

# CPCA Business Growth Service Contract Management Group Report

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





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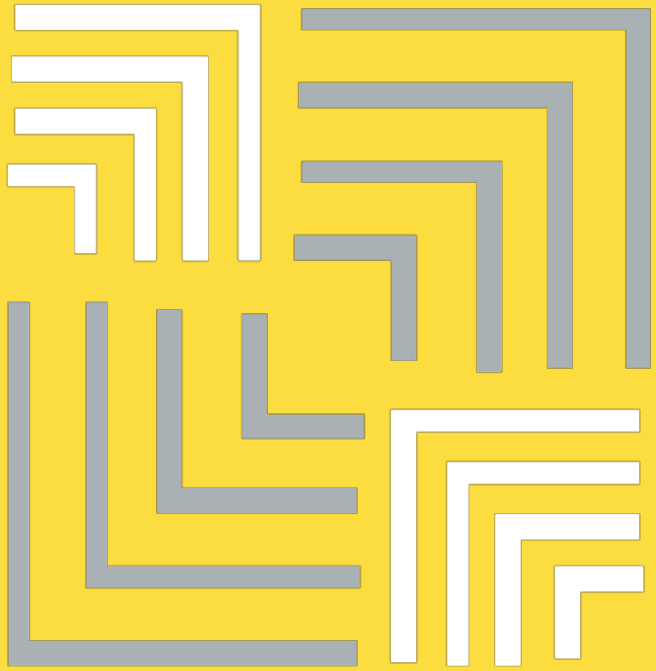
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# GLOSSARY

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

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

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



# 1. Programme Director's Summary

# Summary – Programme Director’s Update

Year-3: Quarter-10, April 2023.

Combined Authority Colleagues,

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

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

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

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


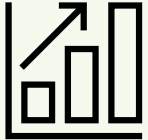

Richard Cuda,

Programme Director




# Summary – Programme Director’s Perspective

Year-3: Quarter-10, April 2023.

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

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

## Three Things We Are Keeping An Eye On

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

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



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

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

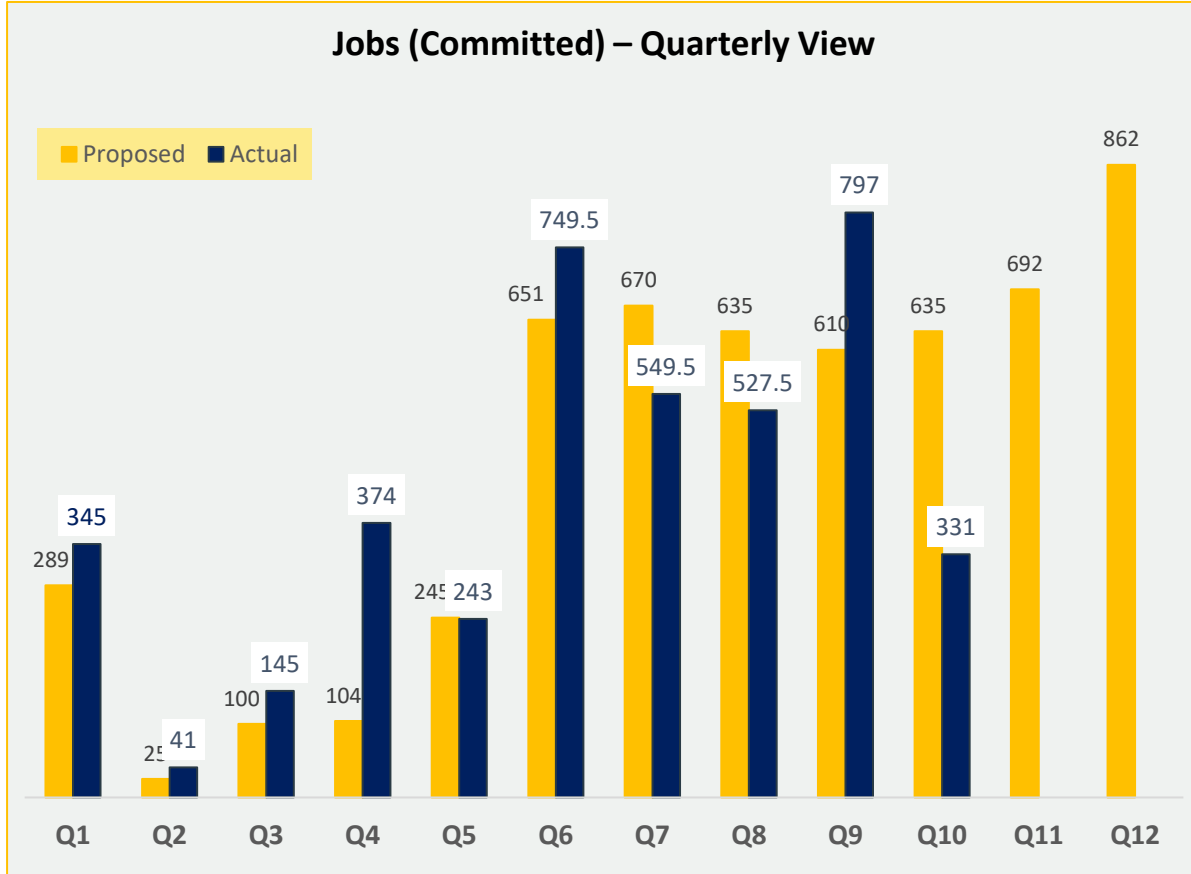
\*\* The jobs total to date has increased net +4 in Year-1 due to a June 2021 reported 'win' creating a larger commitment to jobs than originally thought.

