



# THE BUSINESS BOARD

## BUSINESS BOARD Monday, 13 May 2024

Democratic Services

Edwina Adefehinti  
Interim Director Legal and Governance, Monitoring Officer

**14:30 PM**

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

**West Hub, JJ Thomson Ave, Cambridge CB3 0US**

## AGENDA

### PUBLIC MEETING

#### GOVERNANCE

- 1 Apologies for Absence**  
To receive any apologies for absence for the meeting.
- 2 Declarations of Interest**  
To receive any declarations of personal or disclosable pecuniary interests from members in relation to items on the agenda.
- 3 Minutes of the previous meeting** **4 - 11**  
To approve the minutes of the meeting held on 4 March 2024 and to note the action log.
- 4 Business Board – CPCA Thematic Committee Representations & Lead Member Roles** **12 - 14**  
To seek Business Board approval for member representations on CPCA Thematic Committees and member lead roles.

## VERBAL UPDATES

### 5 Combined Authority Forward Planning

To update Business Board members of the latest highlights from the Combined Authority Board, Committees and Business Board Forward Plan. The Forward Plan can be found [here](#).

### 6 Business Board Chair's Update

A verbal update from the Chair.

### 7 Business Board Feedback from Thematic Committees

Verbal updates from the Business Board representatives on the Combined Authority's thematic committees.

### 8 CPCA Director's Update

Verbal update from the Executive Director, Economy and Growth.

## FINANCE, DELIVERY AND MONITORING

### 9 Economic Growth Strategy Implementation Plan Update 15 - 26

To provide a strategic overview of progress made in delivering the EGS Implementation Plan and to set out a draft timeline for a potential refresh of the Economic Growth Strategy into a new Local Growth Plan.

### 10 Plan for new Business Support Delivery Arrangements 27 - 53

To update the members with the plan for Growth Hub (GH) delivery and additional business support arrangements during 2024-25

### 11 Strategic Growth Fund Update (Gainshare) 54 - 57

To outline the status of development of future funding programmes and to request reallocation of unspent capital from the completed Growth Works programme to the Strategic Growth Fund.

### 12 Business Board Annual Report & Delivery Plan 2024-25 58 - 89

To seek approval of the Annual Report & Delivery Plan (2024-25) ahead of publication on the Combined Authority website and submission to the Cities and Local Growth Unit

### 13 Date of next meeting

The next meeting of Business Board will be on 8 July 2024.

## Membership

The Business Board comprises

### Private Sector Members

Member	Sector
Sam Bakri	Life Sciences
Katy Davies	Education and Skills
Emma Garfield	Agritech
Charlotte Horobin	Business Representation
Tim Jones	Business Support Services, Manufacturing and Social Enterprises
Al Kingsley (Chair)	Digital & Education
Araminta Ledger	Life Sciences
Nitin Patel (Vice-Chair)	Advanced Manufacturing and Small & Medium-sized Enterprises
Barnaby Perks	Health Technology
Rebecca Stephens	Digital & Communications
Dr Andy Williams	Life Sciences

### Co-opted Members

Member	Sector
Mike Herd	Business & Professional Services

### Public Sector Members

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

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

For more information about this meeting, please contact Alison Marston at [democratic.services@cambridgeshirepeterborough-ca.gov.uk](mailto:democratic.services@cambridgeshirepeterborough-ca.gov.uk)

## **Business Board: Minutes**

(Draft minutes published on 23 April 2024)

Date: 4 March 2024

Time: 2:33pm – 4:35pm

Present: Al Kingsley (Chair), Sam Bakri, Katy Davies, Mike Herd, Charlotte Horobin, Dr Nik Johson, Barnaby Perks, Councillor Anna Smith, Rebecca Stephens and Dr Andy Williams

### **1.1 Apologies for Absence and Declarations of Interest**

Apologies for absence were received from Nitin Patel.

Charlotte Horobin declared an interest in item 4.1 as a board member of the Smart Manufacturing Alliance.

### **1.2 Minutes – 15 January 2024**

The minutes of the meeting held on 15 January 2024 were approved as a correct record and the action log was noted.

### **1.3 Appointment of New Private Sector Members on the Business Board**

The Business Programmes and Business Board Manager updated members on the recent recruitment campaign, asking them to note the appointment of three new private sector members.

The new members are:

- Araminta Ledger (Cambridge University Hospital Partners) – Life Science
- Emma Garfield (University of Cambridge) – Agritech
- Tim Jones (Allia Limited) - Business Support Services, Manufacturing and Social Enterprises

The Chair reiterated the need for the board to appoint a Vice-Chair and asked for members to put themselves forward for nomination. Nitin Patel had expressed an interest prior to the meeting, and no other members put themselves forward. The Board voted on the appointment.

It was resolved (unanimously):

- A To appoint Nitin Patel as the Vice Chair of the Business Board.

### **1.4 Business Board Terms of Reference and Governance**

The Governance Improvement Lead introduced the report seeking agreement of new Terms of Reference for the Board as well as a number of governance matters intended to improve the ability of the Board to deliver on its core roles and responsibilities.

- The Chair reiterated his keenness to spread the business voice across thematic committees and beyond and expressed that the new arrangements were a positive move
- The lack of inclusion of the Greater Cambridge Partnership was raised, with members keen to make sure there is a clear link.
- The need for a clear list of membership of the different panels was emphasised and officers were confirmed to be working on it.

It was resolved unanimously to:

- A Approve the Terms of Reference (attached at Appendix A) for submission to the CPCA Board for consideration and adoption within the CPCA Constitution
- B Request CPCA to bring role profiles to the next meeting of the Business Board in line with the roles set out in 2.6 for consideration and approval.
- C Request CPCA Officers to undertake the necessary actions in order to deliver the cadence for meetings set out in 2.9 to 2.13

- D Endorse the responses set out in 2.14 and 2.15 to the CPCA Board requests for formal response to the CPCA Board.
- E Recommend the good practice identified in ~~2.17~~ 2.18 to the CPCA Board for implementation by CPCA Officers.

## 2.1 Combined Authority Forward Planning

The Chair asked members of the Business Board to flag any topics with officers that they feel it would be beneficial for the board to discuss or hold a specialised session around.

It was noted that an update on UKREiiF was listed on the Forward Plan but not on the agenda for this meeting. Officers confirmed that this will be coming to the activity update meeting, but the Chair would also provide further information in his update at this meeting.

At the Business Board meeting in May 2023, members had discussed the Tour of Britain event and potential sponsorship. Although ultimately deciding at the time that it was not appropriate to use receipts from enterprise funds to sponsor the event, they had discussed how similar big events could be used as an opportunity to showcase the area. Information was requested around what is being done this year and officers agreed to circulate an update.

## 2.2 Business Board Chair's Update

An update was provided on UKREiiF; with a significant amount of work going on with the planning.

- The investment prospectus is being pulled together in collaboration with Infrastructure Matters; ensuring it properly showcases Cambridgeshire and Peterborough working together. A long list of potential investments and projects is being worked through.
- Two events are planned per day: topics covered including Greater Cambridge, regeneration of Peterborough, Market Towns and rural areas.
- Slides shared the previous week were requested to be circulated by officers. A short document outlining the UKREiiF event was also requested for all members.
- A face-to-face workshop is being planned, with the date currently likely to be in mid-April.

Discussing who is responsible for inward investment for the region, officers confirmed that while it is a very crowded space, the Combined Authority plays a big role in promoting the area and working collaboratively. Strengthening the sector approach as is it so important to the area and the future of the economy

Summary sheets have been requested to outline the Business Board members' experience and contacts; alongside one for officers and their experiences. This will help enable everyone to know who the best person is to speak to in different situations.

Members were asked to put themselves forward as representatives to sit on both internal and external committees. Officers will communicate details of where representation is sought.

The Chair confirmed he has been invited to join the LEP network as well as the board for the Oxford Cambridge Partnership; aiming to ensure that opportunities for engagement are captured at an early stage.

## 2.3 Business Board Feedback from Thematic Committees

Business Board members were invited to give feedback from the Combined Authority's Thematic Committees as well as any other meetings they attend that are relevant for discussion

- Business Advisory Panel:  
Charlotte Horobin confirmed businesses are looking at long term vision and confidence for making decisions for the future. Presentations had been received regarding strong social impact economy and the National Literacy Trust.
- Employment and Skills Board:  
Charlotte Horobin updated on a good discussion around the Good Work Charter, the Local Skills Improvement Plan and the internship programme.
- Transport and Infrastructure Committee:

Rebecca Stephens confirmed that the theme of buses has continued to dominate discussions. The Peterborough Station Quarter has moved on to full business case. Andy Williams confirmed that a future meeting of TIC should receive a report on how Peterborough 2040 fits in with the station quarter development.

Mike Herd fed back that he had attended the CleanTech and AgriTech workshops on behalf of the Combined Authority and there was a lot of positive interaction evident at both.

Councillor Anna Smith visited Peterborough College as part of College Week and reported fantastic progress on the centre for green technology. A visit to the centre from Business Board members was recommended.

## **2.4 CPCA Director's Update**

The Executive Director for Economy and Growth updated the Board on items of interest national and locally since the last meeting. This included:

- Anticipated announcements about Cambridge within the Spring budget this week
- New Trailblazer and level 4 devolution deals have been announced in other parts of the country: we will continue to seek engagement as we run into next general election.
- There is a Business Board workshop on future devolution planned, further details to be shared with members in due course
- All Business Board members have been invited to a Shared Ambitions workshop in Ely on 6 March
- New Assistant Directors are being recruited in the Economy and Growth Directorate at the Combined Authority: with a lot of interest shown in the roles.

## **3.1 Budget and Performance Report**

The Business Board received the report which provided an update of the financial position for 2023/24 and analysis against the 2023/24 budgets, up to the period ending January 2024.

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

- Summary of financial indicators and clear KPIs would be helpful. Changes in assumptions or unexpected change.

It was resolved unanimously to:

- A Note the financial position of the Business Division for the financial year 23/24 to January 2024.

## **3.2 Business Growth and Social Impact Investment Fund Update**

The Business Board received a report outlining progress since the Full Business Case and drawdown of the £10 million Gainshare funding for this programme was approved by the Combined Authority Board in November 2022.

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

- Asked about the fund aiming for net zero, officers confirmed the business case on the Fund 1 project was a mix of growing businesses and green businesses; with an emphasis on carbon reduction. While it doesn't preclude considering growing businesses the primary criteria will be to reduce carbon.
- The criteria are being developed to fill gaps in the market; to go out as a mixture of products (investment, equity, loans, grants). Aiming to ensure we add additionality to businesses.
- Steering group members are being sought. This will be included in the request from officers for representatives.

It was resolved unanimously to:

- A Note the updates contained within the report

### **3.3 UK Shared Prosperity Fund and Rural England Prosperity Fund Update**

The Business Board received a report updating on the progress made in delivering the UK Shared Prosperity Fund (UKSPF) Programme and Rural England Prosperity Fund (REPF) Programme to the Business Board

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

- Teething errors can be expected: a lighter approach was taken to give Combined Authorities and Local Authorities more control over what happens.
- If funding is applied for in retrospect for the third year and the application is missed; though the Combined Authority is the lead authority the responsibility for payment is passported down. Money can be moved between projects if necessary and it is preferable to balance the programme that is in place than to mobilise brand new projects
- The update report is going to the Combined Authority Board meeting later in the month: elected leaders in the constituent areas need to understand their responsibility. Officers have met with the relevant Economic Development teams as well as Chief Executives. Gateway meetings are coming up where the point will be emphasised. While flexibility is offered between projects in each area, ultimately the Combined Authority reserves the right to spend the money rather than losing it. Monitoring reports are being sent to the relevant constituent authorities to reiterate the severity of the issue and the timescale remaining.

It was resolved unanimously to:

- a) Note the updates contained in the report

It was resolved to exclude the press and public from the meeting on the grounds that exempt information under Part 1 of Schedule 12A the Local Government Act 1972, as amended, would be discussed and that it would not be in the public interest for this information to be disclosed. That is, information relating to an individual; information which is likely to reveal the identity of an individual; and information relating to the financial or business affairs of any particular person (including the authority holding that information). The public interest in maintaining the exemption was deemed to outweigh the public interest in the information's release.

### **4.1 Update regarding Smart Manufacturing Alliance**

The Interim Assistant Director, Delivery provided an update to the Board on the Smart Manufacturing Alliance (SMA).

\*The Minutes for this item are Exempt\*

<b>Agenda Item 3</b>	<b>Appendix</b>
<b>Minutes of Previous Meeting</b>	<b>A</b>

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

Minute	Report Title	Lead Officer	Action	Response	Status
<b>Business Board Meeting held 19 July 2021</b>					
21	Budget and Performance Report	Robert Emery	Identify a timeline for the potential exit plans of each equity investment project and present the findings to the Business Board for discussion.	The Finance Team and Business Board's Section 73 Officer will be circulating via email an update on all equity investment projects with the timelines for exit and what the current and future projected valuation is currently estimating. A previous report was circulated outlining all the outputs and outcomes projected to be achieved from the projects which have had equity type investment made by the Business Board.	Action Ongoing – Target: January 2024
<b>Business Board Meeting held 10 January 2022</b>					
60	Covid-19 Economic and Skills Insight Report	Domenico Cirillo / Rebecca Quigg	Disseminate the data on Covid-19 provided by Metro Dynamics to the wider community in the Cambridgeshire and Peterborough region.	The dissemination of economic data from the region is being further explored with officers working on new programme dashboards. These will be in place for circulation by June 2024.	Action Completed
<b>Business Board Meeting held 10 July 2023</b>					
3.2	Business Board Plan for Remaining Strategic Funds	Steve Clarke	After the success of the previous meeting, a further meeting was requested between the Business Board and Combined Authority Board.	The Economy and Growth team will work with the New Business Board Chair, Policy/Public Affairs team, Governance team and Mayor's office to schedule a joint Business Board and CA Board meeting in period Summer 2024 to focus on delivery of the 'Achieving Good Growth' corporate objective. This has now been superseded by work on Shared Ambitions and State of Region review.	Action Ongoing – Target Summer 2024



Minute	Report Title	Lead Officer	Action	Response	Status
3.6	Growth Works Programme Update	Steve Clarke	The substantial amount of information included in the reporting was commented on, with it noted that it could be easy to miss important information within the large documents. Officers confirmed that the reports could be looked at in more detail at the next informal meeting.	The feedback will now be incorporated within the final programme impact evaluation due to be completed at end February 2024. As the Growth Works programme has ended there will be a final programme performance report shared via email, with the completed impact evaluation report, NPS survey to the Business Board in early March 2024.	Action Completed
<b>Business Board Meeting held 4 September 2023</b>					
2.1	State of the Economy Cambridgeshire and Peterborough (Summer 2023)	Richard Kenny	The report states that the economy is unlikely to reach the target of doubling GVA over 25 years without further interventions, over and above the planned ones, to accelerate growth. Officers were asked to look at how the Business Board agenda items can incorporate aspects which focus on barriers and risks to growth as well as how specific programmes and projects are going.	Officers are reviewing Forward Plan and seeking to incorporate into agenda items a focus on barriers and risks to growth. This could be a specific section in the design of reports.  It must be noted that GVA increased by £2.4bn between 2015-21, an increase of over 10%. It is suggested further work is undertaken to look again at growth forecasts and assess what unconstrained growth looks like over the long range and the barriers and constraints to achieving it, as well as factoring this into existing reporting.	Action on-going Target June 2024
3.4	Economic Growth Strategy Implementation Plan Update	Steve Clarke	Officers were asked to look at including additional information to include in future reports to make it clear where different authorities are leading or supporting on different projects.	This will be addressed in the next update report to the Business Board on the Economic Growth Strategy Implementation Plan, which is 13 <sup>th</sup> May 2024.	Action On-going Target May 2024
<b>Business Board Meeting held 13 November 2023</b>					
3.2	Growth works – management update	Steve Clarke	Final version of the ERDF assessment to be shared with Board Members Officers to invite some companies to come and talk to the Business Board about their experiences	The ERDF summative assessment will be shared to Board members as part of the final programme impact evaluation in March 2024. Growth Works programme has closed and final dissemination of performance reports and an impact evaluation report has been shared to the Board.	Action Completed
3.3	University of Peterborough Update	Jim Cunningham	Requested that regular updates be provided to the Board on the University's performance and impact metrics	The Assistant Director for Delivery meets with the University Principal on a twice monthly basis. Performance and Impact Metrics are a Standing Agenda item, In addition Phase One of the University Project features on the CPCA's Gateway Evaluation Programme which is currently underway. Regular performance reports will be provided to the Board.	Action Ongoing

Minute	Report Title	Lead Officer	Action	Response	Status
	AOB	Claire Paul and Jules Lent	The Mayor expressed interest in seeking the engagement of the Business Board as part of the development of a cultural strategy for the area. This along with ongoing work with Creative UK on both the creative and cultural sectors can be brought to a future Board meeting.	Creative UK staffing issues (compassionate leave) since Dec 23 have delayed progress. They have partnerships with other MCAs and DCMS and we are keen to explore similar collaborative models. We expect to be able to confirm new timelines with Creative UK shortly – meeting requested with them to explore a way forward.	Action on-going – Target May 2024
<b>Business Board Meeting held 15 January 2024</b>					
2.3	CPCA Director's Update	Domenico Cirillo	Board members asked for details to be sent out so that the time can be kept clear for UKREiiF.	The partnership landscape has been looked at as part of the Combined Authority's Improvement Programme work. This will provide the foundations for the circulation of a note to Board Members setting out the key organisations and partnerships as requested.  The Investment Prospectus for UKREiiF will be shared with the Board for input and development. <b>UKREiiF takes place in Leeds on the 21<sup>st</sup>-23<sup>rd</sup> May, 2024.</b>	Action on-going and it will be reported on at June Board.
			A summary sheet with a list of local and regional organisations, who is steering and leading them and what their objectives are, was requested from officers.	This will be circulated outside of the Board meetings for information.	Action on-going and it will be reported on at June Board.
<b>Business Board Meeting held 4 March 2024</b>					
2.1	Combined Authority Forward Planning	Domenico Cirillo	Information was requested around what is being done this year (using big events such as Tour of Britain to showcase the area) and officers agreed to circulate an update.	Unfortunately, the 'Tour of Britain' will not be held in 2024 and unlikely to resume in future.	Action Completed
2.2	Business Board Chair's Update	Jim Cunningham	The UKREiiF slides shared at the end of February were requested to be circulated. A short document outlining the event was also requested for all members.	These slides have been circulated.	Action Completed

Minute	Report Title	Lead Officer	Action	Response	Status
			Summary sheets have been requested to outline the Business Board members' experience and contacts; alongside one for officers and their experiences. This will help enable everyone to know who the best person is to speak to in different situations.	This work has been started with all Business Board members profiles having been updated on the CPCA website, work still to be done to compile Officer summary of experience profiles, recruitment of Sector Champions on-going and profiles of these will be created when in post.	Action on-going – Target July 2024
			Members were asked to put themselves forward as representatives to sit on both internal and external committees. Officers will communicate details of where representation is sought.	Members were assigned to internal and external committees at the recent Business Board Workshop held on 30/04/2024.	Action Completed

<b>Business Board</b>		Agenda Item
<b>13 May 2024</b>		<b>4</b>
Title:	Business Board – CPCA Thematic Committee Representations & Lead Member Roles	
Report of:	Domenico Cirillo, Business Programmes & Business Board Manager	
Lead Member:	Al Kingsley, Chair of the Business Board	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	Simple majority	

### Recommendations:

A	Approve the Business Board member representations and lead roles for 2024/25
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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

### 1. Purpose

1.1	To seek Business Board approval for member representations on CPCA Thematic Committees and member lead roles. These will be reviewed annually as part of the Business Board AGM.
1.2	The nominated member representations and lead roles are set out in report sections 3.2 and 3.4.

### 2. Background

2.1	<p>In March the Combined Authority Board approved that the purpose of the CPCA Business Board is recast, to transition from being an executive programme board to one providing:</p> <ul style="list-style-type: none"> <li>• strategic business advice to CPCA's Board, Mayor, Committees and officers across all policy areas.</li> <li>• advice on the development and shaping of economic strategy and day to day oversight of progress on implementation, on behalf of the CPCA Board who decide on and own the strategy.</li> <li>• a business voice for Cambridgeshire and Peterborough.</li> </ul>
2.2	The Corporate Plan has four key priority areas, priority area 1: Achieving Good Growth is central to the CAs existence and the key pillar of the Devolution Deal (GVA target). The Business board under

	the new governance arrangements has the lead role in developing, recommending, and implementing strategy in relation to priority area 1. The Business Board under these arrangements is responsible for leading on delivering economic growth to the region.
2.3	The Business Board as the regional voice of business should consider how it is engaging and impacting the other priority areas within the CPCA Corporate Plan, this requires review of the other Priority Areas to determine where the Business Board should focus. It should utilise its Thematic Committee representation to push this agreed focus (i.e. better transport links, greater digital connectivity).

