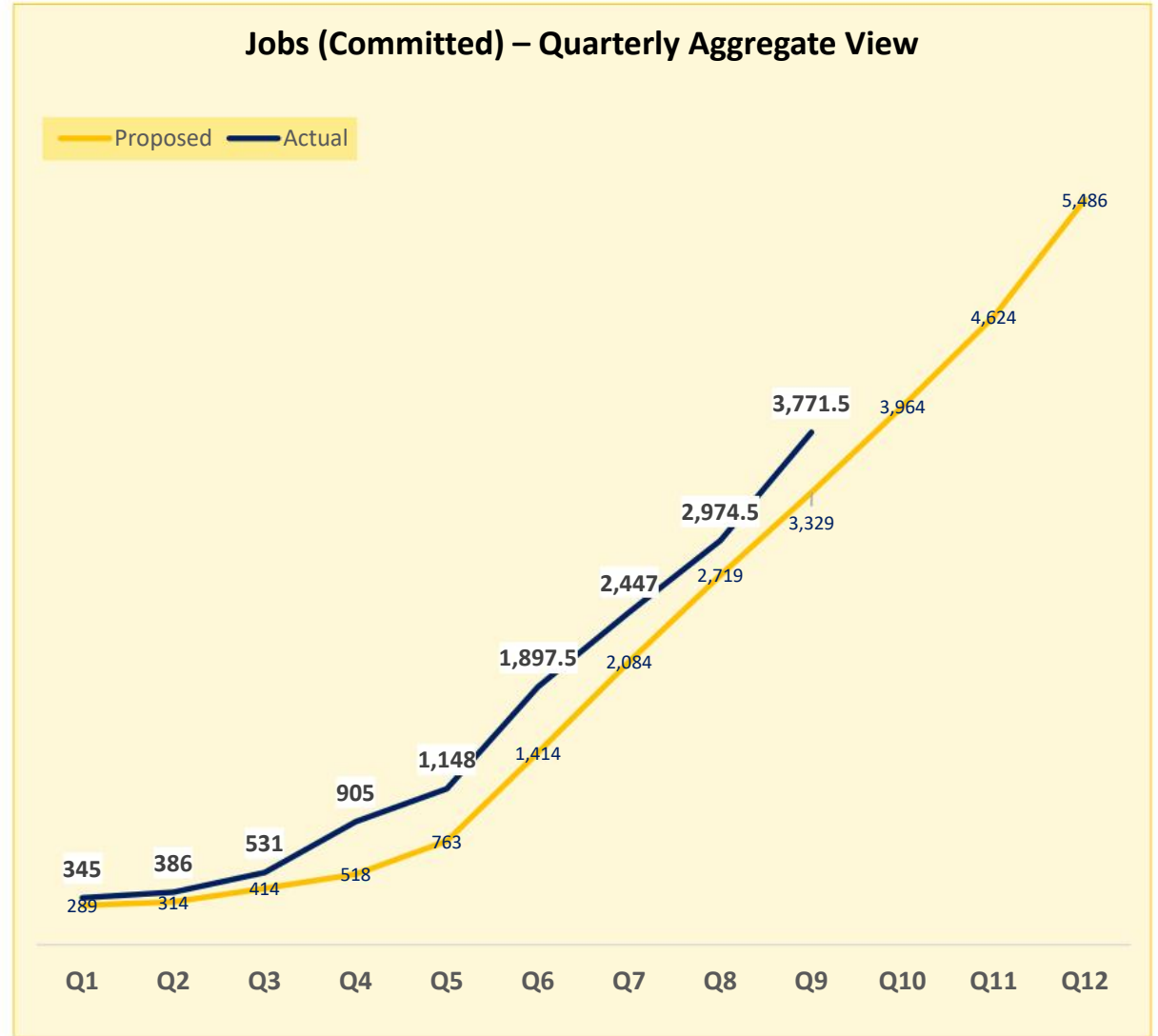
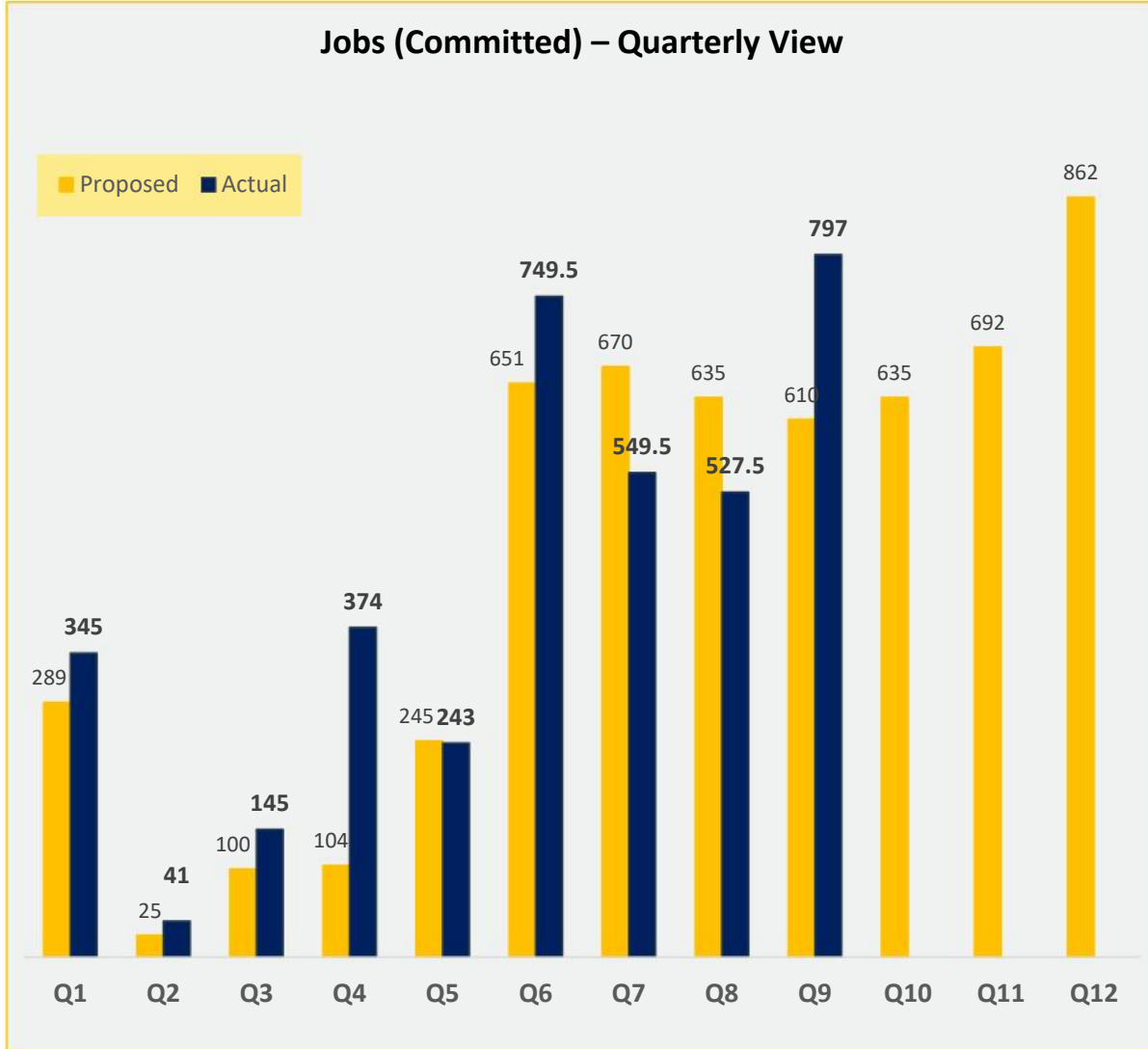
# CPCA Business Growth Service