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

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

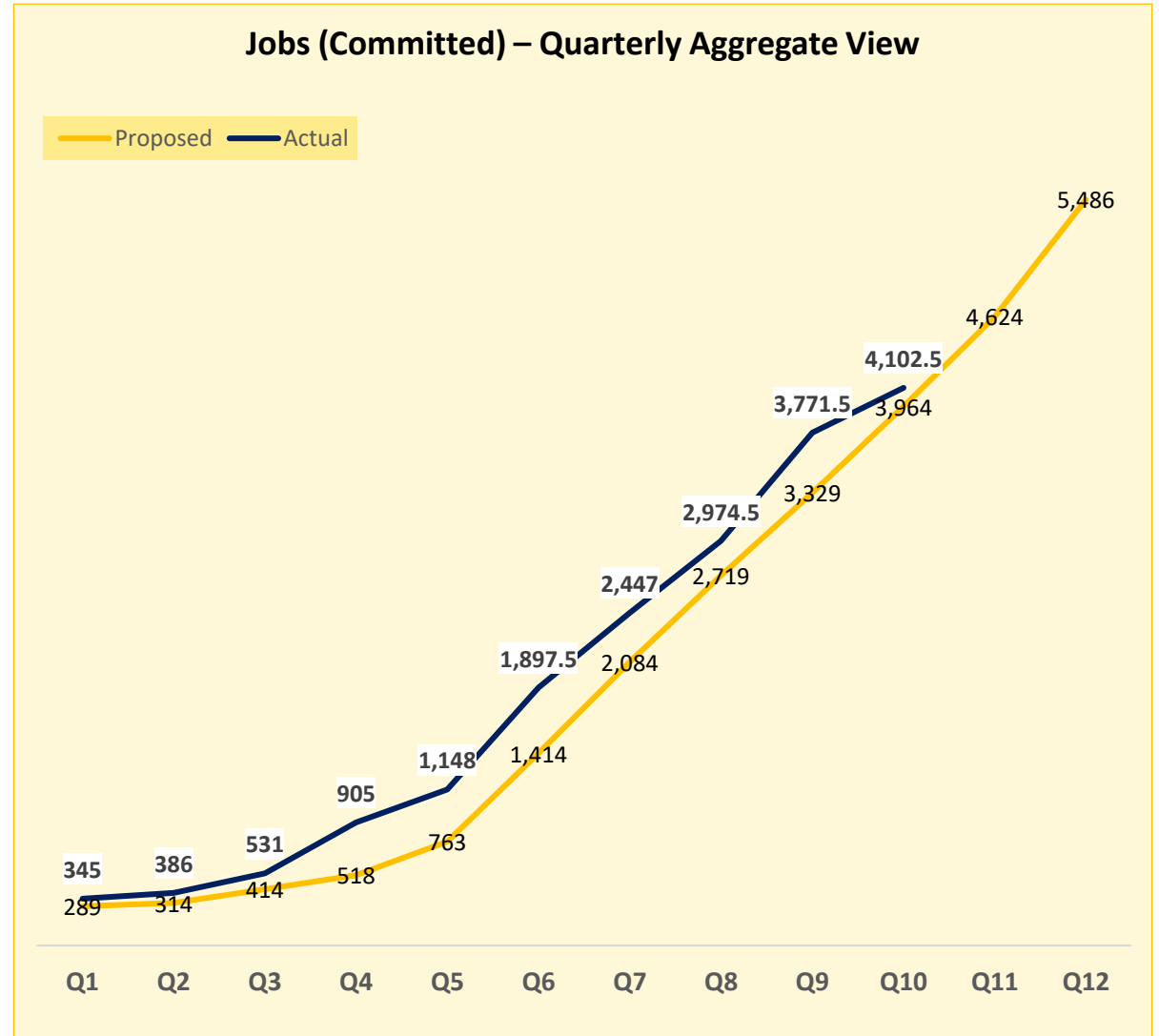
On 6<sup>th</sup> June 2022, at Growth Co request Growth Works submitted for review and discussion a point of view paper with a suggested way forward to report how the programme measures jobs forecast/committed, jobs created/evidenced, and apprenticeships above an agreed baseline. Apprenticeships are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