### 3. Proposal

3.1	The Business Board is being asked to approve its own representations regarding its wider Thematic Committee positions across the CPCA Governance Framework. This involves appointing a lead member for each Thematic Committee.																		
3.2	<p>The nominated Business Board appointees to CA Board and each Thematic Committee:</p> <table border="1"> <tr> <td><b>Combined Authority Board</b></td> <td>Al Kingsley (Chair)</td> <td>Nitin Patel (Vice-Chair)</td> </tr> <tr> <td><b>Transport &amp; Infrastructure Committee</b></td> <td>Andy Williams</td> <td>Rebecca Stephens</td> </tr> <tr> <td><b>Environment &amp; Sustainability Committee</b></td> <td>Tim Jones</td> <td>Emma Garfield</td> </tr> <tr> <td><b>Skills &amp; Employment Committee</b></td> <td>Charlotte Horobin</td> <td>Katy Davies</td> </tr> <tr> <td><b>GCP Executive Board</b></td> <td>Andy Williams</td> <td>Al Kingsley</td> </tr> <tr> <td><b>GCP Joint Assembly</b></td> <td>Nitin Patel</td> <td>n/a</td> </tr> </table>	<b>Combined Authority Board</b>	Al Kingsley (Chair)	Nitin Patel (Vice-Chair)	<b>Transport &amp; Infrastructure Committee</b>	Andy Williams	Rebecca Stephens	<b>Environment &amp; Sustainability Committee</b>	Tim Jones	Emma Garfield	<b>Skills &amp; Employment Committee</b>	Charlotte Horobin	Katy Davies	<b>GCP Executive Board</b>	Andy Williams	Al Kingsley	<b>GCP Joint Assembly</b>	Nitin Patel	n/a
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<b>GCP Joint Assembly</b>	Nitin Patel	n/a																	
3.3	The Business Board is also being asked to approve its Lead Member Roles to ensure the Business Board continues to have a positive role and function in developing and encouraging new project concepts amongst the business community in pursuit of economic growth for the region.																		
3.4	<p>The nominated Business Board Lead Members:</p> <table border="1"> <tr> <td><b>Small and Medium Enterprise</b></td> <td>Tim Jones</td> </tr> <tr> <td><b>Education Sector</b></td> <td>Al Kingsley / Mike Herd</td> </tr> <tr> <td><b>International Business</b></td> <td>Sam Bakri</td> </tr> <tr> <td><b>Sector Champion (Life Science)</b></td> <td>Araminta Ledger / Andy Williams</td> </tr> <tr> <td><b>Sector Champion (Advanced Manufacturing)</b></td> <td>Nitin Patel / Katy Davies</td> </tr> <tr> <td><b>Sector Champion (Agritech)</b></td> <td>Emma Garfield</td> </tr> <tr> <td><b>Sector Champion (Digital &amp; Technology)</b></td> <td>Barnaby Perks</td> </tr> <tr> <td><b>Business Advisory Panel (BAP)</b></td> <td>Charlotte Horobin</td> </tr> <tr> <td><b>Economic Development Advisory Panel (EDAP)</b></td> <td>Tim Jones</td> </tr> </table>	<b>Small and Medium Enterprise</b>	Tim Jones	<b>Education Sector</b>	Al Kingsley / Mike Herd	<b>International Business</b>	Sam Bakri	<b>Sector Champion (Life Science)</b>	Araminta Ledger / Andy Williams	<b>Sector Champion (Advanced Manufacturing)</b>	Nitin Patel / Katy Davies	<b>Sector Champion (Agritech)</b>	Emma Garfield	<b>Sector Champion (Digital &amp; Technology)</b>	Barnaby Perks	<b>Business Advisory Panel (BAP)</b>	Charlotte Horobin	<b>Economic Development Advisory Panel (EDAP)</b>	Tim Jones
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3.5	<p>In terms of role, Business Board members should be able to demonstrate:</p> <ul style="list-style-type: none"> <li>• High level and broad management skills, both at a strategic and operational level, utilised in a complex organisation or SME.</li> <li>• An understanding of how to translate local, regional, national government policy into workable, strategically focused on delivery and improvement.</li> <li>• Well networked with an extensive knowledge of the needs of specific sectors/stakeholders including barriers to business growth (e.g. skills and transport) and their impact upon Cambridgeshire &amp; Peterborough particularly from the growth and enabling sectors.</li> <li>• Political Awareness with the ability to proactively engage in influencing the shaping of policy and lobbying government.</li> </ul>																		

	<ul style="list-style-type: none"> <li>• A knowledge of designing and implementing approaches to working to constantly assess and challenge the effectiveness and efficiency across a broad range; not limited to a single specialism.</li> <li>• The knowledge and expertise to be a change management leader for Cambridgeshire &amp; Peterborough</li> <li>• Business Board members will create space to have policy and strategy discussions with the CA Board and officers.</li> </ul>
3.6	<p>Members should utilise their skills, knowledge, and passion to drive forward and progress the work of the Business Board:</p> <ul style="list-style-type: none"> <li>• To providing advice and support to CPCA activity</li> <li>• To helping engage with wider stakeholder networks and activity</li> <li>• To identify and scale up existing good practice within the CPCA region, including cross portfolio working, improvements and initiatives</li> <li>• To identify and secure resources to deliver new opportunities</li> <li>• To work with the CPCA public affairs function to identify key opportunities to engage the business community on influencing priorities with Government and maintain a role of developing local business networks to support this.</li> <li>• To take a partnership approach and culture should be established between Boards whereby the Business Board can provide timely advice on decisions to be taken by the CPCA Board.</li> <li>• To develop the necessary relationships with other business forums in the region such as the Chamber of Commerce and that it has the capability to engage appropriate business sectors/clusters as required by the Combined Authority for key consultations.</li> </ul>
3.7	<p>These nominations will be ratified by the CA Board in June 2024 and followed up by detailed role profiles for each representational and lead member function for approval at the Business Board in July 2024.</p>

#### 4. Appendices

4.1	None.
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#### 5. Implications

Financial Implications	
5.1	None.
Legal Implications	
5.2	None.
Public Health Implications	
5.3	No implications.
Environmental & Climate Change Implications	
5.4	No implications.
Other Significant Implications	
5.5	None.
Background Papers	
5.6	None.

<b>Business Board</b>		Agenda Item
<b>13 May 2024</b>		<b>9</b>
Title:	Economic Growth Strategy Implementation Plan Update	
Report of:	Steve Clarke, Senior Responsible Officer Local Growth Fund, Market Insight and Evaluation	
Lead Member:	Al Kingsley, Chair of the Business Board	
Public Report:	Yes	
Key Decision:	No	
Voting Arrangements:	No vote required	

### Recommendations:

A	To note the progress contained of the Economic Growth Strategy Implementation Plan
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### Strategic Objective(s):

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

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

### 1. Purpose

1.1	At its meeting on 13 <sup>th</sup> March 2023, the Business Board endorsed the Economic Growth Strategy (EGS) Implementation Plan and recommended its approval to the Combined Authority Board.
1.2	At the Combined Authority Board meeting on 22 <sup>nd</sup> March 2023, the EGS Implementation Plan was approved.
1.3	This report provides the Business Board with a strategic overview of progress made in delivering the EGS Implementation Plan.
1.4	This report also sets out a draft timeline for a potential refresh of the Economic Growth Strategy into a new Local Growth Plan.

## 2. Progress Update

### 2.1 Programme and Project level delivery

Delivery progress across the programme has been collated via a monitoring report gathering exercise. The Appendix to this report shows the reported progress of the projects within the programme.

Delivery has progressed across several projects and programmes contained within the implementation plan, some recent examples to highlight include:

- The completion to convert part of the former Spencer Mill site into business space. Future phases will see collaboration with a FE college to develop this into an adult education site.
- CPCA performing 7th out of the 21 DfE grant funded local areas for Wave 3 of the Skills Bootcamp.
- Our target to deliver 1,457 affordable homes is progressing, with completions at the Alconbury Weald site. A few more units have been handed over from the BSW site and a Topping Up ceremony for Northminster was held at the end of February 2024.
- The Climate Action Plan 2022-25 was updated at the Environment and Sustainable Communities Committee on 11th March 2024. The Committee also agreed to consider a four-year climate programme budget at its June 2024 meeting. The Climate Action Plan will undergo a full review during 2024 to extend it for another three years, based on updated evidence.
- £492,000 LEVI (Local Electronic Vehicle Infrastructure) Capability funding has been approved for the Electronic Vehicles charging project.
- A Transport Summit will be held on 7<sup>th</sup> June to launch the inter-related Local Transport and Connectivity Plan.
- Allia has established a Future Business Centre for social enterprises and start-ups on the Ground and 4<sup>th</sup> floor of the Guildhall. This includes providing office space to 13 companies, as well as an independent tourist information centre and café on Peas Hill. The former TIC space is being used as a conference room and is regularly utilised by businesses, charities and other groups, as well as for delivery of Allia's own venture support workshops. We have also established a new co-working space on the 4<sup>th</sup> floor providing ad hoc and more regular hotdesking space for businesses.

### 2.2 Strategic level delivery

Implementation of the agreed plan to recruit key new resources within the Economy and Growth Directorate has been progressing to support strategic delivery of the EGS, particularly the implementation of priority sector strategies and their recommendations.

Current recruitment activity has successfully appointed the following roles:

- Life Sciences Sector Champion
- Advanced Manufacturing Sector Champion
- Decarbonisation and Greentech Sector Champion

Recruitment of the remaining three roles continues as current rounds of interviewing have not yet resulted in suitable candidates to appoint and further promotion of vacancies continues, including now using recruitment agency.

Alongside this report on delivery progress across programmes and projects, Officers will provide reporting on the strategic outcomes as per the outcome indicators list approved within the EGS and its Implementation plan later this year in the next version of this report to the board.

### 2.3 Funding to support delivery

The funds available for local government to locally determine investment into skills and economic capital has reduced since the end of the Local Growth Fund. Two new allocations of funding budget were approved to be added to the Medium-Term Financial Plan (MTFP) in January.

The Strategic Growth Fund of £20 million is intended to mitigate current shortfall and fund both direct construction as well as enabling infrastructure on projects which can deliver key inclusive growth. The fund is phased to increase each year in anticipation of growth in the economy. Final award allocations from this fund are to be shortlisted and proposed by the Business Board to the Investment Committee.



	<p>The Levelling Up Fund of £10 million is proposed to enable both local match funding for projects which will leverage significant external funding as well as the opportunity to expand the current market towns programme into other large non-market town settlements in the area enabling the delivery of much-needed public realm improvements. Final award allocations from this Fund will be considered for recommendation to the Environment &amp; Sustainable Communities Committee and approved by the Combined Authority Investment Committee.</p> <p>An update on both these funds and planned next steps is contained in paper 3.3 to this Business Board Meeting.</p> <p>Also included in the MTFP approved in January by the Combined Authority is an allocated budget of £9 million capital for a climate fund to be led by the Place and Connectivity Directorate team in the Combined Authority. The Combined Authority published a Climate Action Plan in 2022, which set out a wide range of recommendations to ensure the region can deliver on its net zero goals. While full delivery of the Action Plan requires action from across the private and public sector, this allocation (along with a corresponding £2.4 million revenue allocation as well) will facilitate the Combined Authority's delivery of its part of the Plan. Examples of projects that this fund will be used for include understanding the economic impact of, and exploring innovative solutions for, drought damaged roads in the Fens and Peterborough, supporting constituent councils with new requirements regarding biodiversity, decarbonisation of public sector buildings as well as other actions which have, or will, emerge from the Local Area Energy Plans developed by our constituent councils. Final allocations from this Fund will be consulted with constituent councils and other key stakeholders, considered for recommendation to the Board by the Environment &amp; Sustainable Communities Committee and approved by the Investment Committee.</p>
2.4	<p><b>Local Growth Plan</b></p> <p>The EGS was approved in 2022 and Implementation plan approved in March 2023, so whilst the strategy and its implementation plan are still relatively young in delivery timeframe and impact and outcome reporting cycles, Officers would like the Business Board to consider and advise on proposed timing of a refresh of the EGS and giving consideration to developing it into a new Local Growth Plan.</p> <p>The other driver to develop the EGS onwards into a Local Growth Plan is the need to be in a state of readiness for a new Government later this year and the potential proposal of a Statutory obligation on all combined authorities and counties with devolution deals to develop a Local Growth Plan based on those functional economic geographies which identifies economic clusters and sets out their plans to build on their local advantages, the key binding constraints of their local economies and how they will use the powers devolved from central government to support local growth.</p> <p>Factors to consider before revision are analysis of other activities currently underway within the CPCA, for example the Shared Ambitions work, and the State of the Region report, these will inform some of the focus for a new Local Growth plan, but importantly a more robust and recent evidence base may be required akin to the previous Cambridgeshire and Peterborough Independent Economic Review.</p> <p>The timeline for undertaking a full consultative refresh, revision and translation of the EGS into a new Local Growth Plan would be governed by the Shared Ambitions and State of Region work completing this summer, consultants being procured to assist with both the evidence base and also the development of the new Local Growth Plan. Agree the approach and project plan with consultants to begin gathering and analysing the data and evidence before the first rounds of consultation and engagement during the autumn period.</p>

### 3. Background

3.1	<p>The EGS Implementation Plan sets out the intended governance, reporting and accountability arrangements to ensure that the CPCA holds itself as its partners to account for the successful delivery of the plan.</p> <p>The EGS was written to be intentionally flexible and was to take account of projects and programmes already budgeted and in delivery but with opportunity to add and flex the longer-term objectives as newer policy and strategic opportunities present themselves for example a deeper devolution agreement with Government.</p> <p>It recognises that long term evaluation is important, whilst also capturing a real time understanding of actual outcome performance of delivery actions.</p>
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## 4. Appendix

4.1 Appendix A - EGS Implementation Plan - Project Progress Report

## 5. Implications

### Financial Implications

5.1 The EGS implementation plan primarily covers actions that are already agreed and funded from within existing resources. It does not therefore commit significant new resources itself.  
However, there is noted in the paper a proposed plan to refresh and rewrite the EGS into a new Local Growth Plan later this year and any additional budget required to undertake this work will need to be approved by the Combined Authority or agreed by an Officer with delegated authority.

### Legal Implications

5.2 There are no legal implications.

### Public Health Implications

5.3 There are no direct public health implications. The EGS is designed to support the Combined Authority's wider strategy to improve health inequalities, through inclusive growth, that will increase wages and opportunities for residents.

### Environmental & Climate Change Implications

5.4 There are no direct environmental and climate change implications. The EGS is designed to support the Combined Authority's wider strategy to support the environment and protect natural capital.

### Other Significant Implications

5.5 None.

### Background Papers

5.6 [Economic Growth Strategy Implementation Plan - 13<sup>th</sup> March 2023](#)  
[Economic Growth Strategy - 9<sup>th</sup> May 2022](#)

## EGS Implementation Plan - Project Progress Report - Business





Project No.	Project Name	Lead Officer/Partner	Project start date	Project end date	Percentage completed	Project Update Notes - including any key milestones, outcomes or outputs
1	<b>UK Shared Prosperity Fund Implementation</b> Deliver the UK Shared Prosperity Fund programme of activities across C&P relating to supporting business	Alexa Hamilton, CPCA	27 July 2022	31 March 2025	60%	UKSPF/REPF - New Dashboard created for REPF/UKSPF, easier to monitor progress and milestones, districts have been asked to submit milestones for each quarter till project end this will allow us to keep a tighter monitoring focus and the ability to have early oversight in case funds need to be redistributed. UKSPF/REPF - Paper been taken to 4th March Business Board to update members and the mayor on progress. UKSPF - Report Submitted to DLUHC on new power app UKSPF - Several new claims submitted which have increased the percentage spent for year 1 and 2 to over 30%.
2	<b>UK Rural England Prosperity Fund Implementation</b> Deliver the capital grants from DHLUC which are an extension to the UK SPF for rural districts	Alexa Hamilton, CPCA	27 July 2022	31 March 2025	60%	REPF - regular meetings held with Districts to ensure we are aware of latest developments, and potential issues moving forward. REPF - Huntingdon DC have launched the Grant Scheme through publicity and attaining EOIs, receiving positive feedback. Grant committees will be held in the next period. REPF - FDC have held their first grant committee, CPCA also in attendance, grants handed out to the total Value of £100k, with a private match funding of £300k. If the grants awarded perform to profile, the scheme will outperform all target outputs and outcomes. Papers have been submitted for their next grant scheme. REPF - ECDC achieved approval from Finance and Investments Committees in their grant committees.
3	<b>CPCA Local Growth Fund Programme (recycled funds)</b> Deliver the package of capital projects funded through the LGF which help overcome strategic barriers to growth across C&P	Louisa Simpson, CPCA	31 March 2020	Once funds are spent	60%	£155 million of investment into Cambridgeshire and Peterborough has come through the Local Growth Fund since 2015. Transport schemes, new skills facilities, business incubator space and business growth and innovation projects have all been supported. Economic benefits now stand - 4249 jobs and 1587 apprenticeships created.
4	<b>Business Equity Investment Fund</b> Establish a £10m fund to provide flexible business finance to support sustainable and inclusive growth in firms, particularly focused on SMEs. The fund includes a £2.3m component for investment in social enterprises and the third sector	Grace Crawford, CPCA	01 November 2022	01 December 2033	90%	The Fund Managers have been appointed. Contracts are being agreed and mobilisation is anticipated by April.
5	<b>Business Growth Services</b> Enterprise support services currently provided by Growth Works, including growth coaching, an inward investment service, a skills brokerage service, a capital growth investment fund for SMEs and the Growth Hub. Programme to be reviewed in 2023	Domenico Cirillo, CPCA	01 January 2020	01 December 2023	100%	CPCA have successfully completed Exit Planning with GEG and sub-contractors. The programme is now officially closed and all assets transferred to CPCA. Final end of programme management reporting pack received. End of programme impact evaluation underway with external consultants and final report expected by 8th March, which will be disseminated and shared with the end of programme performance report. Future role of Growth Co being considered by the CPCA.
6	<b>Securing an Investment Zone for C&amp;P</b> Working with central government to secure at least one Investment Zone in C&P, a dedicated geographic area with specific tax and regulatory rules intended to drive economic growth	Domenico Cirillo, CPCA	01 December 2022	01 December 2024	10%	No further update
7	<b>Cambridge BID Activity</b> Support the ongoing activities of Cambridge Business Improvement District – a business led organisation 'Creating a world-class experience for all who visit, live and work in Cambridge, a global city	Jemma Little, Cambridge CC	TBC	TBC	N/A	A new Chief Executive started in July. The BID is now implementing its third term 5 year business plan Cambridge BID Term 3 – Cambridge BID – with key objectives 1. To encourage more visitors to extend their stay in the city and to stay overnight. If 10% more visitors to Cambridge were to stay overnight, that would mean an extra £34million available to BID businesses. 2. To encourage more employees, students, and residents to make more of their city. If 10% more employees, students and residents in Cambridge spent an extra hour a week in the city, that would mean an extra £5million available to BID businesses.
8	<b>Business Incentives for Alconbury Enterprise Zone</b> Package of financial, skills, training and marketing incentives to attract businesses to Alconbury Enterprise Zone	Domenico Cirillo, CPCA	TBC	TBC	N/A	No further update
9	<b>Peterborough BID Activity</b> Support the ongoing activities of Peterborough Business Improvement District – a business led organisation delivering services to local businesses	Tom Hennessy, PCC	2020	ongoing	ongoing	Providing support and collaboration on a number of operational issues including levy collection, visitor economy, footfall monitoring, and the securing of a dedicated police officer.
10	<b>Opportunity Peterborough Bondholder Network</b> Long-running network for Peterborough-based businesses to support collaboration and growth	Tom Hennessy, PCC	2005	ongoing	ongoing	8 business breakfasts being delivered over the course of the year, as well as the Bondholder Dinner organised for 19th October.
11	<b>Prop Tech Fund</b> A digital platform to engage with business and promote Northstowe Enterprise Zone as a commercially welcoming place in which to launch and scale businesses	Tracey Brockman, SCDC	TBC	TBC	N/A	A digital platform was launched in September 2021 and ran for 8 weeks to gather interest and consult on proposed plans for the Enterprise Zone and to gather feedback and expressions of interest.
12	<b>Business Incentives for Cambridge Enterprise Zones</b> Package of financial, skills, training and marketing incentives to attract businesses to South Cambridgeshire's 3 CPCA Cambridge Compass Enterprise Sites: Cambridge Research Park, Cambourne Business Park and the Phase 1 Employment area at Northstowe	Tracey Brockman, SCDC	TBC	TBC	N/A	No update currently available

Project No.	Project Name	Lead Officer/Partner	Project start date	Project end date	Percentage completed	Project Update Notes - including any key milestones, outcomes or outputs
13	<b>Digital Sector Strategy Implementation</b> A programme of activities contained within the C&P Digital Sector Strategy to support the sector's growth	Steve Clarke, CPCA	01 December 2020	01 December 2025	20%	Recruitment of new resource Sector champion underway but currently no successful appointment made. The recruitment is now targetted to complete before end of second quarter of FY 2024/25. Limited progress has been made on the existing recommendations in strategy mainly through other programmes of delivery such as Growth works (now closed) and other CPCA funded projects. The High Performance Computing feasibility study also limited delivery and requires embedding into new Digital sector implementation plan. High level consultation/refresh of this strategy will be led by new sector champion once recruited and a new implementation plan developed.
14	<b>Advanced Manufacturing and Materials Strategy Implementation</b> A programme of activities contained within the C&P Advanced Manufacturing and Materials Strategy to support the sector's growth	Steve Clarke, CPCA	01 December 2021	01 December 2026	20%	Recruitment of new resource Sector champion underway and appointment hopefully imminent. The recruitment is now targetted to complete before end of first quarter of FY 2024/25. Limited progress made mainly through other programmes of delivery such as Local Growth fund investments in projects such as ARU Peterborough phase 2 R&D centre, Smart Manufacturing Alliance, Growth works and other CPCA funded projects. High level consultation/refresh of this strategy will be led by new sector champion and a new implementation plan developed.
15	<b>Life Sciences Strategy Implementation</b> A programme of activities contained within the C&P Life Sciences Strategy to support the sector's growth	Steve Clarke, CPCA	01 December 2021	01 December 2026	20%	Recruitment of new resource Sector champion completed and appointment made. The New Sector Champion starts on 29th April 2024. Limited progress made mainly through other programmes of delivery such as several LGF investments in projects and programmes such as 1000 Discovery Drive Biomedical campus, Start Codon, Illumina Genomics Accelerator, Living Cell therapy facility, Growth works and other CPCA funded projects. Life Sciences Place forum continues to meet and is funded by CPCA. High level consultation/refresh of this strategy will be led by new sector champion and a new implementation plan developed during first half of 2024. Also joint alignment of objectives with the CUHP Life Sciences strategy completed and discussions now taking place regards more formalised partnership between CPCA and CUHP.
16	<b>Agri-Tech Strategy Action Plan Implementation</b> A programme of activities contained within the C&P Agri-Tech Strategy Action Plan to support the sector's growth	Steve Clarke, CPCA	01 December 2022	01 December 2027	20%	Recruitment of new resource Sector champion underway but currently no successful appointment made. The recruitment is now targetted to complete before end of second quarter of FY 2024/25. Limited progress made mainly through other programmes of delivery such as Local Growth Fund investments in Agri-gate facility, NIAB Barn 4 and incubation facilities, Growth works and other CPCA funded projects. Joint Agri-tech innovation launchpad was successfully launched with £7.5m available in grants from Innovate UK - first awards just being completed from first call for projects. Further rounds of calls for projects coming during 2024/25. High level consultation/refresh of this strategy will be led by new sector champion once recruited and a new implementation plan developed during first half of 2024/25.
17	<b>Smart Manufacturing Alliance</b> JV between Opportunity Peterborough and CPCA designed to support the manufacturing sector across Cambridgeshire and Peterborough with a focus on productivity, innovation, and sustainability	Tom Hennessy, Opportunity Peterborough	2020	Ongoing	ongoing	Membership increasing. Calendar of events planned across the region. Consultancy opportunities being pursued
18	<b>ACMI 4.0</b> ERDF-backed project to support manufacturing companies to understand and leverage Industry 4.0 technologies	Tom Hennessy, Opportunity Peterborough	01 June 2021	01 September 2023	95%	The project has come to an end with no further support or grant funding available. Currently in admin wrap-up stage.
19	<b>Allia Future Business and Guildhall</b> Partner with Allia to return ground floor of the Guildhall for business and community uses and support city centre recovery and growth of the social impact sector	Martin Clarke, Allia	01 October 2022	01 October 2024	30%	Space is now 100% occupied by SMEs including social impact ventures. 11 co-workers. Regular use of meeting rooms. Discussions about more underused space.
20	<b>E-Space North and Cycle Links</b> Business incubator space on flexible terms for small local businesses, combined with active travel links to connect communities to the site	Nick Lancaster, ECDC	Autumn 2023	Spring 2025	30%	Cycleway has been designed and added to Cambridgeshire County Council list of long-term projects. E-Space North expansion project has secured Architect, Quantity Surveyor and Project Management. Draft design, costs and risk register completed March 2024. Moving to RIBA Stage 2-3, with the appointment of Modular Build construction firm.
21	<b>Spencer Mill</b> Convert part of site into business space. Future phases would see collaboration with an FE college to develop this into an adult education site	Dan Schumann, Viva Arts	01 August 2022	01 February 2024	100%	Additional commercial space of 140 sqm Additional foot/cycle path of 125m 3 Jobs/Apprenticeships created Construction of an additional second floor space (26msq) which joins with 61sqm of ph1 space to create a flexible business suite (87sqm). This is an important upgrade that makes this area possible to utilise, in a number of configurations for business community use (and also wider community). Construction of Ground floor Conservatory style community space connecting to the 80+ seat auditorium. Multi-functional space that connects with theatre/ catering area. Theatre becomes a functional business community destination for conferences, training, seminars or events. Construction of External work space suited to hybrid use for commuters and for example, local work from home users or organisations. Contribution towards the upgrade of approximately 125sqm of pedestrian/cycle and road connection to the station Capital funding has allowed Viva to progress as a community hub linked to outreach training facilities within East Cambs.
22	<b>Future Business Parks</b> Expansion of existing med-tech site in Fordham to provide additional flexible business space	Nick Lancaster, ECDC	N/A	N/A	10%	Currently working on a 5 case business model
23	<b>Ely Commercial Site</b> Develop a large, multi-modal industrial site with good access (including train), suitable for businesses with major logistics	Nick Lancaster, ECDC	2022	TBC	15%	Have consulted with partners and pre-app with District Planning department Currently working on a 5 case business model with partner.
24	<b>Huntingdonshire co-working / incubation facility</b> Provision of dedicated entrepreneurial space for start-ups and business incubation on flexible terms	Nykki Rodgers, HDC	TBC	TBC	N/A	Research scoped. Economic analysis complete. To discuss funding routes with CPCA.