## Q9 – Area Data Pack: ECDC

Growth Works: Reporting Period  
1<sup>st</sup> January to 31<sup>st</sup> March 2023



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



# Service Lines: outcome creation results broken down by district



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

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

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

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

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

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

# Q9 Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.



Our performance against the leading contracted metrics...



**72** Net jobs created (committed)\*



**5** Businesses provided with a Growth Diagnostic



**4** Businesses enrolled in coaching assignments



**0** Businesses starting a coaching journey



**14** Businesses completing a coaching journey

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

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

| Stated Challenge                                | Responses Cited                       |
|---|---------------------------------------|
| Need growth finance                             | 6 <span style="color:red">■</span>    |
| Need to find the right new people               | 3 <span style="color:green">■</span>  |
| Need to improve skills deficits in current team | 1 <span style="color:green">■</span>  |
| Need more effective people development strategy | 0                                     |
| Need new equipment                              | 5 <span style="color:grey">■</span>   |
| Need bigger premises                            | 0                                     |
| Need to improve productivity                    | 0                                     |
| Need more effective marketing                   | 3 <span style="color:purple">■</span> |
| Need more effective sales                       | 5 <span style="color:purple">■</span> |
| Need more effective growth strategy             | 2 <span style="color:purple">■</span> |
| Need more effective leadership and management   | 0                                     |
| Other   | 0                                     |
| <b>TOTAL BY GEOGRAPHY</b>                       | <b>25</b>                             |

To support coaching some SMEs benefited from a revenue grant.



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

**SME Revenue Grant Awards**

£0

Awarded in Revenue Grants

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

Performance Indicator Scorecard Summary for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.

Inward Investment performance against the leading contracted metrics...



0 Jobs created (committed)



0 Inward Investment successes landed locally



0 Active projects with this DC as the preferred UK location

## Inward Investment Success

Skills performance against the leading contracted metrics...



3 Apprenticeships created (committed)



0 Additional training and learning outcomes



2 CO23's in place / SME engagement



3 R9 (CO23 action plans) completed

## CEC Contract – 8 Schools / Colleges



8 Of 8 eligible schools engaged in CEC



7 Of schools engaged have completed a Compass

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



6 Jobs created (committed) from CapEx grant awards



1 SME CapEx grant awards made to local firms



## SME Capital Growth Awards

£30,000

Awarded in Capital Growth Funding to local SMEs



0 Jobs created (committed) from Equity projects



0 SME CapEx grant awards made to local firms



## Equity Placed

£0

Small Business Capital Growth Investment Equity

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



NOTE: data is for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.