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



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

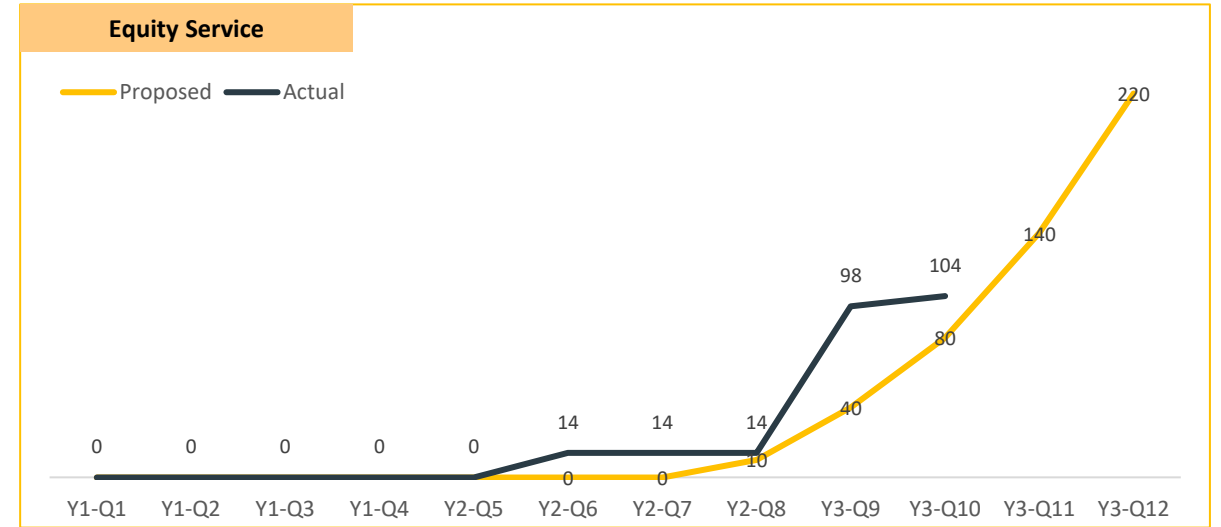
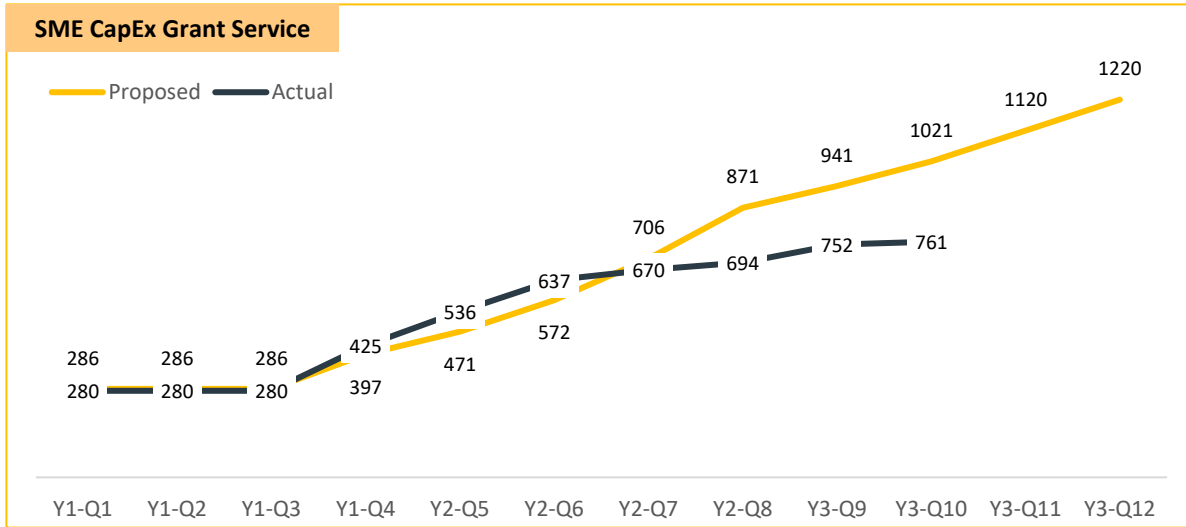
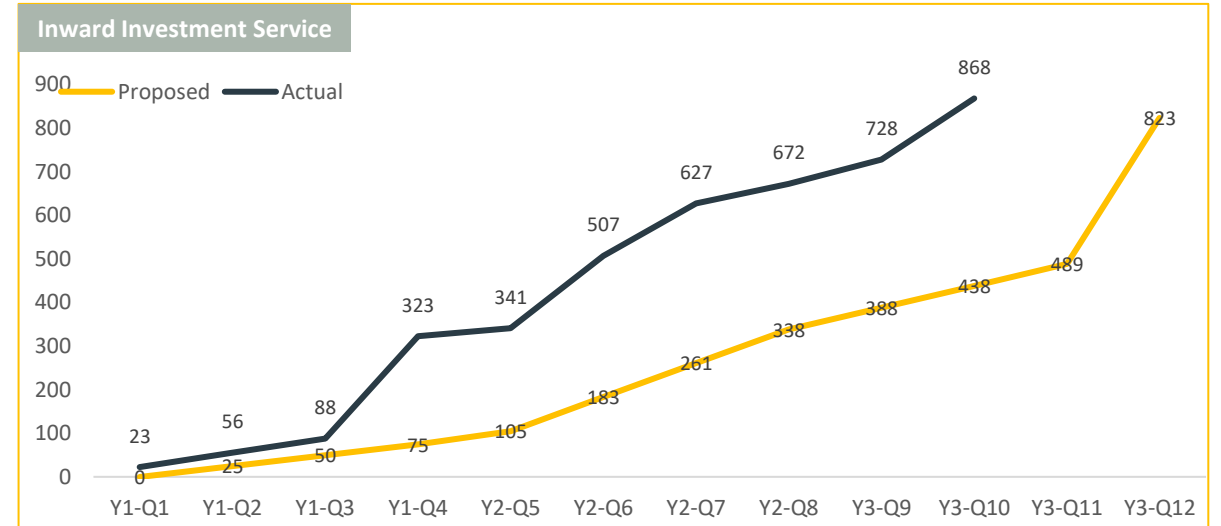
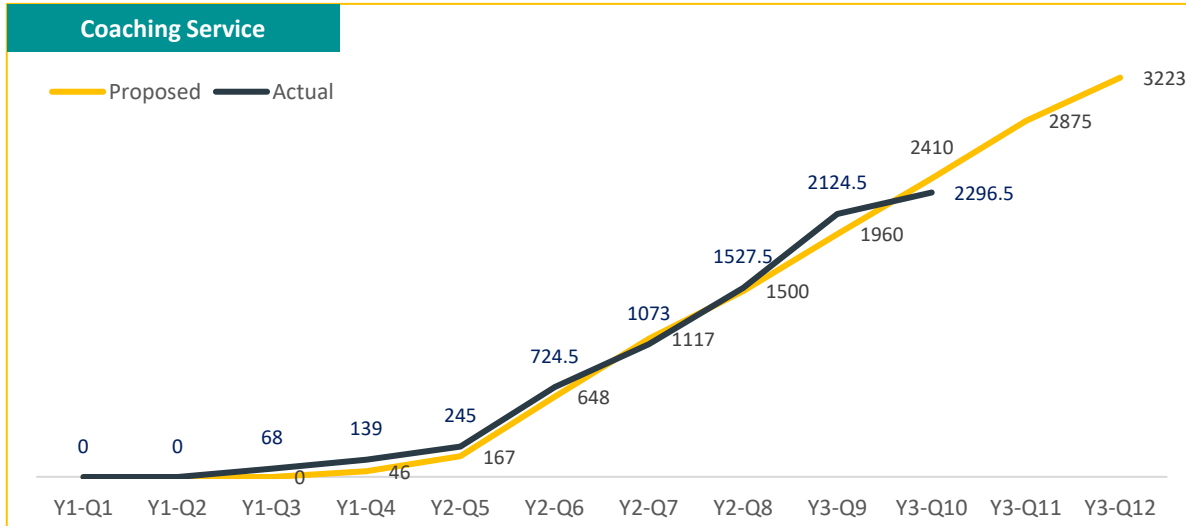
As per the qualification note explaining the position with the 32 companies awarded a CapEx Grant on 31<sup>st</sup> March 2021, we have recalibrated the Q4 data on jobs to reflect the fact that the Grants Jobs (committed) total for Year one is reset at 439 from 497 to account for the 58 jobs that companies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