Project No.	Project Name	Lead Officer/Partner	Project start date	Project end date	Percentage completed	Project Update Notes - including any key milestones, outcomes or outputs
25	<b>Medical device and technology rapid prototyping facility</b> Creation of new facility to support SMEs producing devices and diagnostics to ISO13485 standards within UK, reducing costs and on-shoring activity	Nykki Rodgers, HDC & Rebecca Britten, U & C	TBC	TBC	N/A	Previously approved and supported project by Office for Life Sciences; Academic Health Science Network and CPCA but withdrawn owing to change in direction from OLS. Need demand still present. Awaiting CPCA feedback on collaborative funding routes.
26	<b>Wintringham Park</b> Provision of mixed use commercial space to support business growth in St Neots	Nykki Rodgers, HDC	TBC	TBC	N/A	Input to external consultant's research brief complete. Project delivered externally to HDC.
27	<b>South Cambridgeshire Hall Conversion</b> Convert ground floor of South Cambridgeshire Hall into a multifunctional workspace for small local businesses	Tracey Brockman, SCDC	01 January 2023	01 March 2024	40%	The Project Implementation Plan has been developed and is currently being implemented. The Ground Floor Space needs clearing and redecorating. Clearing process in underway and we expect to be completed end of Sep. Redecorating will be undertaken Oct-Dec. Aim to have the space open Jan-March 2024






# EGS Implementation Plan - Project Progress Report - People

Project No.	Project Name	Lead Officer/Partner	Project start date	Project end date	Percentage completed	Project Update Notes - including any key milestones, outcomes or outputs
1	<b>C&amp;P Employment and Skills Strategy Implementation</b> Implement the activities and recommendations of the C&P Employment and Skills Strategy Implementation Plan, which includes delivery of the devolved Adult Education Budget (AEB). Interventions deliver better outcomes for pre-work learning and formal education, employer access to talent, life-wide and life-long learning, and support into and between work	Claire Paul, CPCA	01 September 2022	N/A	Ongoing	Considerable progress has been made in relation to development of the short-term priorities identified within the employment and skills strategy. Work to achieve the longer term change projects has also started. 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.
2	<b>Multiply</b> A flexible adult numeracy programme funded through the UK Shared Prosperity Fund and DfE, providing additionality to AEB funded courses	Jaki Bradley, CPCA	01 October 2022	31 March 2025	30%	Provider returns will be collated and analysed. Confirmation from DfE of Year 3 allocation and delivery plan Provider provisional delivery plans submitted in line with new template and more detail cost breakdown Provider spend tracking in place to ensure full year 2 allocation is utilised Quality visits to Providers to continue Numeracy Champion Training being revisited to ensure all Providers are represented Investigating ILR discrepancies around reported Substantive Learning delivery from Providers
3	<b>Skills Bootcamps Wave 3</b> Skills Bootcamps aim to secure benefits for adults by giving them access to in-demand skills training and an interview (depending on employment status) for a more sustainable, higher-skilled job and higher wages over time. The benefits for employers include helping them fill specific skills shortage vacancies, enabling them to become more productive, more quickly.	Melissa Gresswell, CPCA	01 April 2022	31st March 2024	100%	CPCA has been performing 7th out of the 21 DfE grant funded local areas (this includes MCA's and LEP areas) based on the % of positive job outcomes secured for learners who completed a Wave 3 Skills Bootcamp course. CPCA await final data outcomes from the DfE.
4	<b>Skills Bootcamps Wave 4</b> Skills Bootcamps aim to secure benefits for adults by giving them access to in-demand skills training and an interview (depending on employment status) for a more sustainable, higher-skilled job and higher wages over time. The benefits for employers include helping them fill specific skills shortage vacancies, enabling them to become more productive, more quickly.	Melissa Gresswell, CPCA	01 April 2023	31st March 2025	50%	- Following challenges experienced by training providers in learner recruitment and employer engagement, CPCA undertook a 4-week social media campaign via Facebook to attract further expressions of interest (EOI) for final Wave 4 Skills Bootcamp course start dates taking place across February and March 2024. 140+ EOIs were received and relevant referrals made to the training providers to assess eligibility and course suitability. Additionally, the Cambridgeshire Chamber of Commerce provided marketing support to CPCA to promote the Skills Bootcamp course opportunities across Feb/March. DWP also helped to promote the offer. Work ongoing to implement a Skills Bootcamp data management dashboard Requested year end financial information from training providers to support accrual information and 2024-25 FY forecasting Monthly contract management calls with DfE Contract Manager - DfE have expressed they are happy with CPCA's progress on Wave 4 so far DfE confirmed CPCA Wave 5 allocation - preparations now underway to procure for Wave 5 contracts with training providers
5	<b>Health and Care Sector Work Academy</b> A pilot model to deliver skills training and pathways to address the local labour and skills shortage in health and care	Laura Guymer, CPCA	01 February 2018	01 March 2023	100%	All activity and financial information closed part from final evaluation.
6	<b>Region of Learning XP Digital Platform</b> Digital platform and support for career development and digital badging of skills and qualifications linked directly to employer needs	Jemma Little, Cambridge CC	TBC	TBC	N/A	Ongoing delivery of ESF supported programme and development of SPF funded project legacy underway.
7	<b>North-East Cambridge Core Site Meanwhile Uses</b> Programme to promote sustainable job creation as part of meanwhile uses at Core Site including Sustainable Food hub and MMC training facility linked to social inclusion	Jemma Little, Cambridge CC	TBC	TBC	N/A	Subject to NEC planning timetable
8	<b>FE Cold Spots – St Neots &amp; East Cambs</b> Review of current provision taking into account housing growth at Wintringham and current attainment levels	Jaki Bradley, CPCA	01 January 2024	Phase 1 feasibility June 2024	25% phase 1	Grant Thornton conducting feasibility report - concludes in June 2024 when the findings will be presented to Skills Committee
9	<b>Community based Employment &amp; Skills Project</b> Address economic inactivity by engaging residents via key community nodes, such as community groups, emergency food hubs, local jobs clubs, and via housing associations, providing tailored and targeted support	Nykki Rodgers, HDC	01 July 2023	01 March 2024	N/A	The Grant Funding Agreement for Shared Prosperity is now signed. Project has commenced research and design and supplier engagement subject to procurement

10	<b>ARU Peterborough Programme</b> Support the growth of ARU Peterborough, a new university for Peterborough, through future phases of expansion	Jim Cunningham, CPCA	24 January 2022	31 October 2024	 65%	<b>Phase 3</b> - Clerk of works visits continue CLT frame erection is complete Building watertight end of January 2024 Cladding work continues External door and window installation complete Water connection completed Social value local school visits took place 1 Feb
11	<b>Centre for Green Technology</b> Develop new courses for students in green technology motor vehicle/construction industries, with close links to ARU Peterborough	Tom Hennessey, PCC	01 January 2021	01 September 2024	 40%	Cost increases and funding have delayed construction start. Completion date retained.
12	<b>Community Grants Programme</b> A grant investment fund to support projects in the city which address social and economic inequalities	Jemma Little, Cambridge CC	TBC	TBC	N/A	The Council has just launched its call for the next round of grants.
13	<b>Good Employment</b> Promotion of Equality and Diversity Charters and the Real Living wage to local businesses to improve employment conditions	Jemma Little, Cambridge CC	TBC	TBC	N/A	Ongoing.
14	<b>Place-based Social Impact Investment Fund</b> Establish a place-based social impact investment fund to address local inequalities	Jemma Little, Cambridge CC	TBC	TBC	N/A	Feasibility phase complete. Development Board in place and work now underway to establish governance, secure funds/investment and develop project pipeline, following approval by Cambridge City Council for seed funding.
15	<b>Support to Help Ukrainians into Work</b> Cambridge and South Cambridgeshire have welcomed a high number of Ukrainian refugees. The Business Team are providing support by working closely with the DWP to help signpost people in getting support	Jemma Little, Cambridge CC & Tracey Brockman, SCDC	TBC	TBC	N/A	Ongoing and new employment support provision is also planned as part of the SPF programme.
16	<b>Community Grant Schemes</b> Renewed funding for a Grant Scheme to support community led projects (Community Chest, Mobile Warden, Zero Carbon Communities) that support social, economic inequalities and the green transition	Tracey Brockman, SCDC	Ongoing	Ongoing	Ongoing	Zero Carbon Communities Grant: In the 2023 round of the ZCC grant, £125,900 was awarded in July to 10 community projects that will deliver measurable reductions in carbon emissions and will engage the wider community on climate change issues. Overall the ZCC Grant has now funded over £500,000 towards community climate change projects over the last 5 years
17	<b>C&amp;P Work and Health Strategy</b> Finalise and implement the Cambridgeshire and Peterborough Work and Health Strategy	Val Thomas, CCC	01 March 2022	01 March 2023	 100%	Strategy developed and implementation and delivery ongoing.
18	<b>Active Lifestyles and Sports Strategy</b> Develop a new strategy to engage more with Integrated Care Systems, public health and key partner organisations focusing on raising activity levels	Tom Hennessey, PCC	01 April 2023	01 March 2029	 10%	Work has started now to develop a steering group, collate data and setting out aims and objectives meeting Sports England's Moving Communities strateg









## EGS Implementation Plan - Project Progress Report - Place

Project No.	Project Name	Lead	Project start date	Project end date	Percentage completed	Project Update Notes - including any key milestones, outcomes or outputs
2	<b>CPCA Market Towns Masterplans Programme (Phase 2)</b> Deliver a Masterplan for eleven market towns across C&P, each with the aim of bringing jobs, infrastructure and growth. Phase 2 of this programme includes a targeted focus on supporting social enterprises	Domenico Cirillo, CPCA	01 May 2023	01 March 2025	 30%	Stream 1 (Community Owned Businesses) - 5 community groups being supported with grants awarded to 3 of the groups and a further applications under consideration from the other groups. Media release being arranged to promote outreach following Mayoral visit in March 2024 (3 Tons, Guilden Morden) and with plans underway for a business networking and engagement event in June 2024. Stream 2 (Social Enterprise Hubs Fund) – a total of £1,175,800 grant was successfully awarded in support of 3 Social Enterprise Hubs and all on schedule for completion by March 2025. 1. Allia Printworks (Papworth) - initial shell and fit-out works underway. Expected to open late 2024. 2. CCORRN (March) – sale agreement for the purchase has been agreed and contracts exchanged in January 2024, and contractor tendered and appointed for the fit out works. Completion expected early 2025. 3. People & Animals Community Farm (Wisbech) - the tendering and contract agreement is underway with construction of the building due to start in March with completion at the end of 2024. Stream 3 (STEM Roadshows) - fifth STEM roadshow underway in Wisbech and will run until May 2024 (within the former Argos retail unit on the High Street) following the previous one held in March (Fenland). CSC have engaged with over 10,000 participants and visitors so far as part of the pop-up initiative. 📄
3	<b>Affordable Housing Programme</b> A programme to deliver 1,457 affordable homes across C&P	Azma Ahmad-Pearce, CPCA	01 April 2017	01 March 2022	 73%	All units started on site by March 2022, and there is a tail end of the project, which is being monitored by CPCA to completion, half the project is complete with 734 units left to complete.
5	<b>Community infrastructure in East Barnwell</b> Capital investment in additional community infrastructure in East Barnwell	Jemma Little, Cambridge CC	TBC	TBC	N/A	No update
6	<b>Peterborough Station Gateway</b> A new entrance and footbridge for Peterborough train station, creating a new gateway to unlock the vibrant city centre for local people, commuters and visitors, and also incorporating additional commercial space	Karen Lockwood, CPCA	01 July 2022	01 December 2023	N/A	Multidisciplinary consultant has continued to work with LNER and Network Rail, as well as other key stakeholders (bus, active travel, inclusive design) in the development of the masterplan framework and identification of Phase 1 components (including high level costings). Draft Masterplan Framework presented at Steering Group meeting/workshop on 19th July. LUF Monitoring Forms completed and returned
7	<b>Peterborough bus depot relocation</b> Funding to facilitate relocation of the existing Peterborough bus depot	Tom Hennessey, PCC	TBC	TBC	0%	This project is currently not in delivery stage.
8	<b>Implement Peterborough Towns Fund programme</b> Deliver the infrastructure projects funded through the Peterborough Towns Fund Deal	Tom Hennessey, PCC	01 December 2020	01 March 2026	 40%	8 projects – 2 complete, 6 live. All on track to be completed in programme timeframe.
9	<b>The Vine</b> A new library, culture and community hub for Peterborough, supporting city centre vitality	Tom Hennessey, PCC	01 December 2020	01 March 2026	 30%	Public consult expected early 2024.
10	<b>Peterborough Activity Centre</b> Develop a family fitness and sports facility with specialist Olympic standard climbing wall	Tom Hennessey, PCC	01 January 2021	01 April 2024	 30%	New funding strategy to be agreed in response to cost and budget pressures.
11	<b>Visit Cambridge</b> Organisation development to support the visitor economy and Cambridge city centre recovery	Jemma Little, Cambridge CC	TBC	TBC	N/A	Visit Cambridge has been established as a Community Interest Company, has a website and destination marketing is being carried out in partnership with the Cambridge BID. A key piece of work for this year is the development of a Destination Management Plan which is being delivered as part of the SPF programme.
12	<b>Cambridge Cultural Development</b> Enhancement of the Guildhall and Exchange	Jemma Little, Cambridge CC	TBC	TBC	N/A	
13	<b>Peterborough City Centre events programme</b> Promoting space available to use for events and supporting pop-up markets	Tom Hennessey, PCC	April 2023	Ongoing	Ongoing	Promotion of Peterborough for events, linking with Visit Peterborough and BID.
14	<b>Peterborough City Centre Markets</b> Promote and expand the city centre market in Bridge Street through use of pop ups and wooden kiosks	Tom Hennessey, PCC	April 2023	Ongoing	Ongoing	Continue to promote pop-ups to traders.



15	<b>Supporting local markets</b> Work with CambsAcre to identify Village Halls and Community Buildings that can establish small local community markets. A Markets Toolkit and Traders Directory have been created to help support the project	Tracey Brockman, SCDC	01 April 2022	Ongoing	Ongoing	Market Toolkit, Directory and Stallholder Directory created and currently holds 105 listings. Over the last year each webpage has been engaged with about 1500 times. The team have provided hands on support to 22 different markets and events over the last year and has included supporting 7 new markets to set up. We estimate that this has created 450 additional trading opportunities for our small businesses. We also hosted a Christmas Market with over 70 traders. We estimated that this generated £20-£25k for our traders overall. We plan to host another Christmas Market this year as the feedback we received was overwhelmingly positive from both businesses and the community. We are continuing the project as we are supporting other potential new & growing markets that have come to us asking for support. We are also exploring alternative pop-up trading opportunities across the district to include South Cambs Hall, and our Sheltered Housing Schemes as venues for trading opportunities. We are also partnering with Cambridge City Council to develop a Greater Cambridge Visitor Economy and Markets Development programme as part of the Shared Prosperity Fund- to assess the socioeconomic impacts our local markets have on businesses and communities. The project will also support a Youth Enterprise Programme for disadvantaged groups to develop future market traders.
16	<b>Visit South Cambs</b> Develop a digital platform to promote the visitor economy within South Cambridgeshire	Tracey Brockman, SCDC	01 May 2021	01 September 2021	N/A	www.visitsouthcambs.co.uk was launched in September 2021. Over 250 listings for venues are included from across South Cambs, and at peak, over 100 local events are listed. Next phase of development is to work closer with colleagues in Cambridge city to enhance the itinerary offering with the view to increase the length of stay for overnight accommodation which will add to visitor economy spend.
17	<b>Digital Connectivity Infrastructure Programme</b> Implementation of the C&P Digital Connectivity Infrastructure Strategy, delivering improved connectivity outcomes for businesses and residents	Judith Barker, CPCA	01 December 2020	01 December 2025	80%	<b>Broadband:</b> Project Gigabit Drawdown 1 survey and design is now complete and entering build. Drawdown 2 is in design. Gigabit broadband coverage across Cambridgeshire and Peterborough is now over 85%, exceeding the government's target a year yearly and ensuring that our region remains among the best connected in the country. <b>Mobile:</b> The draft Small Cell Licence Agreement is the contractual mechanism for telecoms operators to deploy small cells on street lighting assets, CCC and Ontix are working towards a 29th February deadline to reach the signed agreement. Balfour Beatty have engaged with a number of Smart Pole providers as part of the SIPP project and are now collating the technical information and viable options. The CORE project has successfully passed the first quarterly review by DSIT and submitted the first grant claim, works to install physical infrastructure and undertake procurements is continuing. <b>Smart:</b> SCDC have confirmed that installation of a LoRa Antenna on South Cambs Hall cannot go ahead as the roof works still haven't been completed. We're investigating other options including Eddington. A smarter towns meeting was held with HDC. We agreed that ownership of the flood sensors will move to CCC Flood Risk Team and the supplier will provide a quote for ongoing support/replacements as needed - there is currently ongoing maintenance, so the new agreement won't be needed until later. A session has been held with EarthSense ensuring that FDC and the CCC Research Team have been trained on the dashboard and provision of data for the AQ sensors in March and Wisbech. <b>Access &amp; Inclusion:</b> DIGITAL INCLUSION: Daniel Zeichner MP visited Cambridge Central Library to discuss digital inclusion and the work of Connecting Cambridgeshire, Cambridgeshire Libraries, and Cambs Skills. A press release has been completed. Engagements with St Neots Initiative and the Sutton Timebank covering multiple topics including; Discussions on digital inclusion (and digital switchover), awareness of available support, and understanding local issues. Engagement with place-based commissioners from CCC to discuss proposed digital inclusion strategy and collaborative work for place-based delivery, potential partnership delivery of digital hubs in Fenland under discussion. An MOU has been signed with Cambridge Council for Voluntary Service to ratify partnership delivery of Cambridgeshire Digital Partnership for a trial year Apr 2024-Mar 2025. <b>PUBLIC ACCESS WIFI:</b> The area of coverage proposed for CambWiFi in Cambourne has been increased slightly and new mapping images will be provided to the supplier this week to allow them to update their final design asap. Once confirmed we will then place an order. A slower response time from the supplier is putting a March delivery date at risk. While we continue to work with them to deliver as soon as possible, there is a chance that the full deployment may slip into early April. Completion of Public Access Wifi delivery to Northstowe is underway but is dependent on the technical networking solution selected by SCDC. Technical discussions are in progress but we do not yet have an agreed completion date. Therefore we may need to carry forward the budget to 2024-25.
18	<b>C&amp;P Climate Action Plan 2022-25 Implementation</b> Implement the package of activities contained within the C&P Climate Action Plan	Adrian Cannard, CPCA	01 March 2022	31st March 2025	50%	The Climate Action Plan 2022-2025 was updated at Environment and Sustainable Communities Committee on 11th March 2024. The Committee also agreed to consider a four year climate programme budget at its June 2024 meeting. The Climate Action Plan will undergo a full review during 2024 to extend it for another three years, based on updated evidence.
19	<b>Greater South East Net Zero Programme</b> A programme in partnership with BEIS, comprising: local energy capacity support, a rural community energy fund, public sector decarbonisation, social housing decarbonisation and an in-person consumer advice competition pilot	Maxine Narburgh, CPCA	01 September 2018	01 September 2025	83%	Pipeline projects continue to be supported via feasibility studies, business case development, critical friend activities. Recruitment - ongoing NZ 16 posts appointed, 6 NZ & 7 LNZA posts to new recruitment agency (Climate 17) Hub Board - Regional Advisory Boards approved at 5 March 24 Board Community Energy Fund - Hub Board 5 March (25 projects approved, £900k) Local Energy Advice Demonstrator Competition - projects in delivery Regional Skills Pilots - projects in delivery, implementation funding approved by DESNZ and extended to May/June Local Net Zero Accelerator - TLT procured for legal/procurement advice, relationship development with places (CAs), GFAs drafted Commenced Hub Communications and Stakeholder strategy - Head of Operations, forward planning and mapping underway Commenced work on project assessment framework with Local Partnerships Futurebuild pavillion (retrofit skills) 5-7 March Presentation to Committee on Fuel Poverty 25/03/2024

20	<b>Nature and Environment Investment Fund</b> Attract additional investment into nature-based projects, building local capacity in green investment, and deliver projects on the ground across the CPCA area	Adrian Cannard, CPCA	01 March 2022	Ongoing	 30%	The Fund steering group has selected two applications to proceed. Currently finalising legal agreements.
21	<b>Care Home Retrofit Programme</b> Retrofitting up to 40 care homes across C&P to ensure heating and cooling systems are sustainable and cost efficient	Martin Lutman, CPCA	01 November 2022	31 March 2024	 70%	No new applications have been received. So far there have been a total of 4 applications. . Of these, 2 have been appraised and approved. 1 application remains on hold as the care home owner is engaging the services of an energy advisor to ensure the items requested were appropriate. The Programme Manager continues to contact each care home that has yet to submit an application to discuss their project proposals and answer any questions about our scheme. Environment & Sustainable Communities Committee agreed to cap the scheme at £400k and incorporate any unused funding into the climate programme review in June.
22	<b>Cambridge City Centre District Heating Feasibility Study</b> A study to explore the feasibility of developing a Cambridge City Centre Heat Network	Jemma Little, Cambridge City Council	TBC	TBC	N/A	
23	<b>Ely Smart City Vision</b> Build on our successful 5G test bed to connect Ely as a 'Smart City', integrating digital technology into the city and using big data to support services	Nick Lancaster, ECDC	N/A	N/A	45%	Access Points for free Public Wi-Fi extended. Digital Signage and App project completed. Working with Connecting Cambridgeshire - "Mobile", and "Smart" have moved from design to implementation phase.
24	<b>Peterborough Integrated Renewable Infrastructure (PIRI)</b> A scheme to focus on the enabling infrastructure required to support low-carbon energy schemes (e.g. heating, power, mobility) for commercial, industrial and Council buildings, bringing schemes forward simultaneously to achieve complimentary benefits and economies of scale	Tom Hennessey, PCC	2019	2026	 15%	OBC complete currently working on FBC as part of the commercialisation phase
25	<b>Peterborough Decarbonisation</b> Supporting Peterborough to become a net zero carbon city via a Local Area Energy Plan	Tom Hennessey, PCC	2019	TBC	 5%	Currently in the process of developing a citywide action planning building on the LAEP already completed.
26	<b>EV Charging</b> Roll out EV charging facilities across Cambridgeshire and Peterborough to support electric vehicle take up	Emma White, CPCA	01 March 2023	01 March 2030	 5%	LEVI Capability funding = £492,000 approved EV strategy drafted - going to June TIC for approval LEVI Business case TRANCHE 2 due Summer / Autumn 2024 - bidding for £5,437,000 Capital Fund Working in collaboration with all stakeholders Public Engagement Survey is live till end of March 24 - <a href="https://cambridgeshirepeterborough-ca.gov.uk/ev-charging/">https://cambridgeshirepeterborough-ca.gov.uk/ev-charging/</a>
27	<b>C&amp;P Local Transport and Connectivity Plan implementation</b> Implement the C&P LTCP, the region's plan for delivering strategic transport, public transport and active travel projects. The Plan includes longer-term strategic initiatives to support improved rail connectivity	Tim Bellamy, CPCA	01 July 2021	01 September 2023	 95%	List of strategies and workstreams are going to TIC on 13/03/2024 for approval as the next steps for the LTCP - <a href="https://cambridgeshirepeterboroughcagov.cmsis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/2175/Committee/67/SelectedTab/Documents/Default.aspx">https://cambridgeshirepeterboroughcagov.cmsis.uk.com/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/2175/Committee/67/SelectedTab/Documents/Default.aspx</a> Transport Summit 7th June - launch LTCP