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

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





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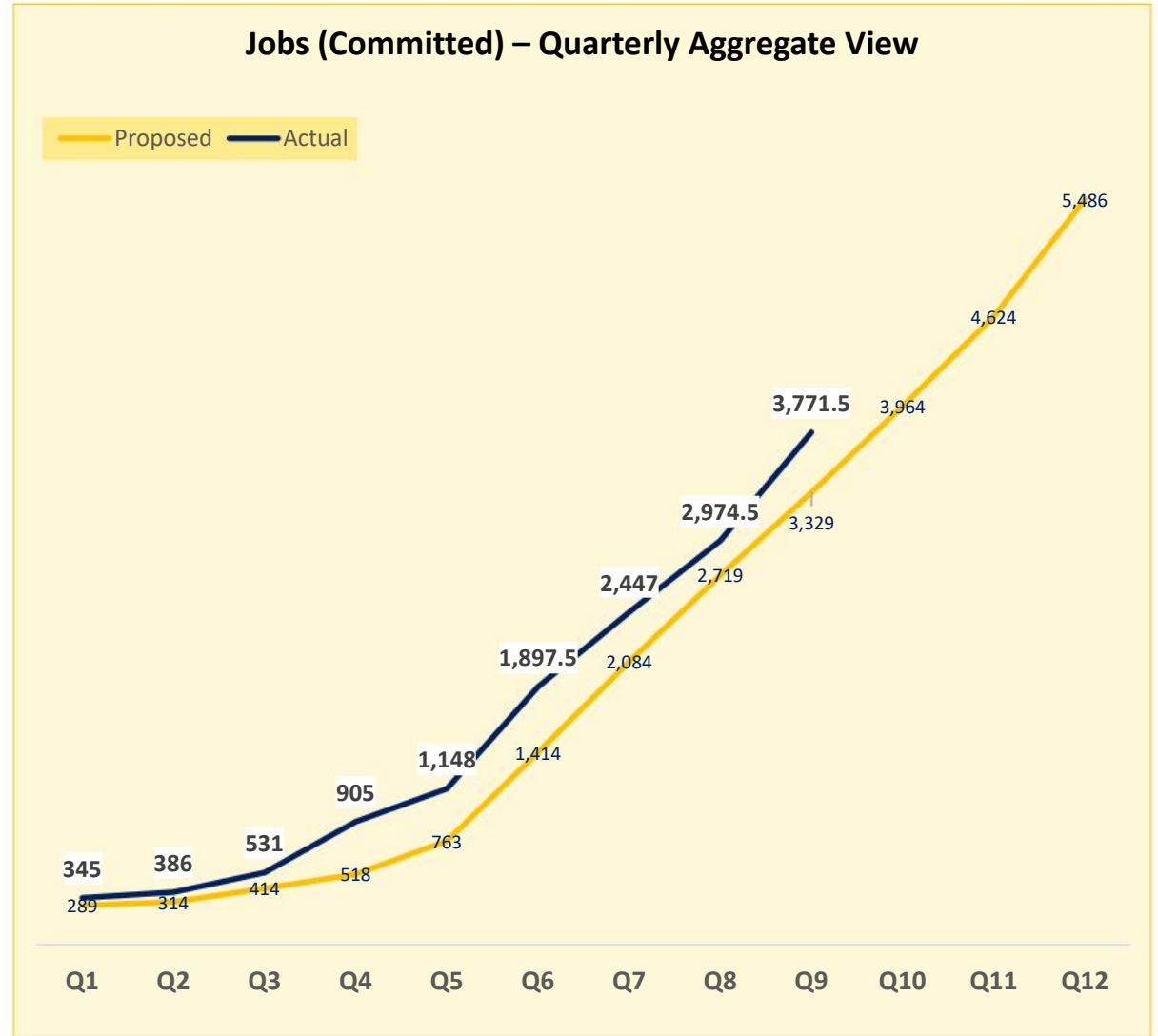
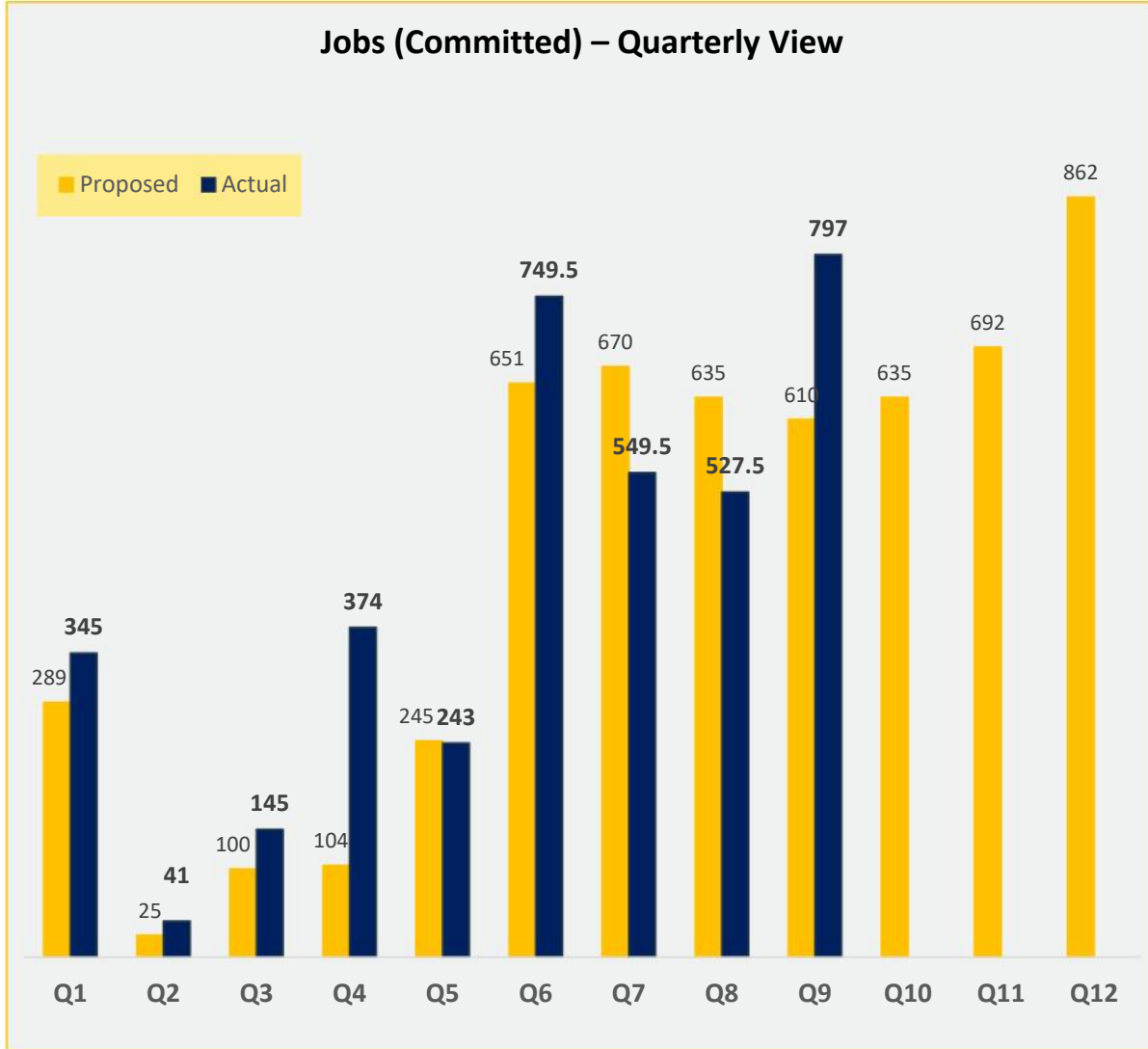
# CPCA Business Growth Service

## Q9 – Area Data Pack: FDC

Growth Works: Reporting Period  
1<sup>st</sup> January to 31<sup>st</sup> March 2023



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



# Service Lines: outcome creation results broken down by district



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

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

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

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

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

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

# Q9 Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.

FDC

Our performance against the leading contracted metrics...