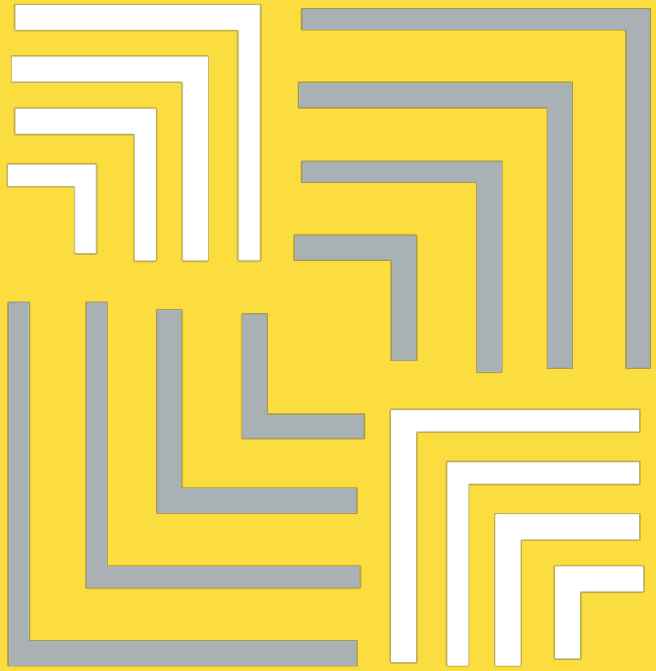




# Jobs by Service Line – Aggregate View

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