<b>Business Board</b>	Agenda Item
<b>13 May 2024</b>	<b>10</b>

Title:	Plan for new Business Support Delivery Arrangements
Report of:	Chris George, Growth Hub Manager
Lead Member:	Al Kingsley, Chair of the Business Board
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	No vote required

### Recommendations:

A	The Business Board is asked to endorse the plan for Growth Hub business support delivery during 2024/25
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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
X	Enabling resilient communities
X	Achieving best value and high performance

### 1. Purpose

1.1	This report and its appendices seek to update the Business Board with the plan for Growth Hub (GH) delivery and additional business support arrangements during 2024-25 using the Department for Business and Trade (DBT) grant funding and the additional funding recommended by the Business Board and approved by the Combined Authority Board in July 2023.
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### 2. Proposal

2.1	<p>The Combined Authority Growth Hub currently consists of the four core staff paid for with the DBT Core grant funding, which are to be bolstered with 4 additional sector specific advisors who will specialise in supporting the following:</p> <ul style="list-style-type: none"> <li>• Net Zero, energy, green adaption and decarbonisation</li> <li>• Community Interest Companies (CIC), Social Enterprise, Charities, Not for Profit</li> <li>• Manufacturing</li> <li>• Business Start Up and Entrepreneurship</li> </ul>
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2.2	There will also be an extension funded by the Growth Hub to the existing Social Enterprise and third Sector support programme pilot, which was funded from the Market Towns phase 2 programme until 31 March 2024 and now extended until Autumn 2024 via the Growth Hub funding.														
2.3	As part of the operating model will be an offer to businesses and organisations the opportunity to book hourly slots with the new specialist advisors, as well as delivering and maintaining the Growth Hub essential daily services, workshops and mentoring, we will also be continuing to answer the phones by the core local Growth Hub staff who know the local landscape, rather than using the national helpline which is an option that some Growth Hubs use.														
2.4	The Growth Hub will be expanding its tools and systems for delivery with a new CRM system in 2024/25 (Evolutive) this will bring us in line with the Local Authorities who are using the same system, we are also investing in the Growth Flag online system for Due Diligence and business analysis, plus Growth Canvas as a new advisor diagnostic tool to ensure all advisors are collecting the correct information needed for DBT reports.														
2.5	CPCA Growth Hub has worked closely alongside the constituent Local Authorities over the last 4 years, 2024/25 sees us now more aligned than ever, sharing programmes, knowledge, joint approaches to engagement, plus sharing resources across the patch, this partnership working under a 'Team Cambridgeshire' approach will continue through the year and creates a more joined up experience for clients and will add huge value for money to the region.														
2.6	CPCA Growth Hub will continue to deliver our mentoring for existing businesses and start up workshops for newly formed businesses, we will be offering an online diary service from May 2024 onwards so clients can book in directly with an advisor for either session.														
2.7	For ease across the region, we have designed an online marketing diary that all Local Authority economic Teams will have access to, this again will align our marketing efforts across the region, ensuring that events get maximum exposure and attendance.														
2.8	The DBT S3 form which outlines delivery is also included to this report at Appendix A.														
2.9	The high-level summary of the roles being funded and created is below and the more detailed plan is contained within the Appendix B to this report:														
2.10	<p><b>GH Staff 2024/25 Existing (core funding £298,250)</b></p> <ul style="list-style-type: none"> <li>• Growth Hub Manager</li> <li>• Senior GH advisor</li> <li>• Generalist Advisor</li> <li>• Analyst</li> </ul>														
2.11	<p><b>GH Staff 2024/25 To be recruited (BB additional funding £573,000)</b></p> <ul style="list-style-type: none"> <li>• CIC, Social Enterprise, Charities, Not for profit Advisor</li> <li>• Manufacturing Advisor</li> <li>• Net Zero Advisor</li> <li>• Business Start Up Advisor</li> </ul>														
2.12	<p><b>Deliverables and Outputs</b></p> <p><b>Outputs already adjusted to reflect new staff members</b></p> <table border="1"> <thead> <tr> <th></th> <th>Yearly Target</th> </tr> </thead> <tbody> <tr> <td>Number of Businesses that receive a light touch (triage, signposting, support)</td> <td>3,000</td> </tr> <tr> <td>Total number of unique visitors to our website</td> <td>20,000</td> </tr> <tr> <td>Number of Businesses receiving "high" intensity support (sustained growth and using significant GH support 3hours +)</td> <td>2,500</td> </tr> <tr> <td>Number of Individuals helped to start up a company</td> <td>300</td> </tr> <tr> <td>Number of businesses referred to skills or training</td> <td>500</td> </tr> <tr> <td>Number of businesses referred to an R&amp;D programme</td> <td>300</td> </tr> </tbody> </table>		Yearly Target	Number of Businesses that receive a light touch (triage, signposting, support)	3,000	Total number of unique visitors to our website	20,000	Number of Businesses receiving "high" intensity support (sustained growth and using significant GH support 3hours +)	2,500	Number of Individuals helped to start up a company	300	Number of businesses referred to skills or training	500	Number of businesses referred to an R&D programme	300
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	Number of businesses referred to an Import / Export programme	350
	Number of referrals to an Inward Investment programme i.e. DBT	300
	Number of referrals to a financial institution i.e. BBB, Barclays Eagle labs	250
<b>Yearly output targets are in line with DBT funding requirements</b>		
2.13	<p><b>Next steps</b></p> <p>Job descriptions have been written to be evaluated and recruitment process will commence aiming to get additional resources employed by quarter 2 of this financial year.</p> <p>Procurement and contracting for the additional support programmes in the plan will also be undertaken during this quarter, the Social Enterprise and third Sector support programme pilot extension contract is ready to be signed.</p>	

### 3. Background

3.1	Growth Hubs have been funded nationally by DBT through Local Enterprise Partnerships and Business Boards in England for several years to provide the local conduit to business support.
3.2	The Growth Hub team within Combined Authority were outsourced between February 2021 and October 2023 to the Growth Works programme but transferred back into the Combined Authority from 1 November 2023.
3.3	DBT have confirmed continued grant funding from 1 April 2024 until 31 March 2025 at £298,250 which is the same level of funding as previous year.
3.4	The Combined Authority Board in July 2023 approved the Business Board recommendation to allocate the Recycled Growth Funds and the Enterprise Zone income between 2023-24 and 2026-27 to fund the New Economy Team and relevant here the Growth Hub expanded business support provision. For the Growth Hub additional support budget this amounts to an additional £573,000 per year for the 3 years, totalling £1,719,000.

### 4. Appendices

4.1	Appendix A. DBT Growth Hub grant acceptance document S3
4.2	Appendix B. CPCA Growth Hub enhanced business support plan

### 5. Implications

#### Financial Implications

5.1	The Growth Hub Business Support plan 2024/25 is funded from within existing approved budget resources in the CPCA Medium Term Financial Plan (MTFP). It does not therefore commit any new resources itself.
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#### Legal Implications

5.2	<p>The funding from DBT is secured by a grant funding agreement which specifies what the funding can be spent on plus delivery and reporting requirements.</p> <p>Approval and sign off on any contracts where required with any external delivery providers will be undertaken by Executive Director for Economy and Growth, as the Officer with delegated authority, as agreed and approved by the Combined Authority at its meeting on 20<sup>th</sup> March 2024.</p>
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#### Public Health Implications

5.3	There are no direct public health implications, although some of the businesses and organisations supported by Growth Hub may have positive impact on public health as a by-product of their focused work.
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Environmental & Climate Change Implications	
5.4	There are no direct environmental and climate change implications, although a number of the businesses and organisations supported by Growth Hub may have positive impact on environmental and climate change as a by-product of their focused work.
Other Significant Implications	
5.5	None.
Background Papers	
5.6	Business Board Item 3.2 Business Board Plan for Remaining Strategic Funds, 10th July 2023, <a href="#">Document.ashx (cmis.uk.com)</a>



<b>Local Enterprise Partnership:</b>	Cambridgeshire Peterborough Combined Authority
<b>Growth Hub name:</b>	CPCA Growth Hub
<b>Date of Completion:</b>	20/04/24
<b>Name of person completing S3 form:</b>	Chris George
<b>Job Title:</b>	Growth Hub Manager
<b>Contact email address:</b>	Chris.george@cpcagrowthhub.co.uk
<b>Deadline for return to BEIS:</b>	June 2024

## **GROWTH HUB FUNDING TO LOCAL ENTERPRISE PARTNERSHIPS (LEPs)**

### **SCHEDULE 3 – CONDITIONS OF CORE FUNDING (2024-2025)**

#### **NON-CLUSTER LEADS**

##### **STRATEGIC CONTEXT**

The Government recognises that local economies are reliant on strong businesses to provide sustainable private sector-led growth and job creation. Growth Hubs (led and governed by LEPs) will be funded by Government in the 2024-2025) Financial Year to continue to support this goal.

We are enhancing LEPs ability to work with greater flexibility in how they provide Growth Hub services, whilst maintaining a consistent offer within the core conditions. We continue to enable areas to tailor the breadth and depth of the services provided according to a) the amount of core funding provided by BEIS, and b) ability to secure additional and alternative funding sources.

We are continuing to invest in the Growth Hub Cluster model. Hence one of the conditions of funding includes the requirement for cluster leads, cluster members and the national coordinator to work together to drive coordination and consistency and leverage economies of scale. This is alongside encouraging collaborative working across LEP boundaries and further afield.

There are twelve core overarching conditions of funding that set out the requirements for a basic minimum level of activity.

**Core Conditions of funding:**

1. The LEP and Accountable Body will maintain the necessary management and governance of the Growth Hub in line with the required Assurance Frameworks, and financial reporting requirements. Continuing coordination with key local partners.
2. Seek additional and alternative sources of funding to support both this core offer and any locally agreed Growth Hub provision or activity.
3. As part of the Growth Hub network, to provide all businesses across England - no matter their size or sector - with access to advice and support via a free, impartial, 'single point of contact.'
4. Offer a triage, diagnostic and signposting service to make sure that all businesses approaching the Growth Hub can know what is available and can access the right support at the right time.
5. Ensure the Growth Hub's continuing ability to deliver separately funded non-core programmes e.g. residual ERDF programmes and Made Smarter (where applicable).
6. Link to and promote national and local advice and support provision, from the public, private and third sector.
7. Support and promote Government policy and programmes (including Help to Grow) with a basic minimum of communications amplification and where relevant incorporate in advice/guidance provided by the Growth Hub. Any value-added activity would be at the discretion of the individual LEP.
8. Encourage simplification and coordination of the local business support ecosystem, to provide clarity for local businesses and partners.
9. Actively participate in the relevant Growth Hub Cluster (as member, lead or national coordinator where relevant), working together either within the cluster or further afield where practicable and beneficial to do so, and to support coordination and drive economies of scale across the network.
10. Bring together organisations involved in the provision of business support from across the public, private and third sectors, working to shape provision according to local business needs, and maintaining wider communication channels with local businesses.

Compliance with the revised Growth Hub 'Monitoring and Evaluation Framework.' Using robust monitoring and evaluation systems to seek continuous service improvement, ensure quality of delivery and enable analysis of impacts and outcomes.

11. Provide CLGU Area Teams with ad hoc intelligence on new and emerging economic opportunities and shocks, and on general business and economic conditions.



Grant agreements for previous years detailed a range of other expected services and activities beyond the above core functions, for example specialist programmes (e.g. high-growth/innovative businesses etc). For this financial year, LEPs are encouraged to provide what further services they can beyond core provision, but it would be for individual LEPs to consider the extent to which this is possible, based on local business and economic needs and on the LEP/Growth Hub's capability and capacity.

Answers provided in the Schedule of Provision below should therefore specify activities the LEP will seek to deliver via its Growth Hub in this financial year, funded by the BEIS core grant and where relevant any additional/alternative sources of funding. This can include activities formerly undertaken as part of core provision in previous years.

LEPs should set out how they intend to utilise the flexibility of funding to deliver a consistent core Growth Hub provision within the conditions of this grant offer, to maintain the best possible service, and to achieve economies of scale. This should include working with other LEPs/Hubs - either within the cluster or further afield - to undertake joint working, develop joint ventures, share services/costs/procurement, implement multi-region centres of excellence etc.

We would expect LEPs and Growth Hubs to continue to work closely with the National Business Support Helpline and to agree effective ways of working, including potential Data Sharing Agreements.

## **REQUIRED ACTION**

For LEPs to consider the 'core conditions of funding' as set out and provide responses to the key questions below. To note that this Schedule 3 when completed and the contents therein will form part of the grant offer letter to be issued by the Department for Business, Energy and Industrial Strategy (BEIS).

To note that as in previous years, grant awards will provide LEPs with revenue funding, which can only be spent on core Growth Hub delivery and development activities and cannot be used to make direct grants to business.

Responses should ideally not exceed three hundred words per question, but please feel free to attach any supporting documents that would be of interest to BEIS e.g. organisational charts, presentations, evaluation reports etc.

Completed templates should be returned to [Growth.Hubs@beis.gov.uk](mailto:Growth.Hubs@beis.gov.uk) and [Karen.Hopwood@beis.gov.uk](mailto:Karen.Hopwood@beis.gov.uk) by no later than **Noon on 13 June 2024**.

## **Management, Governance and Coordination**

### **Conditions of Funding 1 and 2**

- 1. The LEP and Accountable Body will maintain the necessary management and governance of the Growth Hub in line with the required Assurance Frameworks, and financial reporting requirements. Continuing coordination with key local partners.***
- 2. Seek additional and alternative sources of funding to support both this core offer and any locally agreed Growth Hub provision or activity.***

The Growth Hub (including any sub-hubs) remains under the direct leadership and governance of the LEP and under oversight of the LEP Accountable Body (AB). All appropriate LEP governance, transparency and accountability arrangements are in place and aligned and compliant with the national LEP Local Growth Assurance Framework and will adapt to any changes to that Framework that may occur during the Financial Year. All Growth Hub branding should meet the minimum requirements set down in the Growth Hub Network Branding/Communications Guidelines and Media Toolkit.

**1. What approach will the LEP and Accountable Body take to governance in 2024-2025 to ensure that the Growth Hub remains under the direct leadership and governance of the LEP and under oversight of the Accountable Body? To include confirmation that all appropriate LEP governance, transparency and accountability arrangements are in place and compliant with the national LEP Assurance Framework (and any changes made to this during the year).**

*The accountable body is the Cambridgeshire & Peterborough Combined Authority with a constitution that complies with the relevant legal requirements to conduct business. Within that constitution is The Business Board, part of the broader governance arrangement, that oversees and advises the main CA board on business support. The name of the local enterprise partnership is The Business Board. Its geography is defined as the borders of the former GCGP. It exists in legal form since 1 April 2018 as an unincorporated association.*

*The Cambridgeshire and Peterborough is a combined authority created by a statutory instrument (legislation) in March 2017: 'The Cambridgeshire and Peterborough Combined Authority Order 2017'. The combined authority operates under a set of powers which were granted by that statutory instrument. The geography of the Combined Authority is the boundary of Cambridgeshire County Council and Peterborough City Council.*

*The Business Board is the local enterprise partnership for a wider geography (which includes those councils who were part of the former GCGP LEP). The Business Board is a legal entity and is able to enter contracts, hold budget, employ staff such as The Growth Hub etc, but it has no statutory powers. All LEPs derive their existence from Government guidance. The National Audit Office describes two types of legal status for LEP's: limited company or voluntary partnership. The Business Board is a voluntary partnership, which in legal terms is known as an 'unincorporated association.' The former GCGP LEP was a company. The difference in legal structure makes no material difference to its ability to deliver its objectives.*

*The Combined Authority and the Business Board exist as separate legal entities, but there are areas of interdependency.*

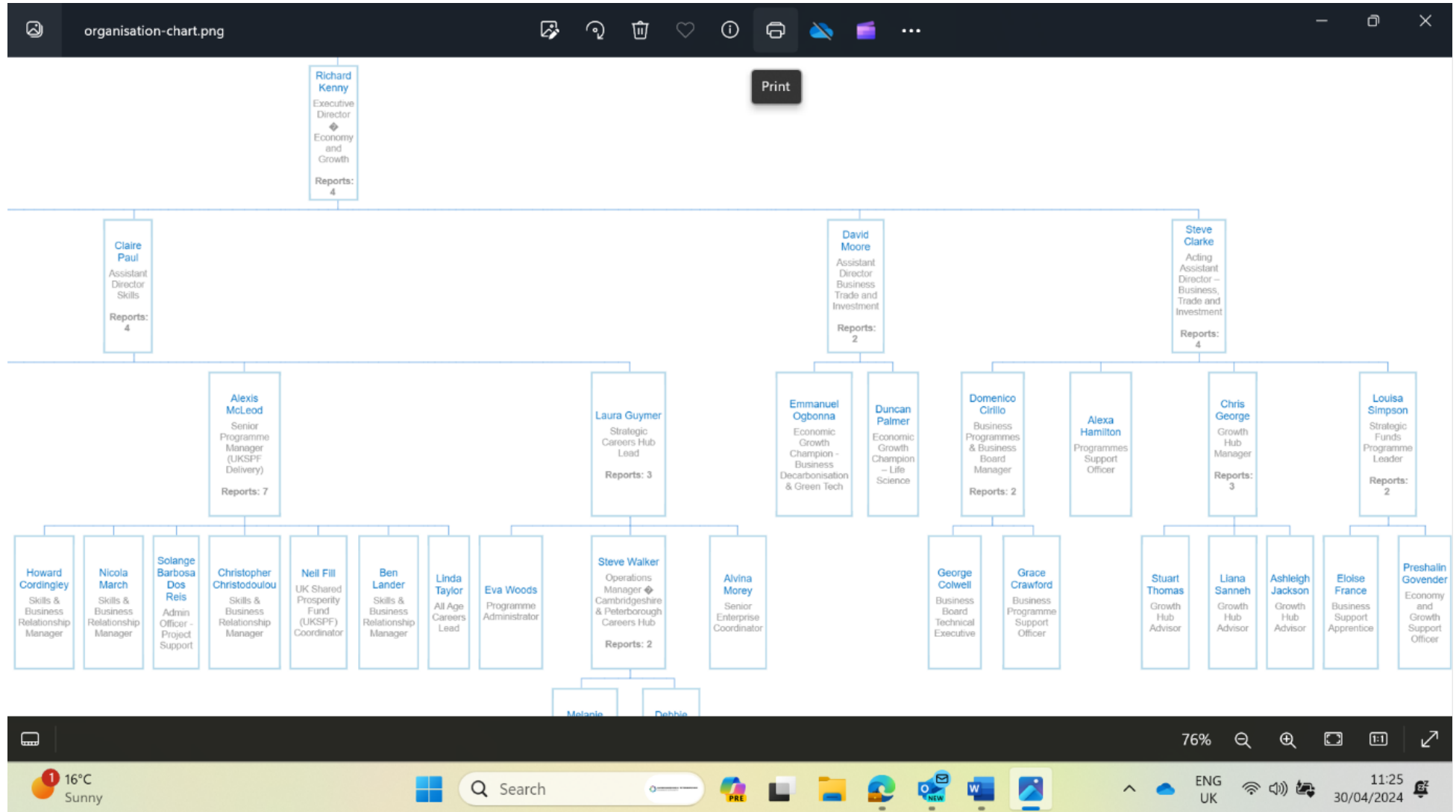
*The Combined Authority has a responsibility to sign off the public funds available to the Business Board. Government provides funding to the Business Board; the Board meets to decide how it should spend that funding and makes a recommendation to the Combined Authority to approve that decision. This makes the Combined Authority the 'Accountable Body' for the Business Board. This is an important role, because it makes public funds subject to overview by a publicly accountable body. All accounting decisions are subject to an Oversight and Scrutiny Committee to ensure compliance.*

*The Combined Authority employs staff which provide services to both the Combined Authority and the Business Board. This is no different to the many Councils who are working from a single team of staff under shared services arrangements. Sharing services does not affect the separate legal status of the two. It does however create efficiencies (single CEX, MO and CFO for example).*

*The outcome of the LEP review specified the Business Board could remain a voluntary partnership, also indicating an alignment of Combined Authority and LEP boundaries to avoid overlaps and duplication in following years. We are also advised that there are flexible arrangements for local enterprise partnerships who are aligned to combined authorities as the public accountability can be guaranteed through the Combined Authority practices and procedures. There are no boundary changes taking place in 2024-2025.*

**2. Which local stakeholders, partners and businesses will be involved in the governance of the Growth Hub in 2023-2024 and how will any potential conflicts of interest will be managed? Please attach a diagram illustrating the structure where available.**

*CPCA Growth Hub will be run by In-House by CPCA moving forward, The staff were TUPE`d back into CPCA on the 1<sup>st</sup> November 2023 and will come under the economy and growth team, the growth hub is being run by the existing team that have managed the Growth Hub for 5 years now, this gives CPCA a delivery arm if needed and also means the growth Hub can pivot and flex as needed throughout the business year, no conflicts of interest are envisaged, screen shot of Organogram below*



**3. What approach will the LEP and Accountable Body take to ensure the necessary compliance with funding requirements (e.g. levels of scrutiny of spend; quarterly claims submitted to BEIS in a timely fashion alongside associated evidence of defrayal; timely notification to BEIS of potential underspend and provision of end of year audit report?)**

*The S73 Officer of the Combined Authority and S151 Officer for The Business Board have substantial roles and are key members of the leadership team. They lead the promotion and delivery by the whole authority of good financial management so that public money is safeguarded and used appropriately, economically, efficiently and effectively.*

*The CPCA's Finance team has been strengthened and can provide regular and ad hoc reporting on financial accounting and management reporting in a timely manner that will identify at an early stage of any under or overspends against set budgets. This facilitates timely submission of claims, and supporting evidence, in line with the grant conditions.*

*Scrutiny of spend is embedded in the CPCA's procurement and payment processes which require procurements and invoices to be authorised by the relevant Director prior to being approved by the S73 officer.*

*In addition to the returns required by the grant conditions, the CPCA's accounts are subjected to annual external audit by RSM, the internal auditing of projects is undertaken by Peterborough City Council. Processes and timetables are in place and operational to ensure full accountability is maintained.*

**4. What approach will the LEP take to ensure management and key delivery roles are appropriately resourced to ensure that the Growth Hub has the capacity and capability to deliver its contracted objectives, business outputs and intended impacts?**

*The Growth Hub core DBT funding finances 4 x FTE staff members consisting of GH Manager, 2 Business Advisors, 1 Analyst, This capacity will be very soon bolstered with another 4 sector specialists that are being directly funded by the CPCA Business Board by way of £544,000 in funding they have allocated to GH, CPCA Management have weekly meetings with the Growth Hub to ensure they are satisfied with delivery standards, the Growth Hub also reacts quickly and effectively to any needs within the region for example large scale redundancy and partnering with Serco, DWP etc*