0 Net jobs created (committed)\*



15 Businesses provided with a Growth Diagnostic



4 Businesses enrolled in coaching assignments



3 Businesses starting a coaching journey



12 Businesses completing a coaching journey

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

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

**TOTAL BY GEOGRAPHY 40**

To support coaching some SMEs benefited from a revenue grant.



1 Revenue grant award made to local firms

**SME Revenue Grant Awards**

**£3,460**  
Awarded in Revenue Grants




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

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

FDC





Performance Indicator Scorecard Summary for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.

Inward Investment performance against the leading contracted metrics...



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

**Inward Investment Success**







Skills performance against the leading contracted metrics...

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

**CEC Contract – 6 Schools / Colleges**

-  6 Of 6 eligible schools engaged in CEC
-  5 Of schools engaged have completed a Compass

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

-  25 Jobs created (committed) from CapEx grant awards
-  2 SME CapEx grant awards made to local firms
-  **SME Capital Growth Awards**  
**£134,094** Awarded in Capital Growth Funding to local SMEs
-  0 Jobs created (committed) from Equity projects
-  0 SME CapEx grant awards made to local firms
-  **Equity Placed**  
**£0** Small Business Capital Growth Investment Equity

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



NOTE: data is for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.

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

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

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



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# CPCA Business Growth Service

## Q9 – Area Data Pack: HDC

Growth Works: Reporting Period  
1<sup>st</sup> January to 31<sup>st</sup> March 2023



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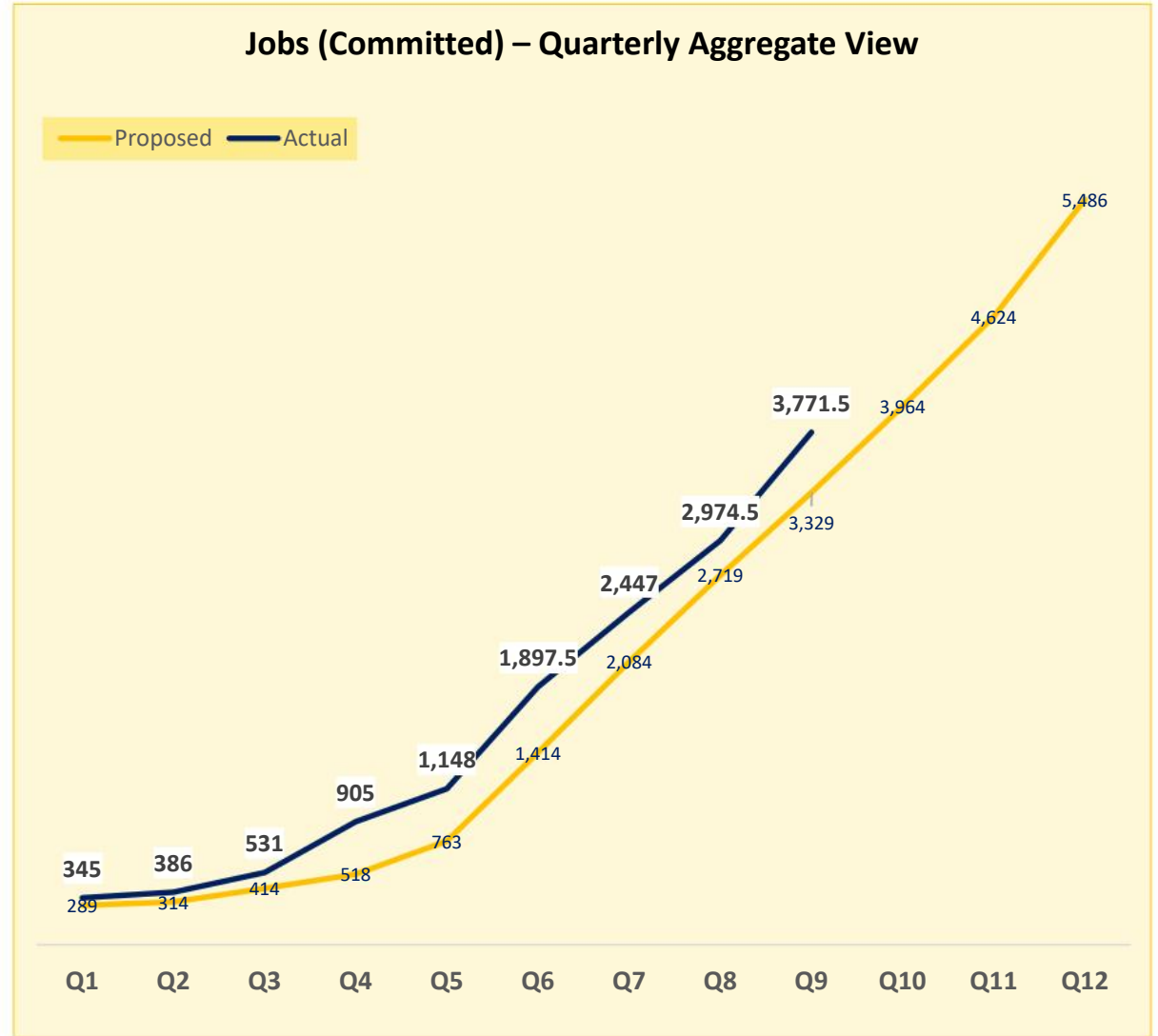
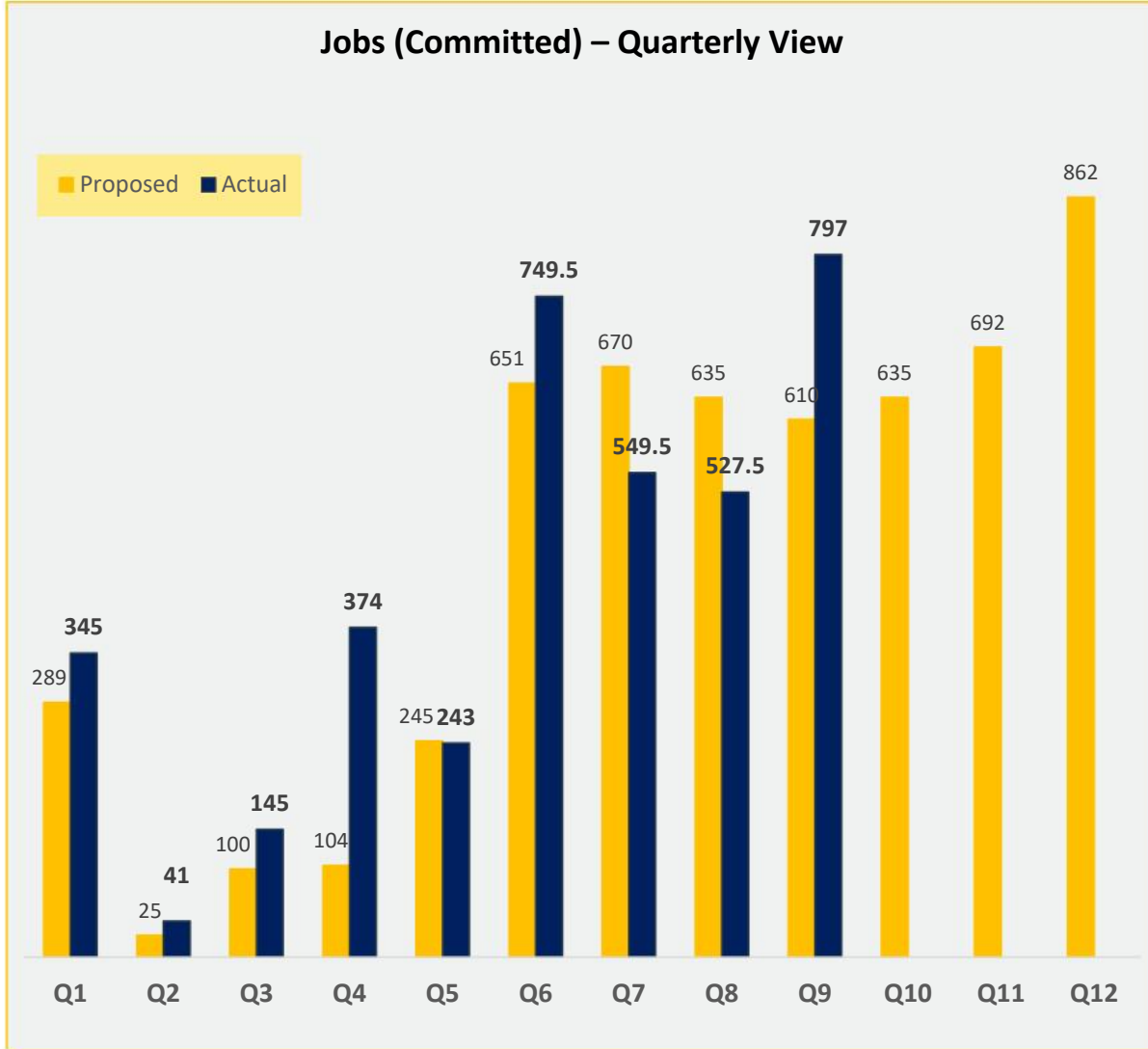