## **2. Growth Coaching Service**

# SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

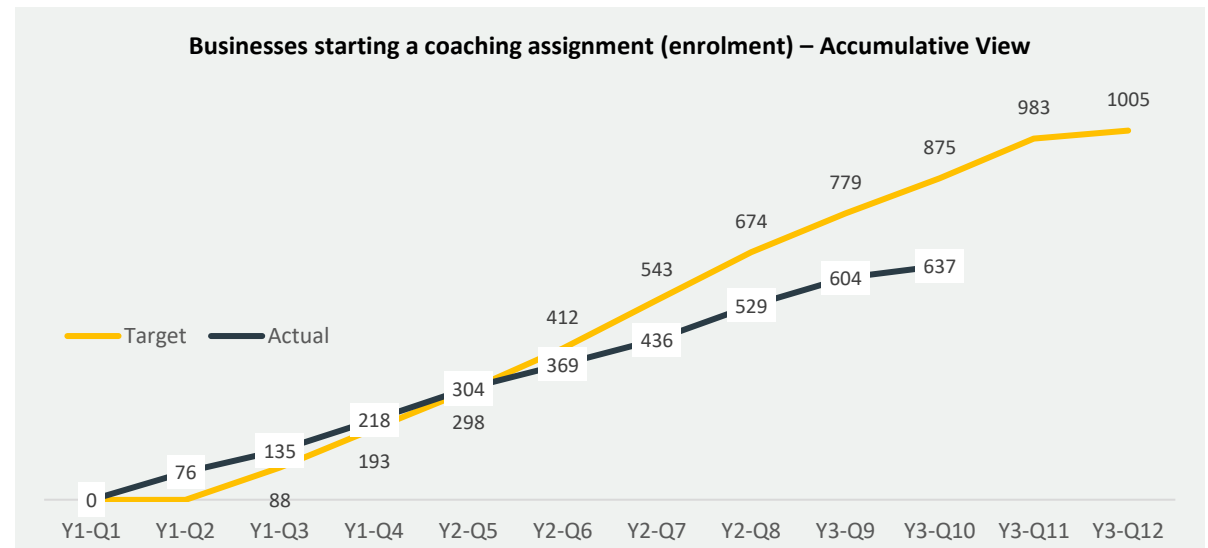
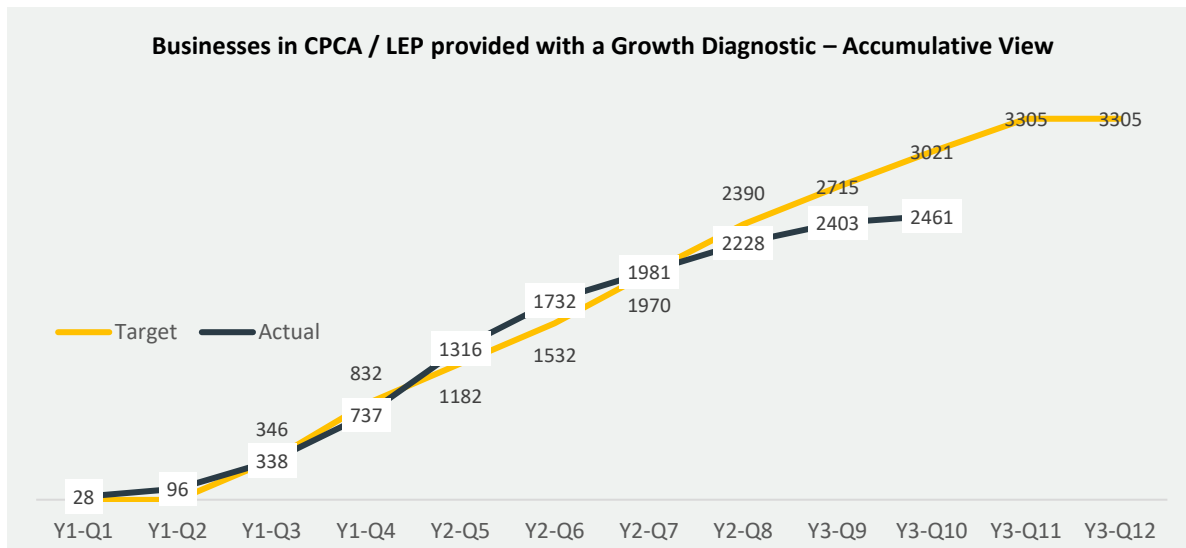