*CPCA are satisfied the Growth Hub is more than capable in delivering the set KPI's targets and intended impacts. Intended outputs for 2024/25 below.*

	Yearly Target
Number of Businesses that receive a light touch (triage, signposting, support)	3,000
Total number of unique visitors to our website	20,000
Number of Businesses receiving "high" intensity support (sustained growth and using significant GH support 3hours +)	2,500
Number of Individuals helped to start up a company	300
Number of businesses referred to skills or training	500
Number of businesses referred to an R&D programme	300
Number of businesses referred to an Import / Export programme	350
Number of referrals to Inward Investment programme i.e. DBT	300
Number of referrals to a financial institution i.e. BBB, Barclays Eagle labs	250

**5. Growth Hubs are currently embedded within the LEP's Delivery Plans. Please confirm how the Growth Hub will continue to form part of the LEP's suite of activities in this financial year, including how the LEP will address any changes to governance, structure or provision necessitated by LEP Integration with Local Authorities. Also, how the LEP intends to ensure that the Growth Hub works effectively with the relevant Local Authorities/Combined Authorities.**

*The Growth hub will be the entry point for all businesses to access all business services across the region, a one stop shop as it were. This has proved a very effective way to signpost clients to the buffet of services and programmes that are available at any one time, this has become even more important since the launch of SPF and the differing offers across the region, CPCA Growth Hub will continue to offer its start up self-delivered workshops across the region in 2024/25 adding to these, sector specialist workshops, mentoring and networking and collaboration with the LA's to ensure nothing is duplicated across the region ensuring maximum value for money all round, wherever possible this working practise is rolled out across the Arc Cluster.*

**6. Please specify what plans will be put in place to enable the LEP and/or any external Growth Hub providers and partners to work proactively together to leverage additional sources of public and private sector funding and other resources to add value and further enhance the Growth Hub offer and resilience of the Growth Hub's provision.**

a) Other sources of funding:

*The Growth Hub is consulted on all applications to provide SME support in the LEP area and actively seeks to encourage initiatives that meet gaps in provision identified by constant monitoring of local, regional and national schemes.*

*CPCA Growth Hub also has the previously mentioned £544,000 from the CPCA business board which allows us to employ sector specialist staff to bolster the already very busy business mentoring services we offer.*

*We are working closely with delivery partners, local government and ESIF committees to ensure a consistent and varied approach across the region to suit local need. Seeking where possible to find enhanced funding.*

*SPF will play a part in 2024/25 funding as it is thought any underspend will be repurposed through the Growth Hub delivery arm for grant funding or programmes, Growth Hub is also being asked to deliver for LA's on programmes they are finding difficult to deliver internally*

b) Resources: DBT core £298,250

c) Other: CPCA Business Board Funding £573,000

**7. Please confirm that the Growth Hub will meet the minimum requirements as laid out in the current Growth Hub Network Branding/Communications Guidelines and Media Toolkit, and will take into account any revisions of the framework?**

*The Growth Hub complies with the guidance on the use of logos, social media, communication notifications to DBT, Innovate UK etc and uses ministerial quotes where available, overseen by Combined Authority Marketing and Comms Team, making good use of the media toolkit provided to it. This is now reviewed at monthly meeting with the Growth Hub and Marketing /Comms, all press releases etc must be approved before the Growth Hub publishes anything*

**8. Please confirm how the Growth Hub's delivery model will have the flexibility to evolve and to adjust to any new and emerging priorities or additional funded projects during FY 2024/25.**

*The CPCA Growth Hub learnt its lessons from Covid on how quickly we need to grow and flex if needed, we constantly evolve into what is needed, evaluating the landscape on a daily basis, we are ready for to deliver extra funding from either a local programme or a national level and are hungry to deliver and are more than capable.*

## The Customer Journey

### Conditions of Funding 3, 4 and 5

3. *As part of the Growth Hub Network to provide all businesses across England - no matter their size or sector - with access to advice and support via a free, impartial, 'single point of contact'.*
4. *Offer a triage, diagnostic and signposting service to make sure that all businesses approaching the Growth Hub can know what is available and can access the right support at the right time.*
5. *Ensure the Growth Hub's continuing ability to deliver separately funded non-core programmes e.g. residual ERDF programmes and Made Smarter (where applicable).*

Seek to engage and support all businesses (particularly SMEs) to take up external advice including that provided by the private sector. Providing access to a free (at point of access) and impartial joined up local 'single point of contact', taking into consideration the Public Sector Equality Duty.

For non-core programmes funded separately by Government, we would expect the Growth Hub's core management, governance and resources to continue to support these programmes where required.

If any changes to provision detailed in questions 9-15 are as a direct impact of the reduced level of core funding for 2023-24 please provide details. Please also specify what is being provided within core provision, **and what activity is funded from other sources.**



**9. What steps will the LEP take to ensure that the Growth Hub continues to provide access for all businesses, irrespective of size or sector, via a free and impartial local 'single point of contact'?**

*The CPCA Growth Hub has a policy that no-one leaves with nothing, we will be using the Growth Canvas system for all advisors and every client goes through this system, this then decides the service lines the client is directed to, we never charge for any service, and we only offer non-bias free advice, we also make sure our advertising hits the minority sectors as well as the GRT community.*

**10. What type of Growth Hub delivery model will be used by the LEP in 2024-2025 to deliver a local triage and diagnostic service to all businesses in the LEP area? Are any changes planned to the current Growth Hub delivery model?**

*The CPCA Growth Hub delivery model will be in-house delivery as mentioned earlier, CPCA Growth Hub is the portal entrance to business assistance for the region, We will be predominately using growth Canvas as an advisor tool, along with Growth Mapper from Oxord innovations for Manufacturing clients, the new industry specialists we are employing shortly will have open diaries for clients to book slots with them, this will be alongside our generic business advisors who offer mentoring etc, so a much fuller offering for 2024/5*

**11. What steps will the LEP take to ensure that the Growth Hub focuses on those delivery models demonstrated to be most effective for SMEs, prioritising according to local business demographics and business needs e.g. face-to-face support, local business networks (including mentoring), specialist support?**

*The CPCA Growth Hub has always offered and always will offer F2F or Virtual support to anyone that requests it, by triaging clients we can then offer them the most effective signposting available, with the added specialist advisors we will be able to offer specialist support to the local region which will enhance our offerings massively, we analyse needs on a daily, weekly, monthly basis*

**12. How will the LEP ensure that the Growth Hub makes best use of free national assets (e.g. GOV.UK and Export Support Service) and the national Business Support Helpline, and shared assets across the Growth Hub Network?**

*CPCA Growth Hub makes best use of the free assets we have at our disposal, we signpost to .GOV on a lot of calls and Export Support Service is also well used by our advisors, we do use the Business Support Helpline tools and switch over calls at Christmas, but we do also answer the phones with local advisors.*

**13. How will the LEP ensure the Growth Hub supports and promotes Government policy and programmes with basic minimum of communications amplification, and where relevant incorporation into advice/guidance provided by the Growth Hub. Any value-added activity would be at the discretion of the individual LEP.**

**Please also specify how the LEP will ensure that the Growth Hub will effectively promote advice and support provided by other partners in the public and private sector? For example, relevant programmes would seek to:**

- a) support businesses seeking new market opportunities and to trade internationally;**
- b) stimulate investment in science, research & development and innovation, and encourage the adoption of innovative technologies and management best practice;**

- c) enable businesses to source the right people, access apprenticeships and develop workforce skills;**
- d) ensure business awareness of public procurement opportunities and major infrastructure projects; including as a minimum a link on the Growth Hub website to the Government's free portal, Contracts Finder; and**
- e) make businesses aware of the opportunities created by national strategies and support programmes e.g. Net Zero, Help to Grow and Made Smarter.**

- a) The CPCA Growth Hub supports businesses seeking new markets by way of diagnostic and then referral to the DBT team which we work very closely with on a daily basis*
- b) The Growth Hub has an excellent network in the science, research and development and innovation sector, we work closely with Innovate UK and innovate UK Edge to ensure the sector has encouragement to adopt innovative tech and follow management best practise*
- c) The Growth Hub works very closely with the skills dept at CPCA with a hand holding handover to a member of the skills team when needed*
- d) The Growth Hub website has a link to the government free portal contracts finder, we also run various articles in our weekly bulletin telling local businesses about procurement projects that are available in the region*
- e) The growth Hub has a Net Zero page on the website which is updated weekly advising businesses of the opportunities created across the region*

**14. Where relevant, what steps will the LEP take to ensure that the Growth Hub's core management, governance and resources are in place to continue to support delivery of separately funded non-core programmes e.g. residual ERDF projects, Made Smarter (where relevant)?**

*CPCA Growth Hub supports all funded programmes across the national network, not just the local programmes, we use Grant Finder with clients to ensure we search the whole network when searching for funding*

**15. If relevant, what steps will the Growth Hub take to work in partnership with the British Business Bank, the Financial Sector, accountants and others to raise awareness of sources of business finance or provide signposting to appropriate sources of advice and guidance?**

*The Growth Hub has amazing relationships with the BBB, we have weekly catch up meetings with Paul Sullivan area manager and Paul also attends our 6 monthly team meetings to update the whole team on programmes etc available through BBB, we also have regular networking events with local business leaders and financial sectors including accountants in the area, and most local accountants offer GH clients a free hours advice FOC*

## **Strategic partnerships and business support simplification**

### **Conditions of Funding 6, 7, 8, 9 & 10**

- 6. *Link to and promote national and local provision, from the public, private and third sector.***
- 7. *Support and promote Government policy and programmes (including Help to Grow) with a basic minimum of communications amplification and where relevant incorporate in advice/guidance provided by the Growth Hub. Any value-added activity would be at the discretion of the individual LEP.***
- 8. *Encourage simplification and coordination of the local business support ecosystem, to provide clarity for local businesses and partners.***
- 9. *Actively participate in the relevant Growth Hub Cluster (as member, lead or national coordinator), working together either within the cluster or further afield where practicable and beneficial to do so, and to support coordination and drive economies of scale across the network.***
- 10. *Bring together organisations involved in the provision of business support from across the public, private and third sectors, working to shape provision according to local business needs, and maintaining wider communication channels with local businesses.***

Building and strengthening relationships with the key local players across the Public, Private and Third Sectors, Academia, and National providers such as Innovate UK (IUK), Department for International Trade (DIT), the British Business Bank, investors, Universities, and others to exploit opportunities for collaboration and to further join up and simplify the local business support ecosystem.

If any changes to provision detailed in questions 16-18 are as a direct impact of the reduced level of core funding for 2022-23 **please provide details**. Please also specify what is being provided within core provision, **and what activity is funded from other sources.**

**16. What approach will the LEP take, via the Growth Hub, to continue to develop strong, inclusive partnerships with all of the local and national players (public, private and third sector etc) involved in the ongoing development and delivery of the Growth Hub? Including, improving visibility and coherence to businesses, by aligning services (including wider government regional offers) under a common model and working to shape provision according to local business needs.**

*The Growth Hub has made a concerted effort to develop strong relationships with all local and national players involved with the development of the GH, we are now more visible than ever pivoting and flexing to offer aligned services.*

**16b) Please provide a brief summary where appropriate/relevant of how you work with and have relationships with key partners both locally and nationally from the examples listed below:**

- **Innovate UK (IUK) and UK Edge (formerly Enterprise Europe Network):**
- **Knowledge Transfer Network (KTN):**
- **Department for International Trade (DIT)**
- **British Business Bank (BBB):**
- **Intellectual Property Office (IPO):**
- **Be the Business (Productivity Leadership Group):**
- **Banks:**
- **ICAEW / Accountants:**
- **PBS sector (including local specialist advisors and support via a pool of Legal and Professional sector partners):**
- **Angel Networks:**
- **Universities/Business Schools:**
- **Business Intermediaries (e.g. Chambers, FSB etc):**
- **Enterprise Zones:**
- **Local/Combined Authorities:**
- **Catapults/Incubators and Accelerators:**
- **Better Business for All (BBfA)/Regulators:**
- **Libraries/Business & IP Centres:**
- **Enterprise Agencies:**
- **Government Departments e.g. DCMS, DWP, HMRC and Cabinet Office (SME procurement):**
- **National Cyber Security Centre:**
- **Others (public, private, third sector etc):**

- *Innovate UK (IUK): Joint events planning and implementation, promotion locally on Innovation Grants and Loans, joint working with Innovate2Succeed local business support delivery programme. Liaising, signposting and referring to EXEMPLAS and Enterprise Europe*

*Network and St Johns Innovation Centre (local Innovate UK provider organisations). Data sharing MOU's and GDPR in place. Joint marketing undertaken.*

- *Knowledge Transfer Network (KTN): National and local with ARU and Bedford University – see universities below – joint events in 3D printing, 4Manufacturing including Navigator training on diagnostic tools used to assist the delivery of KTN in this region. Joint marketing undertaken.*
- *Department for Business and Trade (DBT) / Enterprise Europe Network (EEN): Local Officers and inward investment team, referrals and signposting with joint event planning and implementation. Joint marketing undertaken. A great relationship with Nick Royle and his team, with daily email introductions to clients and vice versa.*
- *British Business Bank (BBB): Via Finance East (FSE)- steering group membership on the East of England Regional Growth Loan Scheme – recently extended and enhanced by BBB, providing loans to scale up businesses. Working with BBB to enhance loans, equity and patient capital in this region.*
- *Intellectual Property Office (IPO): Direct lines to IPO and EEN locally, with support from practitioners, joint event planning. Navigators are trained by IPO to provide first line IP support to businesses. We have a super relationship with BIPC Cambridgeshire, we deliver their start up workshops for them and are judges on their panel.*
- *Be the Business (Productivity Leadership Group): Working with BTB, on patch advisor now works out of the combined authority offices three days a week and is in constant communication with the GH and leads are flowing both ways*
- *Banks: Barclays (digital Eagle Labs); Nat West (Growth Advisors); Lloyds (mentors and AM&M); Santander (Export); METRO (small business); HSBC (larger SME's); Challenger (investment) – all banks provide a qualified source of referrals to the Growth Hub and can provide support when required, often sponsoring events on our behalf. Regular meetings by navigators with commercial bank managers.*
- *ICAEW / Accountants: Regional/national and practitioners – will promote Growth Hub events and navigators present at functions. Reliable source of referrals received. Growth Hub Manager is on Local ICEAW Strategy Group.*
- *Angel Networks: Local and London – The Syndicate Room, Cambridge Angels, New Anglia Capital – all provide dedicated resources in the area and provide a good outlet for signposting.*
- *Universities/Business Schools: Cambridge, Judge, ARU, Essex, Suffolk, Cranfield, Aston, Bedford- are all supported. We offer lectures to enterprise programmes in Chemistry, Business, innovation etc, making good use of referrals to ARU/KTN KEEP+, REACTOR programmes and scale up programmes offered locally by these organisations. Aston are launching their ERDF funding to provide AgriTech supply chain support, Cambridge Business School are applying for ERDF funded scale up and sustainability business support programmes.*
- *Business Intermediaries (e.g. Chambers, FSB etc): Cambridgeshire, Herts, Suffolk, Essex and Lincolnshire Chambers and FSB local regions – sharing joint events, guest speakers and referrals, providing bespoke seminars to members on topics requested, such as exporting, Intellectual property, Innovation, Construction, Skills etc.*
- *Enterprise Zones: we have 5- which house incubators and accelerators as well as high growth and sector specific enterprises. We are based in the largest Enterprise Zone in Europe.*
- *Local/Combined Authorities: 14 local authorities, incl two cities, six county councils and CA – working closely with Economic Development Officers with client sharing, seamless support provision linked with BBFA.*
- *Catapults/Incubators and Accelerators: 42 recognised incubators or similar, no catapults within boundaries however we encourage incubators and accelerators, offering capital grants to grow and providing referrals and signposting.*

- *Better Business for All (BBfA)/Regulators: Working with CPCA Better Business for All, making more use of regulatory staff at Local Authorities and Opportunity Peterborough incl Fire Service, combining with Economic Development Officers from those LA's which have these, to assist with triage and brokerage of the smaller SME's not recognised as high growth and to assist with identifying high growth businesses located in local areas. Working on pilots including Primary Authority. Also networking BBFA across the region.*
- *Libraries/Business & IP Centres: Working to combine 44 libraries incl Cambs & Peterborough into IP centres- Working closely with the National Libraries Service to enhance IP support locally and assist pre-start and start-up businesses in market towns, cities and rural areas and access ESF funding with enhanced enterprise agency led mentoring services and linking to Cambridge Judge Business School.*
- *Enterprise Agencies: 2 active in area – MENTA; Opportunity Peterborough – all active and act as referral partners to the Growth Hub.*
- *Others (public and private): FD Centre, Marketing Centre, St Johns Innovation, Judge Business School, Cambridge Wireless, One Nucleus; Cambridge Network – all promote growth hub activities.*

*We currently work with all of the above with the exception of Be the Business (Productivity Leadership Group) who we shall look to work with in the future following recent conversations we have had with them. Our involvement in addition to two-way referrals, is in the provision of events, workshops and seminars which we share with the above partners. We have access to the 4Manufacturing diagnostic tool provided to us by KTN. Our Next level event run with GOOGLE, Barclays Eagle Labs and private sponsors was a success. We are working with BBB agents to formulate new loan funds specifically for our region, using models from other LEP areas. We have carried out extensive work with the National Libraries Service to bring business support delivery to local areas.*

**17. What approach is the LEP/Growth Hub taking to explore opportunities for sharing office space, hot desking and other resources not only with local partners such as DIT, Innovate UK, the BBB and IPO, but cluster members or other LEPs where it makes sense to do so and will deliver a greater level of value for money and/or deliver greater outputs and impact for the Growth Hub? Please confirm where this is already happening.**

*The Growth Hub now uses the Innovate UK Edge offices in Cambridge for joint staff meetings, sharing best practise and also client referrals, we also use the BIPC suites across the region for delivery of workshops, we meet with BBB once a month to share updates to ensure our offerings align across the region, this joined up thinking and working as one really does bring us all closer along with the referral processes which are excellent on patch.*

**18. Given a Condition of Funding is to ensure that Growth Hubs work together to seek economies of scale, leveraging value for money, etc, what steps will be taken to ensure the LEP through the Growth Hub collaborates flexibly with other Cluster members, Cluster Leads, and LEPs/Growth Hubs further afield, and the with National Coordinator?**

*The Growth Hub works very closely with the Arc Cluster that it belongs to, this brings extra knowledge and talent into the area without the need for extra funding, our staff now share best practise, and look after cross border clients, the arc cluster meetings for the GH manager are a sounding board which really helps with strategy etc The growth Hub also works with other GH's such as Lincs which we have a bi monthly catch up with again sharing best practise and programme ideas etc*

## Data, Monitoring, Reporting, Evaluation and Value For Money

### Condition of Funding 11

#### ***11. Compliance with the revised Growth Hub 'Monitoring and Evaluation Framework.' Using robust monitoring and evaluation systems to seek continuous service improvement, ensure quality of delivery, and enable analysis of impacts and outcomes.***

The LEP must commit its Growth Hub (including any external providers) to use common metrics and evaluation approaches as set out in the revised Framework. This will include provision by the LEP to BEIS of **aggregated** Growth Hub performance data on a bi-annual, end of year and ad-hoc basis for all interventions regardless of level of intensity.

The LEP will also be expected to maintain records of **non-aggregated** (firm level) data for all medium and high intensity diagnostics and interventions (including provision of primary unique business identifiers e.g. Companies House Registration Number or VAT/PAYE and postcode) to be made available to BEIS or its agents to undertake evaluation of the performance, outputs and impact of all Growth Hubs. LEPs should also maintain CRM records of businesses engaged via separately funded non-core Government programmes e.g. Made Smarter and ERDF, and be prepared to provide this to BEIS or its designated agents on request, to the extent that it is permissible in compliance with UK GDPR.

In addition, the LEP will be expected to produce a bi-annual and separate end of year report on the performance and delivery of the Growth Hub, which may also include any independent evaluation carried out. This information may in addition be published in the LEP's own annual report. Scheduling of these reports is detailed in the Grant Offer Letter.

The Growth Hubs Programme is required to take into consideration the requirements of the Public Sector Equality Duty, ensuring that services do not exclude individuals with legally protected characteristics. The revised M&EF for 2022-2023 includes the specific requirements for collecting data relating to protected characteristics of those using Growth Hub services, and qualitative information on any specific programmes or activities targeting these groups.

**19. What systems will be put in place to ensure that the Growth Hub (including any externally contracted delivery agents/brokers) fully complies with the data collection and reporting requirements set down in the 2024-2025 'Monitoring & Evaluation Framework' including indicators that relate to levels of business awareness, engagement, transformation, value for money, outputs and impact, and ensuring full compliance with GDPR legislation.**

*The Growth Hub is using Evolutive CRM System as a one source of data collection, which is monitored by the CPCA daily to ensure that GDPR compliance is upheld, this system also allows for full reporting on any activities taken place within the Growth Hub*

**20. What approach will the LEP take to ensure the collection of metrics and data that relates to engagement and the use of services by those with protected characteristics as set out in the M&E Framework, and the limitations of that data and its collection.**

*The CPCA Growth Hub uses Evolutive as a CRM system which is set up to collect to DBT standards, the data reports from Evolutive will collect protected characteristics data from clients so this can be reported on the yearly DBT report.*

**21. What systems are or will be put in place to ensure robust and quality driven data capture and reporting to DBT of Aggregated data at required intervals.**

*The Growth Hub uses Evolutive which allows collection of all data needed for the DBT reporting process and any aggregated data needed*

**22. What systems are or will be put in place to collect and maintain records of non- aggregated (firm level) data for all businesses receiving medium-intensity and high-intensity diagnostics, support and advice e.g. this must include accurate capture of Companies Registration Number or VAT/PAYE and postcode as the primary unique business identifiers.**

*Again this will be collected through our CRM system in place Evolutive*



**23. Please confirm any Key Performance Indicators and Quality Performance Standards set by the LEP to ensure that the Growth Hub (whether delivered “in-house” by the LEP/MCA/LA or by an externally contracted provider) delivers a service that is aligned with the ‘Conditions of Funding’ attached to this Grant.**

*KPIs are still to be set, suggested targets are below.*

	Yearly Target
Number of Businesses that receive a light touch (triage, signposting, support)	3,000
Total number of unique visitors to our website	20,000
Number of Businesses receiving “high” intensity support (sustained growth and using significant GH support 3hours +)	2,500
Number of Individuals helped to start up a company	300
Number of businesses referred to skills or training	500
Number of businesses referred to an R&D programme	300
Number of businesses referred to an Import / Export programme	350
Number of referrals to an Inward Investment programme i.e. DBT	300
Number of referrals to a financial institution i.e. BBB, Barclays Eagle labs	250

**24. Please specify how the LEP ensures that the Growth Hub makes use of freely available national data sets (e.g. HMRC export data), and of third-party business data (e.g. Companies House, Dun & Bradstreet) to supplement local intelligence, shape delivery of core Growth Hub services, and identify, engage and support the business target audience?**

*The Growth Hub uses all freely available data sets, all companies are vetted through Growth Flag*

**25. What approach will the LEP take to ensure that the performance and impact of the Growth Hub is robustly measured and evaluated? Including areas such as value for money, short, medium and longitudinal impact on business growth, delivery metrics, business needs, reach and impact of support provided to businesses.**

*The CPCA Growth Hub monitors the performance of the advisors by contacting clients asking clients to score the services delivered, (1-5) on a random basis. The CPCA also monitors the value delivered, also monitoring the reach and impact.*

## **Business and Economic Intelligence**

### **Condition of Funding 12**

**12. Provide CLGU Area Teams with ad hoc intelligence on new and emerging economic opportunities and shocks, and on general business and economic conditions.**

We expect LEPs and their Growth Hubs to engage closely with the Cities & Local Growth Unit's Area Teams and to share information. The core condition requires LEPs/Growth Hubs to report on any significant new and emerging economic opportunities and shocks, and also to respond to queries from CLGU/Area Teams on specific local business and economic issues.