HM Government



**European Union**  
European Structural  
and Investment Funds

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



# Service Lines: outcome creation results broken down by district



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

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

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

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

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

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

# Q9 Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.



Our performance against the leading contracted metrics...



**74** Net jobs created (committed)\*



**24** Businesses provided with a Growth Diagnostic



**16** Businesses enrolled in coaching assignments



**9** Businesses starting a coaching journey



**37** Businesses completing a coaching journey

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

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


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

To support coaching some SMEs benefited from a revenue grant.



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

**SME Revenue Grant Awards**






**£18,270**

Awarded in Revenue Grants

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


Performance Indicator Scorecard Summary for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.

Inward Investment performance against the leading contracted metrics...



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

**Inward Investment Success**

Skills performance against the leading contracted metrics...

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

**CEC Contract – 10 Schools / Colleges**

-  9 Of 10 eligible schools engaged in CEC
-  9 Of schools engaged have completed a Compass

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

-  0 Jobs created (committed) from CapEx grant awards
-  0 SME CapEx grant awards made to local firms
-  **SME Capital Growth Awards**  
£0 Awarded in Capital Growth Funding to local SMEs
-  0 Jobs created (committed) from Equity projects
-  0 SME CapEx grant awards made to local firms
-  **Equity Placed**  
£0 Small Business Capital Growth Investment Equity

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



NOTE: data is for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.

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

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



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# CPCA Business Growth Service

## Q9 – Area Data Pack: PCC

Growth Works: Reporting Period  
1<sup>st</sup> January to 31<sup>st</sup> March 2023