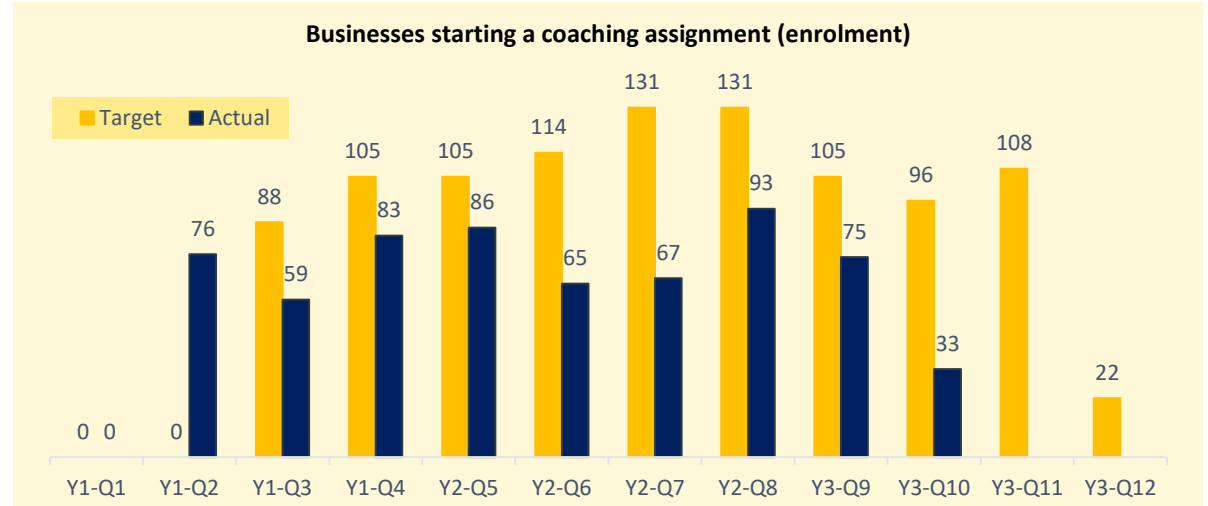
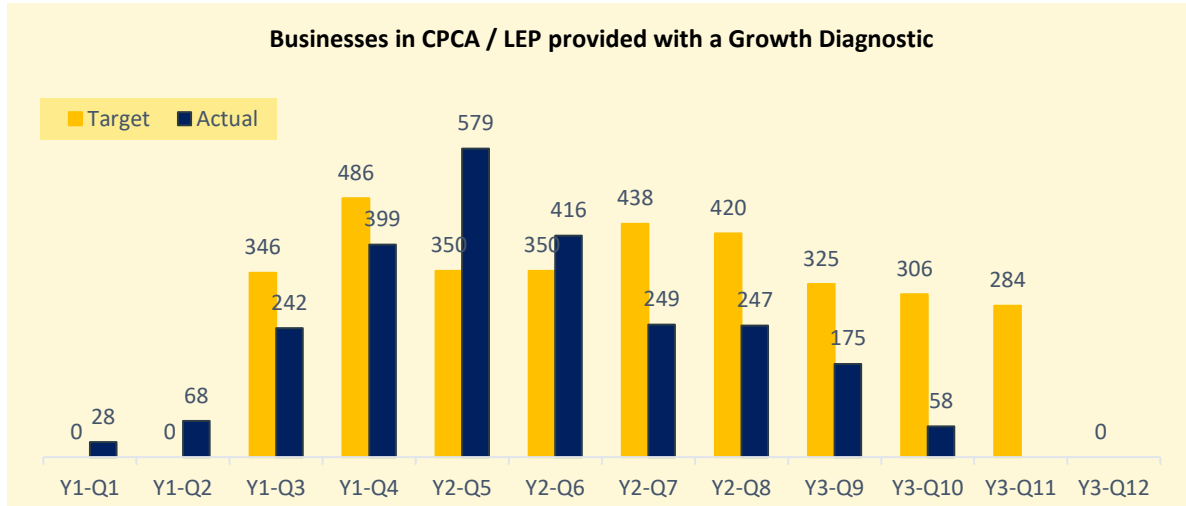
NOTE: Q10 data is to 30<sup>th</sup> April 2023.