It is for individual LEPs to determine how they manage this - including whether they choose to provide broader information on a regular basis, and whether continue to work individually to pool intelligence at Cluster level.

**26. What approach will the LEP via its Growth Hub take to provide CLGU area teams with ad hoc intelligence and information on new and emerging economic opportunities and shocks and local business conditions?**

*The CPCA ensures the GH team pool local intelligence weekly and add to the monthly DBT report, keeping abreast of local shocks, opportunities and local business conditions, all growth hub team members are debriefed every Friday morning and they deliver intelligence on patch to the GH manager and analyst who then communicate this to DBT through the report.*

## **Cambridgeshire and Peterborough Combined Authority (CPCA) Growth Hub Delivery plan 2024/25**

CPCA Growth Hub having been outsourced for 3 years as part of Growth Works is now back in house at CPCA and starts Financial Year 2024/25 in a good place, with existing strong relationships maintained across the region with all the Local Authorities, public and private stakeholders.

### **Core Offer from Department for Business and Trade (DBT) funding - £298,250 - Secured**

The funds are provided by DBT to Combined Authorities and Upper Tier Authorities across England to provide a standard Growth hub business support offering in all places. For the CPCA area we propose to utilise the grant funding across the following resources and activity:

- 1 x Growth Hub Manager
- 2 x Growth Hub Advisors (Generalist)
- 1 x Growth Hub Analyst
- 1 x Growth Hub Comms and Marketing Lead

### **Additional offer from CPCA Funding as recommended by Business Board - £573,000-secured**

Funding proposal to utilise Enterprise Zone receipts and recycled Local Growth revenue Funds was recommended by the Business Board to the Combined Authority, and subsequently approved by the Combined Authority in July 2023. For the CPCA area we propose to utilise this additional funding across the following resources and activity:

- 1 x Manufacturing / Angel Investor / Start Up Business Advisor
- 1 x CIC / Charity / Social Enterprise Business Advisor
- 1 x Finance Business Advisor (Workshop delivery)
- 1 x Net Zero Business Advisor (shadow for retiring member of Growth Hub staff willing to deliver workshops)
- Manufacturing support programme Utilising diagnostic tool– Oxford Innovation (Growth Mapper)
- 1 x Company intelligence database / Due Diligence system (Growth Flag)
- 1 x Advisor Support Tool (Growth Canvas) - (may be paid by DBT nationally – awaiting confirmation)
- 1 x Customer Relationship Management (CRM) System - Evolutive
- Events and Networking – programme to be confirmed but examples may be: Camb North B2B / Camb South B2B / 21towatch /

The Core Growth Hub Staff (x5) will be carrying out their usual roles across the region, delivering business assist to any size business from a startup idea through to multi worldwide conglomerates, providing signposting, mentoring and delivering workshops across the Team Cambridge - Peterborough region.

The additional Growth Hub Staff and activities will enhance the offerings we have significantly providing the sector specific advisors that businesses will be able to book in with 1 –2 hour slots, and work on their strategy in the various sectors such as the Community Interest Company (CIC) / Social Enterprise sector, where the Growth Hub gets many enquiries but our generic advisors are too busy with start-ups and generalist advice to sit down for a deeper strategy session with a CIC or Social Enterprise – exhausting all avenues of funding, this is where value gets added, the organisations Managing Director (MD) or Chief executive Officer (CEO) can work with an advisor much more closely i.e. CIC's normally have poor sales pitches or usually don't see commercial opportunities, that an advisor as a "fresh pair of eyes" will see. The same will apply with the Net Zero Advisor, businesses across the patch are very wary of paying for consultants in this particular arena of net zero or energy advice sector, adding to the Growth Hub offer a "safe pair of hands" who can advise and signpost to other "safe pair of hands" this will inspire take up and be the could be the stimulation the market needs locally to help with De-Carbonisation targets, which are currently not being taken seriously by many businesses, particularly smaller ones.

The Manufacturing advisor will have a big role to deliver, working with the Manufacturing Sector Champion, sector relevant Business Board members and supportive stakeholders such as Chambers of Commerce and Make UK, to aid meaningful interventions with the manufacturing businesses the plan is to align this advisor to a tool such as Oxford Innovations Growth Mapper, which is industry wide respected and used by a well-trained advisor (training is included) can give some powerful metrics back to a business owner in the form of a strategy document.

The Growth Hub also needs to promote a more prominent face in the minority sector events, such as the African Chamber events we are attending this year, also reaching out to women only groups especially in the north of the region where there are very few female start-ups in the minority sectors, we need to make sure everyone knows across the region that the CPCA Growth Hub is there for their business needs not just the usual few.

With the new company intelligence and due diligence system, we can save money by not having to outsource this service, this system also takes over from two extremely expensive business intelligence systems we were using in previous years, this replacement thus cutting last years costs by £20K, plus all advisors both sector specific or generalist will be using a new advisor support tool called Growth Canvas, as well as aligning the advisors questioning and reporting this new tool will give the CPCA quality data about the businesses across the region, which will help with forward planning and pick out trends and troughs quickly to deal with challenges or harness new opportunities.

The plan across 2024/25 will be to enhance partnership working and the Growth Hub will be very much working aligned with the Local Authorities (LA) Economic Development Teams, with regular meetings across each LA to ensure we are not duplicating any provision or engagement ensuring maximum value for money in delivery, we also start 2024/25 with a shared marketing calendar designed by the GH team that all the LA teams have access too, this again makes sure we maximize marketing campaigns across the region for business services on offer, again working harder (ad smarter) to make our borders invisible and make us the true Team Cambridge / Peterborough.

## Outputs and delivery targets 2024-25

Annual Target	
Number of Businesses that receive a light touch <i>(triage, signposting, support up to 1 hour)</i>	3,000
Total number of unique visitors to our website	25,000
Number of Businesses receiving “high” intensity support <i>(sustained growth and using significant GH support 3hours +)</i>	2,500
Number of Individuals helped to start up a company	300
Number of businesses referred to skills or training	500
Number of businesses referred to an R&D programme	300
Number of businesses referred to a Import / Export programme	350
Number of referrals to an Inward Investment programme i.e. DBT	300
Number of referrals to a financial institution i.e. BBB, Barclays Eagle labs	250

Yearly output targets are in line with DBT funding requirements.

The targets above may seem slightly ambitious but with a team focused on growth and the new staff shortly to be in place, the above targets are more than achievable.

New Advisor role job descriptions were sent to HR for evaluation and hay salary scaling on 30/04/24 and once evaluated and approved by HR they will be advertised, with a view to enrolling the new staff as soon as possible.

<b>Business Board</b>	Agenda Item
<b>13 May 2024</b>	<b>11</b>

Title:	Strategic Growth Fund and Levelling Up Fund Update (Gainshare)
Report of:	Louisa Simpson, Strategic Funds Programme Leader
Lead Member(s):	Chair of the Business Board, Al Kingsley
Public Report:	Yes
Key Decision:	Yes KD2024/024
Voting Arrangements	Simple Majority

### Recommendations:

A	To note the updates on development of the Strategic Growth Fund and Levelling Up Fund contained within this report.
B	To recommend that the Combined Authority Board reallocates a maximum of £1.5 million unspent capital from the completed Growth Works programme to the Strategic Growth fund to increase the total budget available for this fund.

### Strategic Objective(s):

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

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

### 1. Purpose

1.1	The key purpose of this report is to outline the status of development of future funding programmes that the Economy & Growth Directorate have budget available in the MTFP 2024/25.
1.2	This report provides the Business Board with a progress update since the budget allocation of £20 million for Strategic Growth Fund and £10 million for Levelling Up Fund was approved by the Combined Authority Board in January 2024 from its Gainshare capital funding.
1.3	This report also seeks to request recommendation from the Business Board to the Combined Authority Board to reallocate a maximum of £1.5 million unspent capital remaining to the Strategic Growth fund from the completed Growth Works programme to increase the total budget available for this fund.
1.4	The report also seeks to update and receive feedback from the Business Board on the proposed process for developing the Programme Business Cases and the outlines proposal for the contents of the Business Cases.

## 2. Proposal

2.1	<p>The proposal covers 2 new funding programmes identified as opportunities in the MTFP 2024/25:</p> <ul style="list-style-type: none"><li>• <b>Strategic Growth Fund - £20million</b> - The funds available for local government to locally determine investment into skills and economic capital has reduced since the end of the Local Growth Fund, this fund is intended to mitigate this shortfall and fund both direct construction as well as enabling infrastructure. An indicative £5m of the fund will be used to help develop critical infrastructure at the University of Peterborough. The fund is phased to increase each year in anticipation of growth in the economy, although when projects are assessed from calls there may be a need to award more funding in year than currently budgeted if more successful projects approved.</li><li>• Final allocations from this Fund to projects will be proposed by the Business Board, consulted with Employment and Skills Committee, then recommended to relevant Board, Committee or Officer in-line with the delegations within the Single Assurance Framework, This would be as follows, below £1million delegated to Chief Executive Officer, above £1million and below £5million delegated to the CPCA Investment Committee, then above £5million it would require going to the Combined Authority Board.</li><li>• This fund includes the unspent funds allocated by the Business Board to Growth Works, this is a maximum of £1.5million. The number will be finalised as part of the year end process.</li><li>• <b>Levelling Up - £10million</b> - This fund is proposed to enable both local match funding for projects which will leverage significant external funding as well as the opportunity to expand the current market towns programme into other large non-market town settlements in the area enabling the delivery of much-needed public realm improvements. Final allocations from this Fund will be consulted with Business Board, constituent councils and other key stakeholders, considered for recommendation to the Board by the Employment and Skills (for Skills and Employment related projects) or Environment &amp; Sustainable Communities Committee (For community, infrastructure or public realm projects) and approved in-line with the delegations within the Single Assurance Framework, This would be as follows, below £1million delegated to Chief Executive Officer, above £1million and below £5million delegated to the CPCA Investment Committee, then above £5million it would require going to the Combined Authority Board.</li></ul>
2.2	<p>As part of the development of the funding opportunities we will be utilising the new assurance framework to ensure approval of the governance arrangements. Consultancy support is being procured to support the development of the programme business case and supporting documentation for both funds that will:</p> <ul style="list-style-type: none"><li>• Establish a range of agreed objectives</li><li>• Establish the KPIs for the programme</li><li>• The individual programmes requirements that have appeal to businesses and will drive change</li><li>• Other resources deployed in tandem with the support, including match funding</li><li>• Its administration and delivery model</li></ul>
2.3	<p>The work will also identify:</p> <ul style="list-style-type: none"><li>• Key beneficiaries of the programme</li><li>• The demand in the market - leading to programmes that will address the need and opportunities that businesses have</li><li>• The allocation of funds across programmes over the period</li><li>• The nature of funding including grants/ loans or equity</li><li>• The distribution of funds, including calls for bids/ applications</li><li>• The appraisal of applications</li><li>• The anticipated outputs, results and impact</li></ul>

2.4	<p>The 16 week proposed timeline for development of the programme business case for both funds is as follows:</p> <ul style="list-style-type: none"> <li>• Development of Concept Form working with stakeholders and businesses in focus groups to establish demand for certain types of innovation and stratification of beneficiaries according business size – 4 weeks</li> <li>• Presentation of the results to the BB &amp; other key committees with commentary as to potential programmes backed up by best practice case studies – 2 weeks</li> <li>• Development of Business case development including liaison with stakeholders as to what works - 8 weeks</li> <li>• Sign off by BB, Investment Committee and CA Board – 2 weeks</li> </ul>
2.5	<p>The programme business case development will engage with the business community and other relevant partners and will follow the new assurance process which is anticipated to go live in June 2024, we are working to the Combined Authority Board July/August, date to be confirmed, for the sign off of the business case.</p>
2.6	<p>The proposal looks to support the directorate business plan 2023/25:</p> <ul style="list-style-type: none"> <li>• Supporting our Businesses</li> <li>• Strengthening and attracting trade and investment, with a primary focus on growing our priority sectors and clusters</li> <li>• Developing skills and jobs at scale to sustain a highly skilled, relevant and flexible workforce</li> <li>• Regenerating our communities, towns, cities, market towns, identifying and unlocking infrastructure and other barriers to economic growth, and reducing inequalities, in collaboration with partners</li> <li>• Refreshing and keeping relevant our local economic growth narrative and plan, including the next set of propositions, asks and offers for a new Devolution Deal.</li> </ul>
2.7	<p>These objectives sit within the wider Combined Authority strategic priorities of:</p> <ul style="list-style-type: none"> <li>• Achieving good growth</li> <li>• Ambitious skills &amp; employment opportunities</li> <li>• Enabling resilient growth</li> </ul>

### 3. Background

3.1	<p>The MTFP was approved in January 2024 at the Combined Authority Board, a high level description of the funds was included in the MTFP, this also included how the funds would be managed within the Combined Authority committee structure.</p>
3.2	<p>Officers have started the process of engaging consultancy support to develop the Business Cases associated with the funds.</p>
3.3	<p>The option of producing the Programme Business Cases internally was considered but it was agreed capacity &amp; specialist expertise was not available in house</p>

### 4. Appendices

4.1	None
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## 5. Implications

### Financial Implications

5.1	If the recommendation to allocate residual unspent capital funds from Growth Works programme into the Strategic Growth Funds budget will require the MTFP to be adjusted to reflect the new total budget available for this programme.
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### Legal Implications

5.2	Governance arrangements will be in line with the Single Assurance Framework (SAF) and as per the delegations defined within the SAF.
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### Public Health Implications

5.3	Within the broad portfolio of future funded projects many may have a positive impact on public health regarding creation of key employment or skills outcome improvements across the Combined Authority. Also, the Levelling Up Fund may fund community projects which are linked or will have a positive impact on health outcomes. Good work and personal skills development are key determinant of positive health outcomes
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### Environmental & Climate Change Implications

5.4	The programmes of funding may contain various projects which will deliver impacts for environment and climate through wider changes and innovations in sectors such as Agri-food, green engineering, life sciences and digital that are Cambridgeshire and Peterborough global strengths. Success in these sectors will contribute to the global environmental and climate response.
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### Other Significant Implications

5.5	None
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### Background Papers

5.6	Combined Authority Board 31 <sup>st</sup> January 2024 MTFP decision - <a href="#">MTFP Capital Paper</a>
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<b>Business Board</b>	Agenda Item
<b>13 May 2024</b>	<b>12</b>

Title:	Business Board Annual Report & Delivery Plan 2024-25
Report of:	Domenico Cirillo, Business Programmes & Business Board Manager
Lead Member:	Al Kingsley, Chair of the Business Board
Public Report:	Yes
Key Decision:	No
Voting Arrangements:	Simple majority

**Recommendations:**

A	Approve the Business Board’s Annual Report & Delivery Plan 2024-25
B	Recommend the Combined Authority Board approves the Business Board’s Annual Report & Delivery Plan (2024-25), and for this to be submitted to the Cities and Local Growth Unit

**Strategic Objective(s):**

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

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

**1. Purpose**

1.1	The purpose is to seek approval of the Business Board’s Annual Report & Delivery Plan (2024-25) and for the document to be published on the Combined Authority website and submitted to The Cities and Local Growth Unit, which is a shared department of Department for Business and Trade (DBT) and Department for Levelling Up, Housing and Communities (DLUHC).
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**2. Proposal**

2.1	<p>The Business Board is required to produce an Annual Report &amp; Delivery Plan each year and for this to be reported at the Business Board AGM in line with the National Local Growth Assurance Framework (p42, para 163):</p> <p>“As part of the assurance monitoring process, each Local Enterprise Partnership (LEP) is required to publish an annual report and delivery plan. The delivery plan and annual report should set out a well-developed understanding of the local economic evidence base to identify opportunities and obstacles</p>
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	to inclusive growth, prosperity, and improved productivity. Government will work with LEPs to develop measures to report against in the plan and report. These will be considered as part of the annual assurance process. Delivery plans and annual reports should be published each financial year.”
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### 3. Background

3.1	<p>The Annual Report &amp; Delivery Plan focuses on aspects for which the Business Board is responsible, including Local Growth Funds, Sector Strategies and Enterprise Zones.</p> <p>However, as the work of the Business Board is now fully integrated into the Combined Authority, the Annual Report &amp; Delivery Plan covers all delivery aspects under the Economy &amp; Growth Directorate.</p>
3.2	<p>From April 2024, the Government has ceased funding LEPs. The decision is in line with local devolution agenda and provides an opportunity for local leadership to determine local economic strategies and development.</p> <p>The government stated that, as private enterprises, LEPs can choose to continue operating if that is the wish of their local democratic institutions.</p> <p>The Government also notes that some LEPs may choose to continue operations without core funding, either until a devolution deal is agreed for their area or in perpetuity and states that where an upper tier local authority or authorities wish to continue using the LEP as a vehicle to continue delivery of these core functions, or if they wish in due course to pursue integration of a LEP.</p> <p>Whilst this decision does not directly impact the Business Board and the Cambridgeshire &amp; Peterborough Combined Authority, the LEP requirements will now be ‘relaxed’ going forwards.</p>

### 4. Appendices

4.1	Appendix A. Business Board Annual Report & Delivery Plan 2024
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### 5. Implications

Financial Implications	
5.1	None.
Legal Implications	
5.2	None.
Public Health Implications	
5.3	No implications.
Environmental & Climate Change Implications	
5.4	No implications.
Other Significant Implications	
5.5	None.
Background Papers	
5.6	2022 – 2023 Business Board Annual Report: <a href="#">.Document.ashx (cmis.uk.com)</a>

**CAMBRIDGESHIRE AND PETERBOROUGH  
BUSINESS BOARD  
ANNUAL REPORT & DELIVERY PLAN 2024**



## INTRODUCTION

The Business Board has set the benchmark for an effective Local Enterprise Partnership (LEP) which has embedded the business voice within the Combined Authority. It has focussed on achieving 'Good Growth' that is more sustainable, securing stronger share of inward investment, realigning skills development and creating sustainable higher value jobs for the area.

One of our greatest strengths is our ability to continually evolve and work in partnership with our constituent partners, stakeholders and businesses. We meet challenges and innovate new ways of working, improving the role of the Business Board to advise, support and develop opportunities with the Combined Authority, which has been more important than ever before in a challenging economy where cost-of-living, cost-of-doing business and inflation are hitting hard.

Cambridgeshire and Peterborough's position is as a leading area for inclusive growth and we are seeking to continue our growth in a sustained way with a view to reducing inequalities across our region wherever we can. We need our businesses more than ever to support growth, ensuring our local economies can share in prosperity, with workers, learners and leaders reaching their full potential and achieving their goals.

To deliver this aim the Business Board has proposed changes to become further integrated within the work of the Combined Authority, reframing the role and function of the Business Board and drawing on its members' diverse experience, capabilities, and perspectives to help realise these shared plans.

The Cambridgeshire and Peterborough Economic Growth Strategy is being imbedded into the work right across all projects and activities of the Combined Authority. It is being implemented to maximise the huge opportunities of our region which is known for its dynamic, innovation-led economy, and it is identifying and tackling the barriers to growth which are holding parts of the region back. The role of the Business Board is changing in line with Government thinking for Local Enterprise Partnerships but also in line with the Combined Authority's new governance arrangements which will see the strengthening of the business voice across more of the Combined Authority's other Boards and Committees. We will play a crucial advisory role to help our area make the most of the growth opportunities from existing and emerging sectors, by identifying, understanding, and seeking to break down barriers to growth.

Our execution on projects like Growth Works, which is the Cambridgeshire and Peterborough Business Growth Service, is delivering accelerated growth rates across our sub-economies, and is contributing to the Combined Authority's ambition of doubling Gross Value Added in Cambridgeshire & Peterborough by 2045, but in a more sustainable, greener, digitally enabled, and inclusive way.

Our mission is to work with our partners to create an innovation economy that leads to greater opportunity for everyone in our region. The benefit of being within a Combined Authority is the ability to work across local Government, alongside businesses, public services, and Government, to continue to make this region an internationally competitive local economy.

In 2024, the Business Board will drive its new role as an advisory board to the Combined Authority, with new board members providing fuller representation across sectors and themes, sitting on all Combined Authority Committees and Boards and external key partnerships and boards.

## **FOREWORD: AL KINGSLEY (CHAIR OF THE BUSINESS BOARD)**

It is my pleasure to provide a few words as Chair of the Business Board for the Cambridgeshire and Peterborough Combined Authority, not least given the transformation we have undertaken over the last 18 months. Fundamentally the focus of the Business Board has been on helping our private, public and third sectors to work effectively together to rise to these challenges, to make the most of the opportunities that our unique local economy continues to generate, and to continue to play our role in supporting the sustainable growth of the UK as a whole. Changes to the landscape for Local Enterprise Partnerships (LEPs) has seen the Business Board evolve into a body that is now seamlessly interwoven into all parts of the Combined Authority's work, with an enhanced focus on ensuring we have a strong business voice heard at all stages of activities.

As a Board, our focus has been multifaceted. Firstly, to recruit a diverse and experienced group of business leaders that can support both our broad economic plans and the key sector strategies most relevant to our region. Our second focus has been to develop greater input and involvement across all thematic activities within the Combined Authority and then, thirdly, to broaden our outward connections across the region's business community. All are evolving at pace, but we are very mindful of a need to further extend our reach and voice. Alongside these areas of focus, naturally, the order of the day for the Board is to support impactful and evidence-based investments across our region and support the Combined Authority's economic and growth strategies.

Reflecting on a year of a continuing cost-of-living crisis, geopolitical turmoil, global inflation and the ongoing recovery from Covid-19, Cambridgeshire and Peterborough's economy remains innovative, globally competitive, and ambitious. Our importance to UK Plc is no less proven in tough times as well as the good, and over the year we have seen positive news such as strong employment growth and a rebound in inward investment to the region.

But we are all keenly aware of the crucial need to invest back into our infrastructure if we want to remain competitive. So it was significant in this last year that the Combined Authority got agreement on a new Local Transport and Connectivity Plan, something the Business Board gave input to. It sets out a bold plan for journeys, connecting more people and place to opportunities for education, training and employment. A bus strategy was also launched, aiming to reform the whole network. Our Board is well placed to support further, including how we make the business case for the infrastructure investment we need.

Another piece of the jigsaw is skills and training, a key focus of the Business Board. Strides are being taken to increase opportunity to more people, align skills and training more closely to the needs of employers, and bring employers, the education and training sector and learners together in a cohesive and world class skill system.

I have had the pleasure of several visits to ARU Peterborough – the city’s new university – itself a remarkable testament to the ambition of this region. With construction starting during a pandemic, and numerous economic shocks along the way, we now have a thriving and growing campus. I have seen impressive progress first-hand, including the exciting phase 3 building ‘The Lab’, on target for completion later this year. With significant funding from the Business Board, the benefits are already being felt on the community, with about half applicants coming people with Peterborough postcodes.

We have also seen the official opening of the Business Board-funded North Cambridgeshire Training Centre in Chatteris, funding for a green skills centre at College of West Anglia’s Wisbech campus and progress on another funded project, the Centre for Green Technology at Peterborough College. These are all schemes in areas where levels of skills are below national averages.