FUNDED BY



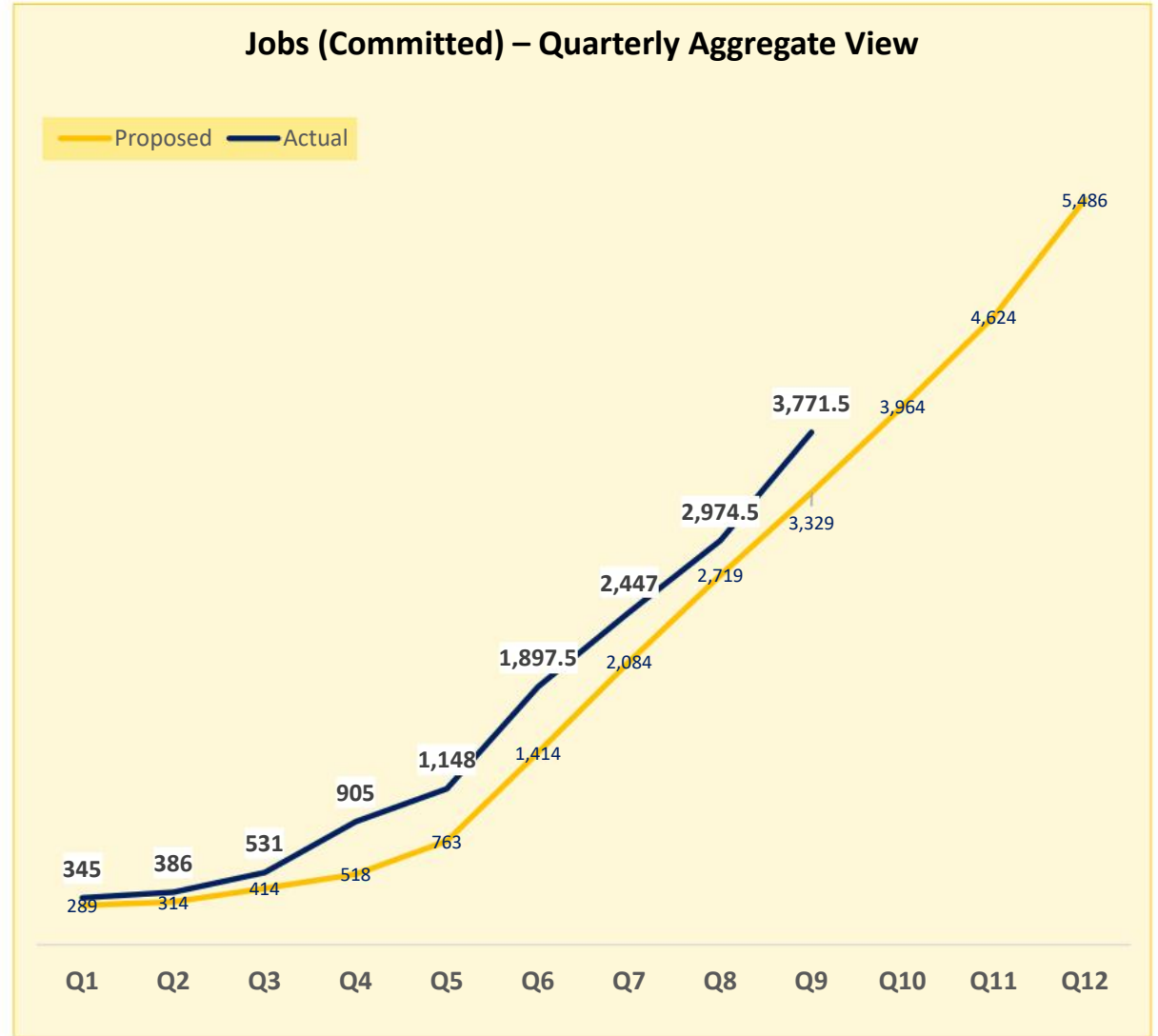
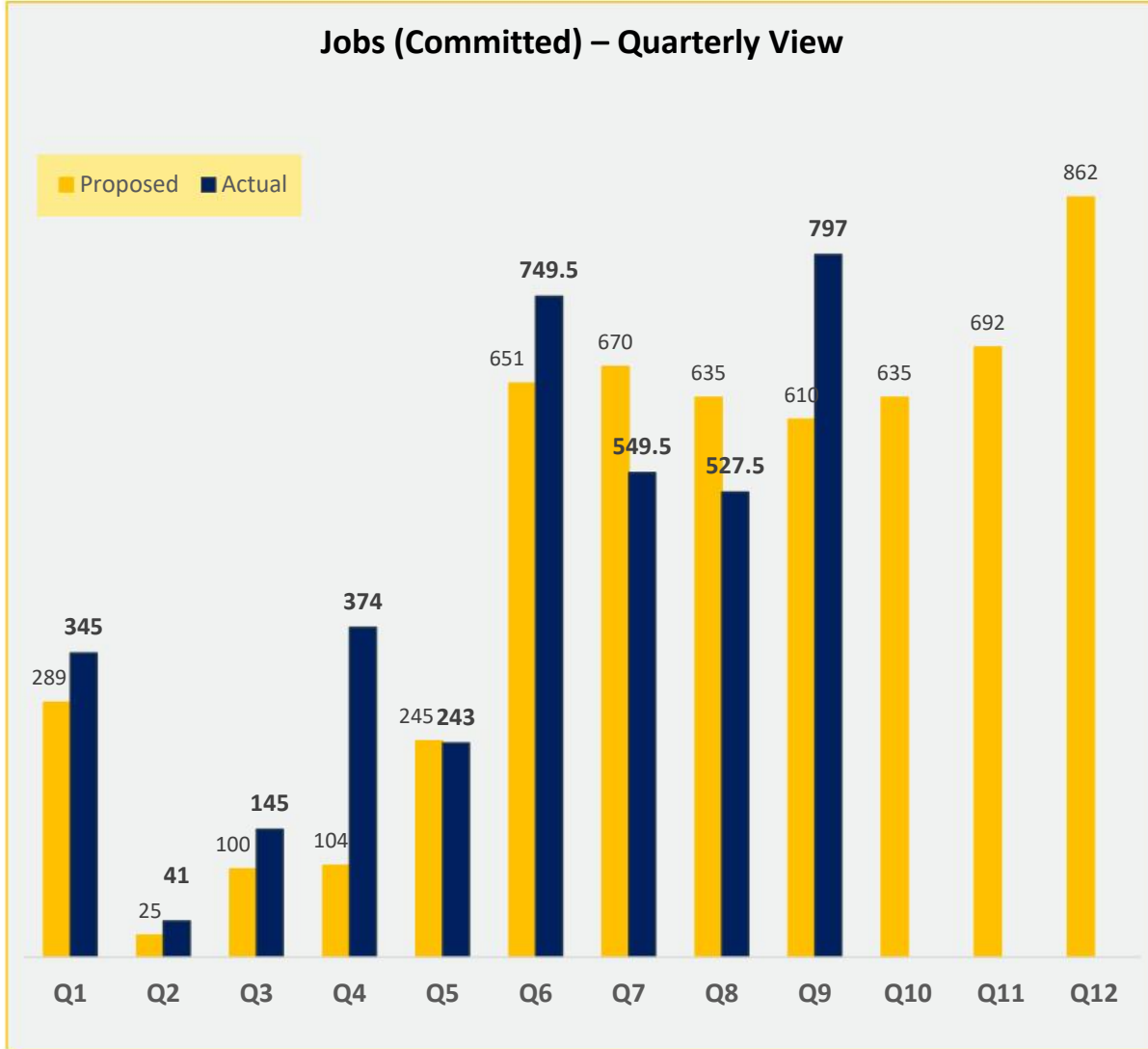
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# Programme Director's Summary: Jobs to 31<sup>st</sup> March 2023 (Year-3, Quarter-9)