These are all examples of how we are laying foundations for projects that will deliver for the region not just over years, but decades, and all of which serve the Combined Authority’s higher goal of doubling the size of the economy under its Devolution Deal.

The Business Board has also continued to embrace the Combined Authority’s four strategic priorities , of good growth, better connectivity, ambitious skills and employment opportunities and making our communities more resilient. These are important to delivering a better quality of life, and the Board has worked constructively with the Mayor, the Combined Authority, the constituent local authorities, and the business community to ensure that the efforts of the whole can be greater than the sum of the parts. Now more than ever, the ability for our region to grow can only be maximised with a joined-up and cohesive approach, we are significantly stronger as a whole, and the Business Board will continue to seek to maximise impact for the benefit of the region as a whole.

I’d finally like to share a huge thank you to Professor Andy Neely, Tina Barsby and Dr Belinda Clarke who have stepped down from the Business Board over the last year as their terms of office concluded. They have all been very influential in the development and evolution of our Business Board, as well as being hugely supportive for me throughout their terms.



## KEY ACHIEVEMENTS 2023-24: BUSINESS BOARD CONTINUING TO BOOST ECONOMIC RECOVERY AND GROWTH IN CAMBRIDGESHIRE & PETERBOROUGH

### **POSITIVE RESULTS FROM THE GROWTH WORKS END OF PROGRAMME REPORT**

Following the completion of the Growth Works Programme, a final evaluation was conducted utilising a range of resources producing a short summary document and full report.

The Growth Works Service was designed to better enable the commercialisation of innovative ideas, provide support to entrepreneurs and SMEs to scale up whilst attracting firms to locate to the area. Growth Works also aimed to respond to the impact of COVID-19, and accelerate economic recovery, whilst building future resilience. The establishment of Growth Works was led by the Combined Authority and supported heavily by the Business Board. The programme has been delivered with a consortium of experts to help and support businesses to grow across a range of services.

**Job Outcomes:** Overall Growth Works performed well, reporting 6,376 jobs at the end of the three-year programme, equating to 116% of the planned target. However a significant proportion of jobs were reported in the final year, illustrating that Growth Works delivered better towards the end of the programme.

JOBS*	Target				Actual			
	Year 1	Year 2	Year 3	Overall	Year 1	Year 2	Year 3	Overall
Growth Coaching	46	1,454	1,723	<b>3,223</b>	139	1,388.5	2,287	<b>3,814.5</b>
Inward Investment	75	263	485	<b>823</b>	323	349	812	<b>1,484</b>
SME CapEx Grants	397	474	349	<b>1,220</b>	439	255	103.5	<b>797.5</b>
Equity Service	0	10	210	<b>220</b>	0	14	188	<b>202</b>
Skills Service	No job targets set for the Skills Service				4	63	11	<b>78</b>
<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>3,401.5</b>	<b>6,376</b>

\* Job numbers include both those created/evidenced and those forecast/committed

The Growth Coaching part of the Service, as expected, contributed to the greatest number of jobs (60% of total), reporting an over performance of 691.5 jobs against target. Next greater number and proportion of jobs was delivered through the Inward Investment Service;

however, the SME CapEx Grants Service line delivered 422.5 fewer jobs than planned, equating to achieving 65% of target. A small number of additional jobs were created through the Skills Service.

**Non-Job Outcomes:** In addition to the creation of new jobs, Growth Works committed to improving the supply of skills through learning outcomes and apprenticeships.

SKILLS OUTCOMES	Target				Actual			
	Year 1	Year 2	Year 3	Overall	Year 1	Year 2	Year 3	Overall
Learning Outcomes	209	748	748	1,705	257	610	910	1,777
Apprenticeships*	51	449	900	1,400	66	251	487	804

\* Apprenticeship numbers include both starts by the end of the contract date and commitments to start from employers up to 30.4.2024

Growth Works reported 1,777 learning outcomes equating to 104% of delivery. Performance ramped up over the three-year period, with over half achieved in the third and final year of the service. The apprenticeship target however was not achieved, with Growth Works only delivering 804 apprenticeships against a target of 1,400, just 57%.

**Budgetary Spend:** Overall Growth Works expenditure was in line with budgetary planning, with the exception of the Growth Coaching Service and Equity Investment Service under-delivery of grant allocations. These unspent funds remain within CPCA reserves and are available for investment in future business support programmes. The funding model for Growth Works included a significant element of European funding, which is not sustainable or replicable currently for any future programmes.

	Budget / Allocation / Planned					Actual Costs / Expenditure					% Total Spend
	Costs £	Grants £	BEIS Growth Hub £	Growth Go Admin £	Total £	Costs £	Grants £	BEIS Growth Hub £	Growth Go Admin £	Total £	
High Growth Coaching*	3,202,000	4,000,000	286,288	287,717	£7,778,006	3,202,000	3,054,548	368,275	275,537	£6,900,360	33%
Equity Investment (CapEx Grants + Equity)	780,001	10,270,000	382,004	334,607	£11,766,612	780,001	6,382,278	491,402	316,037	£7,969,718	38%
Talent & Skills Development	3,588,568		195,665	171,388	£3,955,621	3,668,568		251,700	161,876	£4,082,144	20%
Inward Investment	1,667,205		88,921	77,888	£1,834,015	1,667,205		114,387	73,566	£1,855,157	9%
<b>Total</b>	<b>£9,237,774</b>	<b>£14,270,000</b>	<b>£952,879</b>	<b>£834,649</b>	<b>£25,332,253</b>	<b>£9,317,774</b>	<b>£9,436,826</b>	<b>£1,225,763</b>	<b>£827,016</b>	<b>£20,807,379</b>	<b>100%</b>

\* Includes BGS Nudge Grants

**Client Feedback and Key Programme Impact:** Regular surveys of clients were undertaken throughout the duration of Growth Works, using the Net Promoter Score (NPS) metric. A total of 295 responses were secured across the nine quarterly surveys resulting in an overall Growth Works NPS at 54%, which is classed as excellent.

Moreover, Growth Works has already generated some £193m net gross value added, and is predicted to generate some £507m over the next three years. This is above the predicted return set out within the original business case. Growth Works has the potential to result in a very strong return on investment of £24.40 for every £1 of public investment.

A green book assessment of wider benefits demonstrates £100m of benefits:

Total	
Labour Supply Impacts	£16,734,761
Wellbeing Impacts	£27,389,537
Skills Uplift	£26,346,414
R&D Benefits	£29,944,395
<b>Total</b>	<b>£100,415,107</b>
<b>BCR</b>	<b>4.8</b>

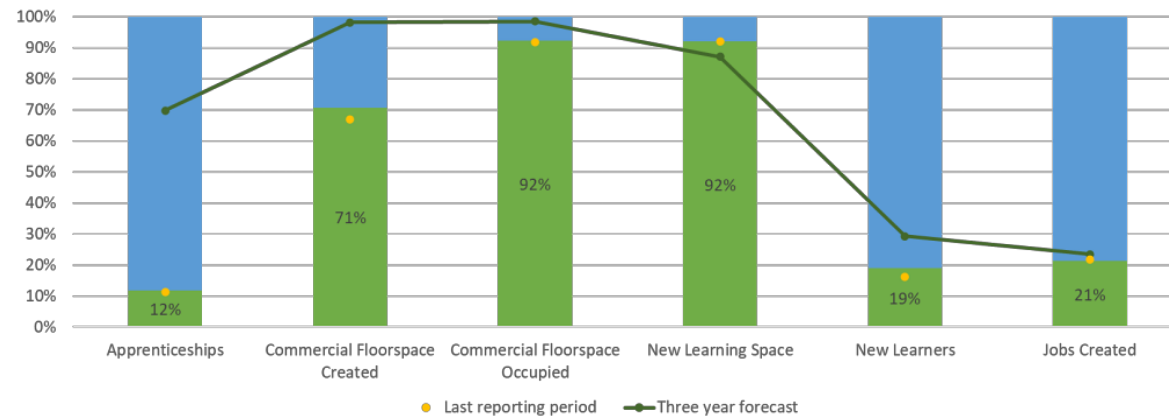
Taking these alone, Growth Works has the potential to return a respectable 1:4.8 benefit cost ratio over the next three years.

## LOCAL GROWTH FUND PERFORMANCE

£155 million of investment into Cambridgeshire and Peterborough has come through the Local Growth Fund since 2015. Transport schemes, new skills facilities, business incubator space and business growth and innovation projects have all been supported. Economic benefits now stand at:

- 14,249 jobs and 1587 apprenticeships created
- people upskilled through courses and training
- £304 million further investment leveraged.

The table below shows performance against the 3 years LGF targets:



## IMPROVING LGF INVESTMENT PER JOB

A second phase of LGF Evaluation has been undertaken by Metro Dynamics across 9 projects which were approved under the oversight of the Business Board, the evaluation indicated a unit cost per job of £12,233 which offers good value for money and is significantly less than unit costs achieved across the UK's ERDF programme as a comparator (£26,000). It also compares favourably to unit costs reported in the 2021 LGF evaluation (£70,973 per job).

**LGF Case Study 1** – West Cambridge Hub, The University of Cambridge’s unique, multi-purpose facility is a meeting place for students, businesses and the wider community to study, work, collaborate and socialise. Opening in April 2022, it was part funded through a £3 million Local Growth Fund grant from the Combined Authority Business Board. Since launch it has made a big impact from its base at the innovation district at Cambridge West on JJ Thomson Avenue.

“My first thought was how many people I know in business, public sector and other walks of life who could really make a use of the West Hub. It really does offer something for everyone. The technology built in to the conferencing, tuition and meeting rooms is first rate and the whole flow of the building, transitioning from one space to another, feels very seamless and natural.”

“The West Hub is at the heart of the developing innovation district at Cambridge West. Since the West Hub launched last year, it has created a real buzz– bringing together people from across the University, local business, and the wider community. Hundreds of events have already been held at the Hub, which is open to all, and it has become a unique venue for learning and collaboration – whether through networking events, or socialising at the café and bar.”

**LGF Case Study 2** - Aracaris, a UK subsidiary of a US-based drug company named Northwest Biotherapeutics (NW Bio), is involved in manufacturing of cell-based products. Aracaris intends to become a leading hub that supplies regenerative medicine products not just locally but also across Europe and beyond. Aracaris sought 50% match funding from CPCA in 2019 to enable commissioning and equipping of two manufacturing suites that were already built and to support construction and enabling of a third suite. The project received £1.35m in loan funding from the LGF.

*“Most of the cell-based therapies come out of academia and clinical research. But that doesn’t allow for such products to go through commercial stage.... that’s why we were attracted to this work...we could build a facility in Cambridge that would allow manufacture of cell-based products for wider reach. The fund helped us with some of the buildout works, getting the suites ready for licensing, creating lab and office spaces, constructing warehouses, and so on”.*

**LGF Case Study 3** – Cambridge Regional College (Huntingdon Campus) converted existing college space to a state-of-the-art construction training facility enabling further developments in manufacturing training to be introduced over time, including in modular building and

Modern Methods of Construction. The development of bespoke apprenticeships linked to modern construction methods are being pursued. There was also an upgrade to the IT infrastructure at the college site to support online learning which was extremely valuable during the pandemic.

*“The project has been instrumental in re-invigorating learning in construction at the Huntingdon Campus. The facilities are excellent, so learners operate in an environment which is aspirational, welcoming, safe and where they are encouraged to contribute to their working environments to inspire future learners. Facilities accommodate full time students in carpentry, electrical and multi-skills and apprentices in carpentry. We are also excited to be taking on electrical apprentices soon. We have already supported over 100 young people to gain strong skills for employment in such a critical industry and we expect this number to grow year on year, improving the life chances of those accessing the campus and furthermore benefitting the future workforce”.*

**LGF Case Study 4** - TWI Innovation Ecosystem is a modular incubator and co-working space in Granta Park. The project’s rationale is to tackle restrictions on Cambridge’s business growth, generate high-value jobs, and contribute to rise in productivity across the C&P area. They received a total grant funding of £1.23m from the LGF to refurbish and create office spaces in Building 2.

The experience and confidence obtained through conversion of Building 2 with the help of LGF investment was a critical factor in the company pursuing a bigger strategy in Phase 2 where they refurbished both Abington Hall and Building 1. Their initial plan involved refurbishment of only one additional building. *“Our strategy got bigger overtime and we’ve been able to offer far more spaces in the life sciences market. We felt that there is an opportunity to expand considering the growth of the life science market in Cambridge and the positive take up of Building 2. So, we made the decision to use private investments into converting Building 1. We converted the space this year and it has been fantastic for us.”*

**LGF Case Study 5** - TeraView expansion project received a total loan funding of £120,000 from LGF to support the fit-out costs of a new research facility in the Cambridge Research Park Enterprise Zone. Formed in 2001, TeraView is a leader in supply of terahertz-based spectroscopy and imaging products with an established track record of installing & supporting terahertz (THz) systems in production environments.

The company has experienced a notable reputational benefit because of LGF funding. Having the support of the local government gives them more credibility while approaching foreign investors from Asia and the US. It also allows them to demonstrate that they can expand. Investors and clients are impressed with the new facility and the growth potential evidence. *“The new facility is increasingly becoming key in our discussions with customers and investors. We need to demonstrate to them that we have the capacity to build more systems if the orders go up. It is easier to articulate that with the new facility”.*

**LGF Case Study 6** – NIAB Refit and refurbishment of Barn 4 - development of SME start up space focused on AgriTech industry, LGF provided £2.5m of grant funding to the scheme. The investment has allowed NIAB to bring a new level of practical support to agritech companies in the CPCA region. These companies are developing technologies as diverse as plant derived pharmaceuticals, fruit picking robots and novel protein crop varieties. With over 100 companies advised and supported since Barn4 opened in March 2021 the level of impact that the funding has enabled has been huge.

*“Having leading companies such as Kyomei located at Barn4 links NIAB directly into the heart of agri-tech development. It is great that our facilities and science teams can support the creation of such exciting technology. We are however, not resting on our laurels and are continuing to develop Barn4. We have recently completed the installation of a new £400,000 set of state-of-the-art plant growth containers. These and other ongoing improvements to the Barn4 ecosystem are focused on providing the best possible support to those companies taking the agriculture sector forwards.”*

**LGF Case Study 7** – Metalcraft - creation of an Innovation Launchpad will act as a nucleation point for innovation cluster development and business growth. Provision of a new training centre to meet the needs of local and wider area businesses to address the lack of training facilities for apprentices.

*“As part of my course, I gain support from the North Cambridgeshire Training Centre(NCTC), a brand new, state-of-the-art building based in Chatteris that specialises in offering Engineering, Advanced Manufacturing, Management and Business Support Apprenticeships. All of the qualifications are supported by West Suffolk College.”*

### **SHARED PROSPERITY FUND**

The UK Shared Prosperity Fund (UKSPF) launched by Government in 2022 to replace EU funding for regional projects and aims to give local leaders a greater say in how money is spent. Cambridgeshire and Peterborough Combined Authority area was awarded £9,872,624 in funding from the UKSPF on the approval of a Local Investment Plan developed with Local Authority partners.

The projects submitted in the investment plan cover a wide variety of areas. They include supporting small businesses and entrepreneurship, improving careers education for all ages, programmes to build skills, expanding green spaces, exploring the possibility of new cycling and walking routes, reducing flood risk, improving the vitality of high streets and supporting arts and culture. Some of the money will be used to support existing projects with additional funding.

The programme portfolio of 38 projects is now fully into delivery phase after considerable time spent getting funding agreements in place, procurement processes and subsidy controls.

### **RURAL ENGLAND PROSPERITY FUND (REPF)**

Cambridgeshire and Peterborough were successfully awarded £3.4 million from the new £110m Rural England Prosperity Fund (REPF). The fund will support projects that will boost the rural economy and create jobs across the rural areas in the region and to be spent on creating quality jobs and healthy lives. The REPF will provide capital grants for converting farm buildings and supporting diversification to other business uses, building rural tourism. Also provision of gigabit-capable digital infrastructure at community hubs such as village halls, pubs and post offices – including developing, restoring or refurbishing local natural, cultural and heritage assets and sites. Transport can also be improved, including providing new footpaths and cycle paths, particularly in areas of health need.

Within the Combined Authority this funding is being invested into our rural communities and businesses across the four rural districts to unlock quality jobs and promote a sense of community in our rural areas.

“Often, those living in rural communities feel isolated and the interconnectivity this funding can bring, both digitally and physically with foot and cycle paths, will be enormously beneficial. This money will be used to address inequalities within our county and promote happier, healthier and safer lives.”



### ***ARU PETERBOROUGH: HELPING MAKE PETERBOROUGH'S NEW UNIVERSITY A REALITY***

ARU Peterborough, the city's new university, is addressing one of the country's most significant "cold spots" for higher education. With a curriculum co-created by local employers it gives both students the skills they need for great careers and offer employers access to the talent they need to thrive in the modern economy.

The top-line objectives for the University programme are to:

- Improve access to better quality jobs and improve access to better quality employment, helping to reverse decades of relative economic decline, and increasing opportunities, aspiration, wages and social mobility for residents.
- Make a nationally significant contribution to Government objectives for levelling up, increase regional innovation, and accelerate the UK's net zero transformation.
- Accelerate the renaissance of Peterborough as a knowledge-intensive university city attracting new investment in the regeneration of the city.

ARU Peterborough is already achieving considerable success and making a major contribution to the economy of Peterborough and the wider area. The University has had an outstanding impact in its first operational year and its progress remains aligned to the original business plan. The development of the campus continues at pace and in line with objectives. Phase 2 building is now complete with the University occupying the Ground floor and the remaining two floors being marketed to innovation and research led organisations and companies. Phase 3 is under construction and on target for completion in August 2024.

The University has been developed in three key phases as described in more detail below:

**Phase 1 University House** – the first teaching building was handed over to ARU Peterborough in the Summer of 2022 and was completed on time and within budget. The University welcomed its first students with teaching starting in September 2022. This facility was created at a cost of £30.47m with contributions from CPCA £12.3m, Local Growth Fund £12.7m, PCC £1.87m (land in kind).

**Phase 2 Innovation and Research Centre** – The intention is to achieve significant sector-cluster growth, improve services and increase the number of jobs, to help reset Peterborough's potential rate of economic recovery. The building will seek to strengthen links between academia and industry, establish skills and learning in the very heart of the city, and provide a platform for an innovation eco system with a university at

its core. The building shell was completed in February 2023. This phase of the project is being financed through a contribution of £13.78m from the CA Business Board; a loan facility of £2m from the Combined Authority and a grant of £3m from the Department of Levelling Up, Housing and Communities (DLUHC). The Centre comprises approximately 18,000ft on three floors. The University has taken occupancy of the Ground Floor and invested £1.9m to create an extended reality centre which enables students to undertake learning as in a real-life environment, such as Nursing Students responding to a major road traffic accident.

The remaining floors are being marketed to innovation and research-based organisations and companies with the aim being to attract a single user for the first floor and multi occupancy for the top floor.

**Phase 3 Living Lab and further academic space** - This phase, called 'The Lab' features mainly STEM (science, technology, engineering and mathematics) based teaching activities. The Living Lab part of the building will enable the public to enjoy events and exhibits to inspire future generations in STEM, the net zero economy and careers of the future. The facility is on target to be completed by August 2024 at a total cost of £31.77m. This phase is being financed by a £20m grant from DLUHC; £2m in recycled Local Growth Funds from the CA Business Board; in kind land contribution from Peterborough City Council; £4m from ARU and additional funding of £1.9m each from the three local partners CPCA, PCC and ARU.

**Further development** – Further development of the Campus will focus on maximising the economic impact of the project through the attraction of major research and development facilities whose activities are aligned to ARUP and the local economy. To achieve this, the existing footprint of the University campus will need to be increased. This will involve the preparation and submission of an Outline Planning Application to Peterborough City Council which will set out proposed land uses. In support of this, a response has been submitted to PCC's Local Plan Review to ensure that the land required for the future expansion of the University continues to be protected. The attraction of major research and development facilities is likely to require further public sector investment and this need will be taken forward as part of CPCA's negotiations with Government with respect to a new devolution deal and in additional funding asks of Government.

## ***ENTERPRISE ZONES – ALCONBURY WEALD & CAMBRIDGE COMPASS***

Cambridgeshire & Peterborough has two Enterprise Zones “Alconbury Weald” (Collecting Authority – Huntingdonshire District Council - EZ status ends March 2038) and “Cambridge Compass” (Collecting Authorities - South Cambridgeshire District Council, East Cambridgeshire District Council, and St Edmundsbury Borough Council – EZ status ends March 2042). Government policy states that NNDR (National Non-Domestic Rates) generated from Enterprise Zones development should be retained locally and used to support local economic growth. The 6 Enterprise Zone sites are:

- Alconbury Weald Enterprise Campus – 150 hectares of EZ designated employment land, owner/developer: Urban & Civic.
- Cambridge Research Park, Waterbeach – 7 hectares of EZ designated employment land, owner: JLL Property Management.
- Lancaster Way Business Park, Ely - 40 hectares of EZ designated employment land, owner/developer: Grovemere Property.
- Northstowe, Phase 1 – 5 hectares of EZ designated employment land, owner: South Cambridgeshire District Council.
- Cambourne Business Park – 9,600 sqm of EZ designated employment land, owner: South Cambridgeshire District Council.
- Haverhill Research Park - 4 hectares of EZ designated employment land, owner/developer: Jaynic.

The Combined Authority continues to work with local partners and Enterprise Zone teams to maximise the growth development of the Enterprise Zone sites and maximise retained business rates income that the Combined Authority shares with each local collecting authority. This income is reinvested back into the local economy and support business support provision in the area. The Enterprise Zone income figure for CPCA in 2023/24 was £965k, and with projections to exceed £1m from this year.

## ***ECONOMIC GROWTH STRATEGY***

The Economic Growth Strategy was published in 2022. It is the region’s plan to help support inclusive economic growth, with a primary objective to reduce inequality between and within Greater Cambridge, The Fens and Greater Peterborough, whilst increasing productivity and delivering our goals of doubling GVA by 2040, delivering outputs to create jobs and higher wages.

## ***ECONOMIC GROWTH STRATEGY IMPLEMENTATION PLAN***

As part of the Economic Growth Strategy, an Implementation Plan was developed that sets out the projects that the Combined Authority and partners have agreed to deliver against objectives in the Strategy.

This is a live document, designed to provide a practical road map for realistic and achievable delivery.

The Implementation Plan was endorsed by the Business Board and the Combined Authority Board in March 2023, and an update report was presented to the Business Board in September 2023. The next update report to Business Board is scheduled for May 2024.

### **EMPLOYMENT & SKILLS**

It is encouraging to see learner numbers increasing after a severe slump during the pandemic. However, Covid left behind a raft of challenging employment issues such as a tighter labour market, an increase in mental health problems amongst young people, and growing numbers who are economically inactive. The economic situation also had a marked impact on skills; employer engagement and investment in workforce training is challenging and our education providers faced increased energy bills, labour costs, and inflation. And there remains an acute shortage of teachers nationally, especially in STEM subjects such as Maths. Geopolitical challenges have also necessitated more skills programmes aimed at refugees where English is not their first language.

Notwithstanding these challenges, there were encouraging shifts in the performance of the Combined Authority's skills programmes during the year as we continue to collaborate with our partners (especially the LSIP and Chambers of Commerce) to reshape and refocus the post pandemic devolved skills landscape.