# Service Lines: outcome creation results broken down by district



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

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

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

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

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

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

# Q9 Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.



Our performance against the leading contracted metrics...



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



**56** Businesses provided with a Growth Diagnostic



**17** Businesses enrolled in coaching assignments



**14** Businesses starting a coaching journey



**59** Businesses completing a coaching journey

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

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


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

To support coaching some SMEs benefited from a revenue grant.



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

**SME Revenue Grant Awards**



**£44,051**

Awarded in Revenue Grants

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

PCC

Performance Indicator Scorecard Summary for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.

Inward Investment performance against the leading contracted metrics...



0 Jobs created (committed)



0 Inward Investment successes landed locally



0 Active projects with this CC as the preferred UK location

**Inward Investment Successes**

Skills performance against the leading contracted metrics...



56 Apprenticeships created (committed)



91 Additional training and learning outcomes





14 CO23's in place / SME engagement



16 R9 (CO23 action plans) completed

**CEC Contract – 21 Schools / Colleges**

 21 Of 21 eligible schools engaged in CEC

 17 Of schools engaged have completed a Compass

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



22 Jobs created (committed) from CapEx grant awards



2 SME CapEx grant awards made to local firms

**SME Capital Growth Awards**  
 **£81,682** Awarded in Capital Growth Funding to local SMEs



0 Jobs created (committed) from Equity projects



0 SME CapEx grant awards made to local firms

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

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



NOTE: data is for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.

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

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

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



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# CPCA Business Growth Service

## Q9 – Area Data Pack: SCDC

Growth Works: Reporting Period  
1<sup>st</sup> January to 31<sup>st</sup> March 2023



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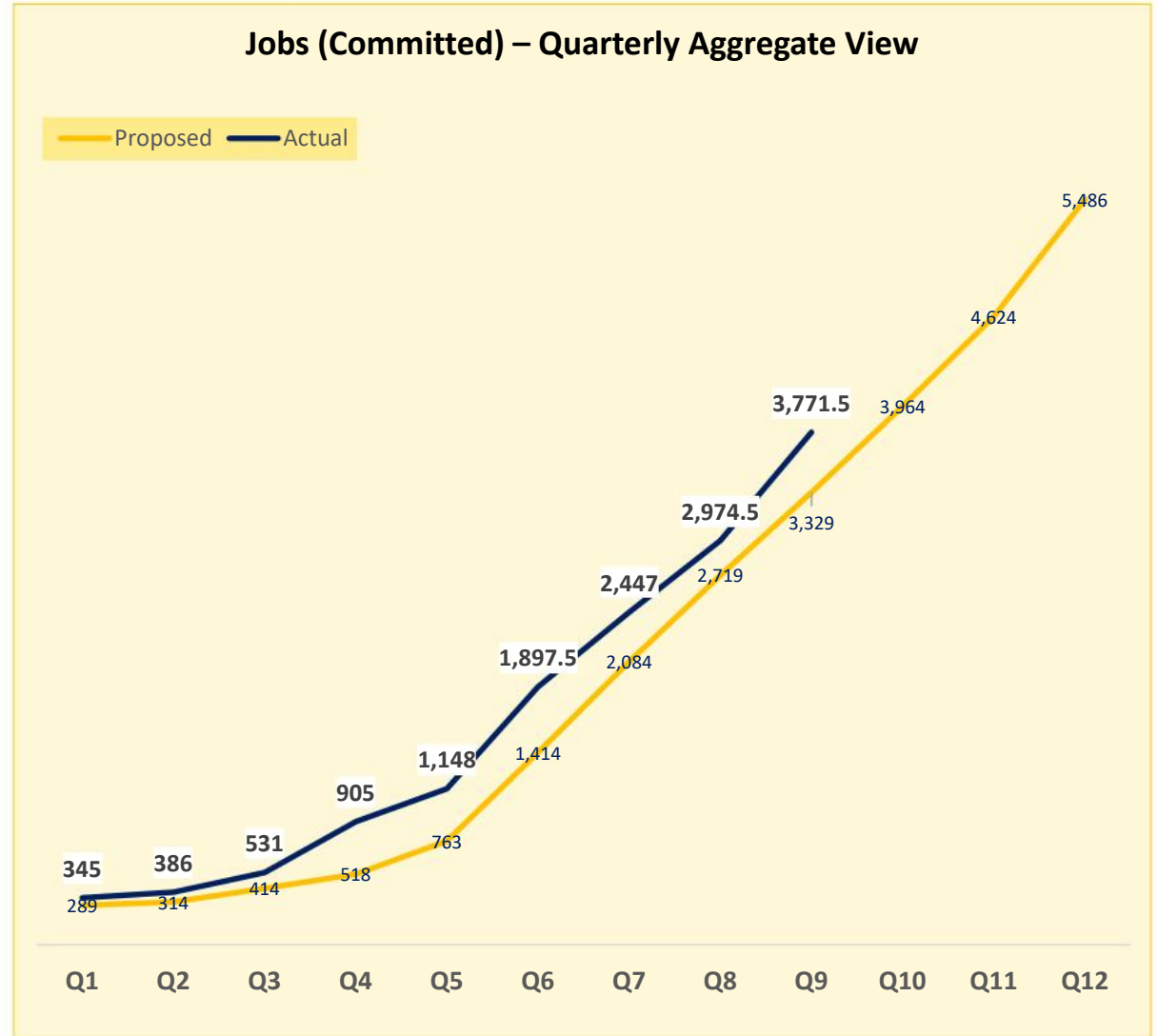
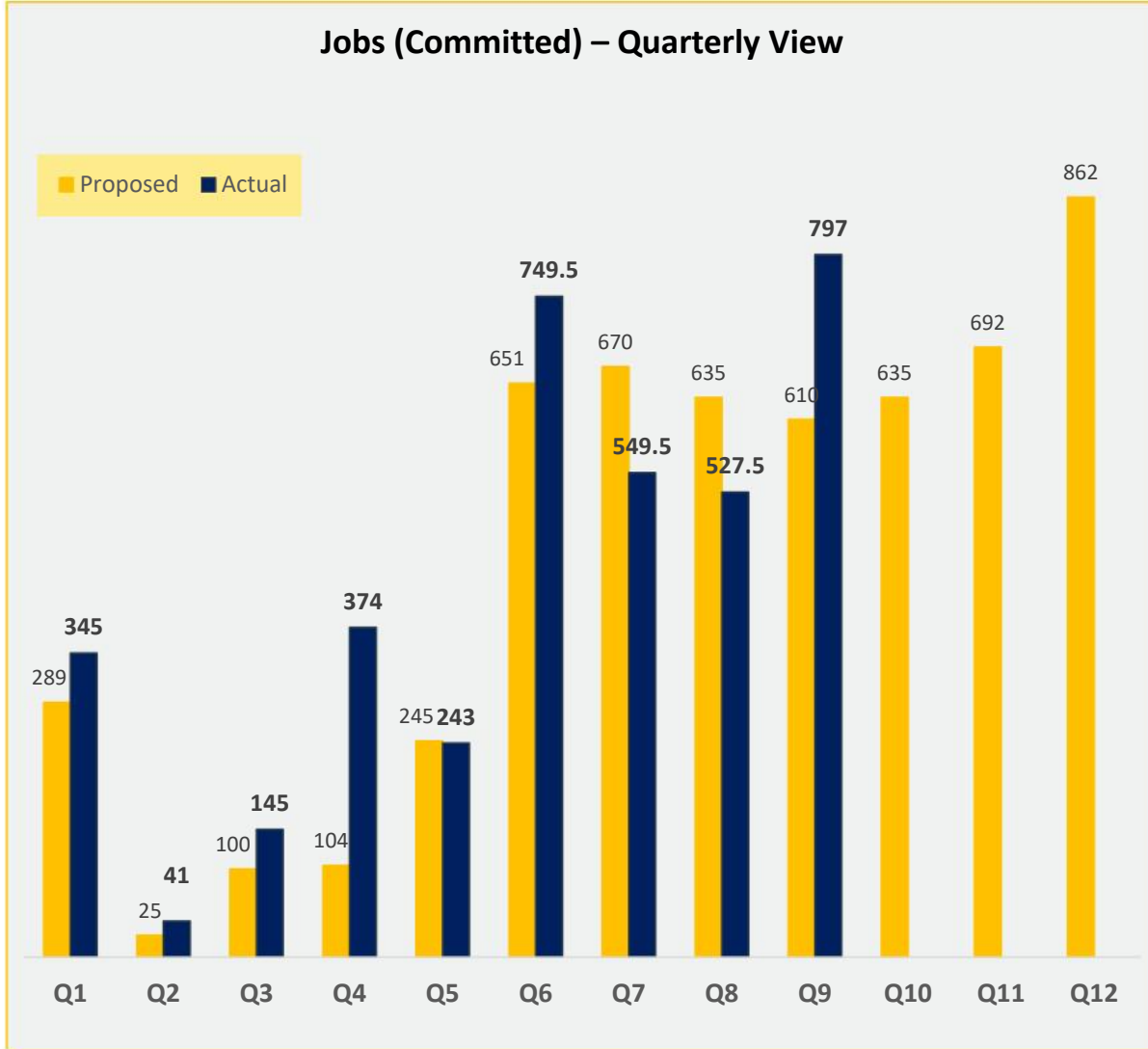


HM Government



**European Union**  
European Structural  
and Investment Funds

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





# Service Lines: outcome creation results broken down by district



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

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

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

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

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

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

# Q9 Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.



Our performance against the leading contracted metrics...



**104** Net jobs created (committed)\*



**38** Businesses provided with a Growth Diagnostic



**19** Businesses enrolled in coaching assignments



**9** Businesses starting a coaching journey



**52** Businesses completing a coaching journey

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

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

To support coaching some SMEs benefited from a revenue grant.



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

**SME Revenue Grant Awards**

**£2,550**  
Awarded in Revenue Grants

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

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

SCDC

Performance Indicator Scorecard Summary for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.

Inward Investment performance against the leading contracted metrics...



0 Jobs created (committed)



0 Inward Investment successes landed locally



0 Active projects with this DC as the preferred UK location

## Inward Investment Successes

Skills performance against the leading contracted metrics...



0 Apprenticeships created (committed)



0 Additional training and learning outcomes



4 CO23's in place / SME engagement



2 R9 (CO23 action plans) completed

## CEC Contract – 13 Schools / Colleges



13 Of 13 eligible schools engaged in CEC



10 Of schools engaged have completed a Compass

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



5 Jobs created (committed) from CapEx grant awards



1 SME CapEx grant awards made to local firms



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



0 Jobs created (committed) from Equity projects



0 SME CapEx grant awards made to local firms



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

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



NOTE: data is for the period 1<sup>st</sup> January to 31<sup>st</sup> March 2023.

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

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

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



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