- As part of The Combined Authority's Business Growth Service, '**Growth Works with Skills**' provided a specialist Skills Brokerage Services for the region's SMEs. To the end of December 2023, the service had supported 268 SMEs, leading to 1,777 additional CPD activities, and the creation of 804 additional apprenticeship opportunities. The service was brought in-house in January 2024, funded by UK Shared Prosperity Funding (UKSPF). For the time being, the service will retain the Growth Works with Skills branding and will continue to offer skills support / guidance to businesses across the area. In a change to the previous ESF-funded service, support under UKSPF funding will be available to businesses of all sizes and sectors.
- **Skills Bootcamp courses** (duration up to 16 weeks) address the skills needs and job vacancies of local employers. This past year has seen a big step-up in our partnerships with regional businesses. Baker Perkins and Howden Turbo were instrumental in developing the '*Introduction to Engineering Skills*' Bootcamp, delivered by College of West Anglia. We have also worked with Anglian Water @one Alliance to develop an innovative 12-week '*Project Delivery*' Skills Bootcamp, where the business is co-investing in upskilling new

employees through Skills Bootcamp funding. NB Validated learner numbers/ outcomes data has not yet been made available by the DfE for 2022/23

- The performance of our devolved **Adult Education Budget (AEB)** continued to improve in 2022/23. There were 11,007 active learners (with enrolments up 17% on 2021/22) and we spent 84% of the allocated £12.57m (up from £11.2m in 2021/22). We continued to balance the need to focus on higher level skills, as well as supporting those from less advantaged backgrounds. Level 3 enrolments (the equivalent of A levels) rose by 42% compared to 2021/22, with 33% of learners being unemployed and 44% residing in areas of disadvantage. Of particular note, we saw a 17% rise in AEB spend in Peterborough, compared to 2021/22. Using our devolved regional flexibilities, we invested more in learners whose first language is not English – in large part, reflecting the region’s commitment to hosting refugees.
- **The Careers Hub** engaged effectively with employers to ensure schools bring the voice of business into their careers’ programmes, enabling young people to receive current and relevant information about local jobs and career pathways. Through the Careers Hub, schools continued to make progress against the Gatsby Benchmarks, a mark of high quality careers guidance.

#### ***COMBINED AUTHORITY GAINSHARE - BUSINESS GROWTH & SOCIAL IMPACT FUND***

The Business Growth and Social Impact Investment Fund was designed to address the challenges faced by businesses and third sector organisations within certain key sectors that are key to sustainable and inclusive economic growth across the Combined Authority. The programme will support two distinct categories of business and organisation targeted as follows:

Fund 1 is £7.125million aimed at providing equity or debt funding to high growth potential businesses that have limited access to funding from other sources. The primary sector will be green-tech businesses, plus businesses that are needing to invest in reducing their carbon emissions with equity investment and loans of £100,000 - £500,000.

Fund 2 is £2.375million aimed at providing grants or loans to third sector businesses that have limited access to funding from other sources. This will consist of smaller loans or grants of less than £75,000 to support third sector.

External delivery partners will be responsible for managing the implementation and delivery of the funds and making investment decisions according to rigorous commercial criteria.

### ***COMBINED AUTHORITY GAINSHARE - MARKET TOWNS PROGRAMME (PHASE 1)***

The CPCA remains committed to helping the region's market towns to thrive and continues to invest to ensure these areas remain vibrant and thriving places, and to drive targeted growth and sustained regeneration in support of rural communities. In March 2023, the Combined Authority approved the last bid for funding under the Market Towns Programme. As a result of ten funding calls under the Programme, a total of £14.2 million has been awarded by the Combined Authority and a portfolio of 52 projects and bringing in over £12.5m of external match funding. This investment included funding contributions towards the areas two Future High Street Fund (FHSF) schemes in St Neots (£3.1m) and March (£2m).

As of March 2024, a total of £6.85m grant funding has been administered through the Programme with the remainder of £7,352,367 profiled to be expended by March 2025. Of the 52 projects within the portfolio, 34 are now completed, 2 have been cancelled and 16 are in delivery.

### ***COMBINED AUTHORITY GAINSHARE - MARKET TOWNS PROGRAMME (PHASE 2)***

In March 2023, the Combined Authority approved the business case for a continuation of the market towns programme and has committed £2.5m investment to strengthen local communities and groups and to support for social enterprises and community-owned businesses and runs to March 2025. The Programme objectives are:

- Safeguard and enhance social capital, employment opportunities, and skills in market towns throughout Cambridgeshire and Peterborough by:
  - Boosting the local **Social Enterprise ecosystem** through the implementation of Social Enterprise Hub space.
  - Support **Community ownership** of local assets and boosting young people's engagement with **STEM**.

The Programme will deliver the following key outcomes:

- **Stream 1 - Community ownership of local businesses** - to establish a dedicated support programme, community "support package" and bursary funding for community groups in Cambridgeshire & Peterborough, with a focus of revitalising assets in market towns and rural areas. Over 5 community groups supported to date.

- **Stream 2 - Social enterprise hubs** - the creation of one or more social enterprise hubs in Cambridgeshire & Peterborough. The hubs will support the growth of social entrepreneurship and the social economy ecosystem across market towns and rural areas, providing co-working / business startup space for social enterprises alongside community space and a retail offer for residents and communities. A total of £1,175,800 grant has been successfully awarded in support of 3 Hubs, and all scheduled for completion before March 2025. These are Allia Printworks (Papworth), CCORRN (March) and People & Animals Community Farm (Wisbech).
- **Stream 3 - STEM exhibition programme** - to support the capital element of an educational programme, to be delivered via pop-up science centres, located in publicly owned buildings, community or educational facilities in the Cambridgeshire & Peterborough market towns and rural areas. The pop-up centres will be accessed by children, families, schools, and adult groups and aim to raise awareness and aspirations for STEM related study and careers. A total of 5 STEM roadshows held to date in Fenland and Huntingdonshire, engaging with over 10,000 local community participants and visitors.

The expected benefits of the Programme include:

- Businesses and jobs created and safeguarded in the third sector, social enterprise ecosystem, and community interest groups.
- Revitalisation of market towns by bringing back vacant assets into use through community ownership.
- Driving footfall in market towns by restoring the service offer and increasing local amenity
- Increasing the local sense of pride in place.
- Increased educational aspirations of local school children in market towns and improved long-term outcomes through STEM workshops.
- Creation of community and social enterprise space for use by local people, increasing social vitality and reducing social isolation.

As of March 2024, a total of £582k grant funding has been administered through the Programme with the remainder of £1.918m profiled to be expended by March 2025.

## **LOOKING FORWARDS 2024-25: DELIVERING A MORE PROSPEROUS, FAIRER AND RESILIENT FUTURE**

### ***GROWTH HUB***

Having spent almost three years being outsourced, the Growth Hub left the management of Growth Works on 1st November 2023 and all Growth Hub staff were transferred back into the CPCA.

This has meant the Growth Hub can be far more reactive to regional needs and deliver programmes throughout the region as required by the LA's and BB. Growth Hub works very closely with the EDO's around the region, bending and flexing as and when needed on delivery, especially now SPF funding has launched and each LA has different offerings, we will be delivering our core service in 2024-2025 as per our DBT funding agreement. This will be basic business assist, mentoring, signposting and running various workshops which include monthly start up workshops which will be virtual and physical across the region.

With the extra money the Business Board have given us, we are taking on sector specialists such as: a Net Zero Business Advisor, CIC/charity Business Advisor, Manufacturing Business Advisor, Generic Business Advisor / Workshop delivery person (to train up to replace retiring member of staff) and a Finance Business Advisor, all of whom are able to be booked out to businesses across the region in hour or 2 hour slots working with businesses to strengthen their strategy and vision.

These staff will have open diaries that will be viewable by the EDO's across the region and will be able to book clients in subject to time, travel, etc. This will open up a huge new audience for the Growth Hub and there is little doubt that these staff will be kept very busy travelling the patch as well as virtually (subject to clients' needs / wants).

Our presence is now better than ever across the region, we interact with all partners across the region and work very closely with the likes of the Chamber, Innovate UK, British Business Bank, DBT, FDi, TWi, and so on.

We have, for a third year in a row, just delivered the business planning / financial overview workshops for the BIPC across three months, which again was a huge success and shows the need for the workshops we deliver. With the residue money from the Business Board, we are going to purchase a licence to use a programme called Growth Canvas that has just been launched and recommended by DBT which is an advisor tool, very similar to Oxford innovations Growth Mapper, which captures all the important data we need from a business and gives them a powerful strategy document to work with, which can be revisited on subsequent trips by the business advisor.



We will also be networking the region, trying to remove those regional barriers and delivering as Team Cambridge and Peterborough. We are also upgrading our website to include a map of the region with the various grants available subject to location, this was to free up the advisors time so they don't get bogged down with phone calls on a daily basis. We additionally have a new CRM system being installed in May, Evolutive will allow us to share data (subject to GDPR) with all the local LA's which will be amazing on client visits etc and a great way to share intel, a really joined up approach.

All in all, we are in great place to deliver 2024/25 and are very much looking forward to the challenges the year presents to us.

### ***BUSINESS SUPPORT BEYOND GROWTH WORKS –***

#### **Cambridgeshire Peterborough Combined Authority Growth Hub delivery 2024-2025**

CPCA Growth Hub having been outsourced for 3 years as part of Growth Works is now back in house at CPCA and starts Financial Year 2024/25 in a good place, with existing strong relationships maintained across the region with all the Local Authorities, public and private stakeholders.

The core funds are provided by DBT to Combined Authorities and Upper Tier Authorities across England to provide a standard Growth hub business support offering in all places. For the CPCA area we propose to utilise the £298,250 grant funding across the core main team of a Growth Hub Manager, 2 Growth Hub Advisors (Generalist), Growth Hub Analyst and support of a full time Growth Hub Comms and Marketing Lead.

A funding proposal to utilise Enterprise Zone receipts and recycled Local Growth revenue Funds was recommended by the Business Board to the Combined Authority, and subsequently approved by the Combined Authority in July 2023. For the CPCA area we propose to utilise this additional funding of £573,000 to provide 4 additional specialist Growth Hub Advisers, a Manufacturing support programme, plus new diagnostic tools, business intelligence and business support tools.

The Core Growth Hub Staff (x5) will be carrying out their usual roles across the region, delivering business assist to any size business from a startup idea through to multi worldwide conglomerates, signposting, mentoring and delivering workshops across the Team Cambridge - Peterborough region, what will enhance the offerings we have significantly will be the sector specific advisors that businesses will be able to book in with 1 –2 hour slots, and work on their strategy in the various sectors such as the CIC / Social Enterprise sector, we get lots of enquiries

but our generic advisors are too busy with start-ups and generalist advice to sit down for a strategy session with a CIC or Social Enterprise – exhausting all avenues of funding, this is where value gets added, the MD or CEO can work with an advisor i.e. CIC`s normally have poor sales pitches or usually don't see commercial opportunities, that an advisor as a “fresh pair of eyes” will see, the same with the Net Zero Advisor, businesses across the patch are very wary of pay for consultants in this sector, with us having a “safe pair of hands” who can advise and signpost to other “safe pair of hands” this could be the stimulation the market needs locally to help with De Carb targets, which are currently not being taken seriously.

The Manufacturing advisor will have a big pair of shoes to fill with SMA being disbanded, thus why giving this advisor a tool such as Oxford Innovations Growth Mapper, which is industry wide respected and used by a well-trained advisor (training is included) can give some powerful metrics back to a business owner in the form of a strategy document.

The Growth Hub also needs a more prominent face in the minority sector events, such as the African Chamber events we are attending this year, also reaching out to women only groups especially in the north of the region where there are very few female start-ups in the minority sectors, we need to make sure everyone knows across the region that we are there for their business needs not just the usual few.

With the new due diligence system, we can save money outsourcing this service, this system also takes over from two extremely expensive intel systems we used to use, thus cutting costs by £20K, and all advisors sector specific or generalist will be using a new advisor tool called Growth Canvas, as well as aligning the advisors questioning and reporting this will give the CPCA quality data about the businesses across the region, which will help with forward planning and pick out trends and troughs quickly.

We start 2024/25 very much working aligned with the LA EDO depts, with regular meetings across each LA to ensure we are not repeating anything ensuring maximum value for money in delivery, we also start 2024/25 with a shared marketing calendar designed by GH that all the LA`s have access too, this again makes sure we maximize marketing campaigns across the region for business services on offer, again working harder to make our borders invisible and make us the true Team Cambridge / Peterborough.

## **New Economy Team – Sectors**

During 2024-25 we are developing the inhouse capacity and capability to work with business in our priority sectors and to support the work delivering support on Inward Investment, Trade and Innovation the Business Board recommended and the CPCA approved funding to be utilised to recruit a Trade and Investment Manager who will lead a team of 5 Sector Champions covering Agri-Tech, Decarb and Greentech, Digital, Life Sciences, Manufacturing.

This new team will also lead on reviewing and the implementation of the recommendations in the sector strategies, working with partners, external stakeholders and businesses.

### ***TRADE AND INVESTMENT ACTIVITIES***

#### ***- CPCA Presence at UK REiiF***

The UK Real Estate Investment and Infrastructure Forum is a 3-day event in Leeds (21st – 23rd May) which connects people, places and businesses to accelerate and unlock sustainable, inclusive and transformational investment. The CPCA is delighted to be taking a pavilion to this event, which boasts:

- 10,000+ delegates
- 1,500+ investors
- 1,500+ developers
- 750 occupiers
- All MCAs/Growth Companies
- 250+ local authorities
- Government Ministers/Shadow Ministers/MPs/Senior Officials from Westminster and Whitehall

Given our central role in the regeneration, promotion, and growth of our area, we will be active and visible at UKREiiF within our own Pavilion – Showcasing Cambridgeshire and Peterborough Together, with the aim of driving traffic to our space at the event and ultimately driving investment to our region.

Over the three days at UK REiiF, we will be launching our investment prospectus. This is a high-level document which will: highlight our achievements to date, promote the region's unique and diverse resources and infrastructure, demonstrate why investors should choose our

region (over other areas), highlight some opportunities/projects for investment and linking to more detail and more opportunities online and via other channels.

- **What else are we planning to do at the event?**

We will be hosting six panels/ debate events to help drive traffic into the pavilion. These panels will be split into three themes:

**1 – Fast Growth Cities**

This theme will focus on two panel topics. First, how do we develop the Cambridge Phenomenon with community at its heart? Secondly, a panel focusing on delivering an International Railway Terminal for Peterborough Station.

**2 – Going for Green Growth**

This theme will focus on two panel topics. First, Agri-Tech in the East, tackling international food security. Second, how can the UK's Science Superpower grow sustainably: What role for infrastructure?

**3 – Rethinking Regeneration**

This theme will focus on two panel topics. First, levelling up in action: The Peterborough Story. Second, Rebuilding communities: Restoring market towns.

The CPCA's presence at UK REiiF will also not be limited to its own pavilion. There are, for instance, numerous fringe events focusing on niche topics that may be of interest and importance to the region and its business community. There will also be UK REiiF led events which will have CPCA participation on the panels, including from the Mayor and Business Board Members.

Promotional activities will continue post-UK REiiF as well, where the work and events put into the pavilion and the CPCA's presence will start producing fruits for the region, hopefully in the form of further investment and business interest.

***NEW FUNDING AND PROGRAMMES***

The Medium-Term Financial Plan 24/25 agreed a few new funding streams to sit with the Economy & Growth Directorate, they are:

- **Strategic Growth Fund - £20m**

The funds available for local government to locally determine investment into skills and economic capital has reduced since the end of the Local Growth Fund, this fund is intended to mitigate this shortfall and fund both direct construction as well as enabling infrastructure. An indicative £5m of the fund will be used to help develop critical infrastructure at the University of Peterborough. The

fund is phased to increase each year in anticipation of growth in the economy. Final allocations from this Fund will be proposed by the Business Board, consulted with constituent councils and other key stakeholders, considered for recommendation to the Board by the Employment and Skills Committee and approved by the Board.

- **Levelling Up - £10m**

This fund is proposed to enable both local match funding for projects which will leverage significant external funding as well as the opportunity to expand the current market towns programme into other large non-market town settlements in the area enabling the delivery of much-needed public realm improvements. Final allocations from this Fund will be consulted with constituent councils and other key stakeholders, considered for recommendation to the Board by the Employment and Skills and Environment & Sustainable Communities Committees and approved by the Board.

- **Creative Industries - £3m**

Support for the development of the Cambridge Leisure/Junction site south of Cambridge centre to help create a regional hub for creative industries., including space for start-ups, artists and other creatives in one location that is not currently present in the South of the region.

- **Cambridge Cultural Quarter - £1.5m**

Match funding to support the development of the Market Square and Guildhall in Cambridge into a new 'Cultural Quarter'.

Business Cases will be developed for each piece of funding, and they will be following the new Single Assurance Framework process for approval.

### ***STRATEGIC APPROACH FOR THE NEXT YEAR/ GOVERNANCE + TRANSITION***

2023/24 has seen significant developments in the governance of the Combined Authority and for the Business Board.

Following the independent review of governance and the subsequent governance focused improvement programme within the Combined Authority big changes have been made to the decision-making and supporting governance structures of CPCA, central to this is the representation of the business voice across the governance framework with embedded Business Board membership on wider committees rather than just at the Board. This embedded membership provides a significant opportunity for the Business board to represent the business

voice and influence strategy development and implementation, and key decision-making across multiple thematic areas, from transport, to skills, to the environment and beyond.

Significant changes have also been undertaken within the Business Board itself. New terms of reference support the recast of the Business Board in its transition from being an executive programme board to one providing:

- strategic business advice to CPCA's Board, Mayor, Committees and officers across all policy areas
- advice on the development and shaping of economic strategy and day to day oversight of progress on implementation, on behalf of the CPCA Board who decide on and own the strategy
- a business voice for Cambridgeshire and Peterborough

Improvements to the cadence of Business Board meetings, the strategic nature of its work programme, the utilisation of an informal meeting to support its formal operation and other governance improvements have placed the Business Board in a position to have real influence for the benefit of business across the region in 2024/25 and beyond.

## FINANCIAL SECTION

### COMBINED AUTHORITY CORPORATE AND BUSINESS & SKILLS MEDIUM-TERM FINANCIAL PLAN 2022-23 TO 2025-26 AND WHOLE COMBINED AUTHORITY CAPITAL PROGRAMME.

*N.B. While the Mayor is a member of the Business Board, there is no remuneration linked to this responsibility and thus his allowance is not considered related for this purpose.*

#### REVENUE - CEO

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Revenue Programme	£'000	£'000	£'000	£'000
	Mayor's Office				
	Mayor	11,205	12,173	11,613	11,836
3,778	Mayor's Office Total	11,205	12,173	11,613	11,836
	Chief Executive's Office				
52	Comms and Engagement	325	180	115	115
39	Coronation and Eurovision	-	-	-	-
135	Local Evaluation Framework Initiation	50	-	-	-
91	Monitoring and Evaluation	140	140	140	140
170	Shared Vision	-	-	-	-
150	State of The Region	-	-	-	-
1,876	CXO Staffing	1,862	1,963	2,063	2,166
2,513	Chief Executive's Office Total	2,377	2,283	2,318	2,421

#### REVENUE - RESOURCE AND PERFORMANCE

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Revenue Programme	£'000	£'000	£'000	£'000
	Resources and Performance Directorate				
410	Digital Services and Support	295	299	300	304
14,811	Energy	9,171	340	-	-
415	Finance and Procurement	349	351	353	355
122	Human Resources & Organisational Development	100	100	100	100
317	Legal, Governance and Member Services	350	338	338	338
499	Other Employee Costs and Corporate Overheads	- 248	148	128	135
916	Response Funds	1,935	1,335	1,235	1,235
2,491	R&P Staffing	2,804	2,953	3,080	3,232
19,981	Resources and Performance Directorate Total	14,755	5,864	5,533	5,699

## REVENUE – ECONOMY AND GROWTH

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Revenue Programme	£'000	£'000	£'000	£'000
	Economy & Growth Directorate				
	Business				
250	Devolution 2 Development	900	-	-	-
-	Greater Cambridge Social Impact Fund	1,000	-	-	-
4,347	Growth Co Services	-	-	-	-
41	Growth Hub	-	-	-	-
-	Growth Hub 'Team Cambridgeshire'	573	573	572	-
156	Growth Works Additional Equity Fund (rev)	156	127	-	-
500	Health and Wellbeing Strategy	-	-	-	-
-	Innovate Cambridge	50	50	50	-
75	Insight & Evaluation Programme	75	75	75	-
30	Inward Investment	200	-	-	-
242	Local Growth Fund Costs	-	-	-	-
38	Marketing and Promotion of Services	35	33	30	-
230	New Economy Team	460	460	-	-
-	Sector Business Strategies	400	-	-	-
2,160	UK Shared Prosperity Fund - Management Costs	3,626	-	-	-
-	UK Shared Prosperity Fund - Revenue	-	-	-	-
<b>8,069</b>	<b>Business Total</b>	<b>7,475</b>	<b>1,318</b>	<b>727</b>	<b>-</b>
19,289	Skills	16,312	13,235	13,235	13,247
-	UoP	200	-	-	-
111	Workstream Budget	111	111	111	111
50	Development of a cultural strategy	50	-	-	-
	<b>E&amp;G Staffing</b>				
103	AEB	-	-	-	-
91	Business	238	356	385	405
20	CEC	35	-	-	-
186	Exec Director E&G	199	206	214	223
158	Skills	152	150	156	162
<b>558</b>	<b>E&amp;G Staffing Total</b>	<b>624</b>	<b>712</b>	<b>755</b>	<b>790</b>
<b>28,077</b>	<b>Economy &amp; Growth Directorate Total</b>	<b>24,772</b>	<b>15,376</b>	<b>14,828</b>	<b>14,148</b>



## CAPITAL – ECONOMY & GROWTH

2023/24		2024/25	2025/26	2026/27	2027/28
£'000	Capital Programme	£'000	£'000	£'000	£'000
	Economy & Growth Directorate				
	Business				
4,516	Business Rebound & Growth Service - Capital Grant and Equity Fund	-	-	-	-
876	College of West Anglia - Net Zero	1,124	-	-	-
-	Creative Industries	-	1,000	1,000	1,000
-	Cultural Quarter	500	1,000	-	-
400	Expansion of Growth Co Inward Investment	-	-	-	-
950	Growth Works Additional Equity Fund (cap)	4,275	4,275	-	-
-	Illumina Accelerator	800	-	-	-
-	Levelling Up	2,500	2,500	2,500	2,500
455	Market Towns: Chatteris	88	-	-	-
440	Market Towns: Ely	-	-	-	-
345	Market Towns: Huntingdon	201	-	-	-
475	Market Towns: Littleport	400	125	-	-
1,434	Market Towns: March	88	-	-	-
405	Market Towns: Ramsey	-	-	-	-
621	Market Towns: Soham	-	-	-	-
-	Market Towns: St Neots	3,100	-	-	-
345	Market Towns: St. Ives	201	-	-	-
450	Market Towns: Whittlesey	88	-	-	-
281	Market Towns: Wisbech	88	-	-	-
302	Ramsey Food Hub	-	-	-	-
804	Rural England Fund	2,411	-	-	-
250	Start Codon (Equity)	635	-	-	-
-	Strategic Growth Fund	4,400	5,000	5,200	5,400
-	UK SPF Core (cap)	-	-	-	-
751	UK Shared Prosperity Fund	2,051	-	-	-
1,250	Market Towns Phase 2	1,250	-	-	-
15,350	Business Total	24,200	13,900	8,700	8,900
2,400	Skills	2,175	-	-	-
4,300	UoP	-	-	-	-
22,050	Economy & Growth Directorate Total	26,375	13,900	8,700	8,900