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

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

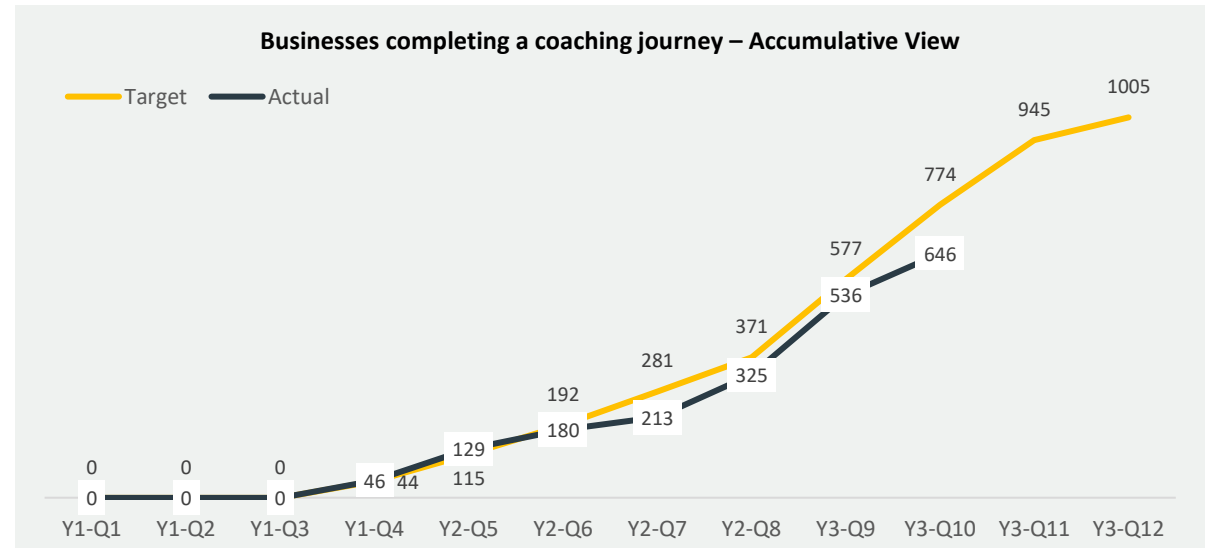
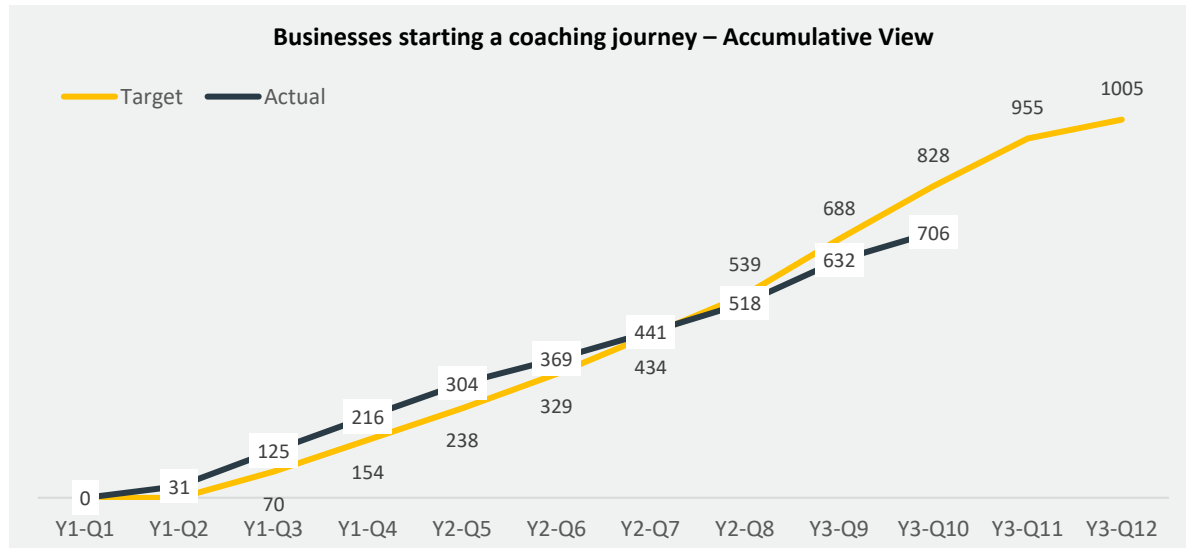
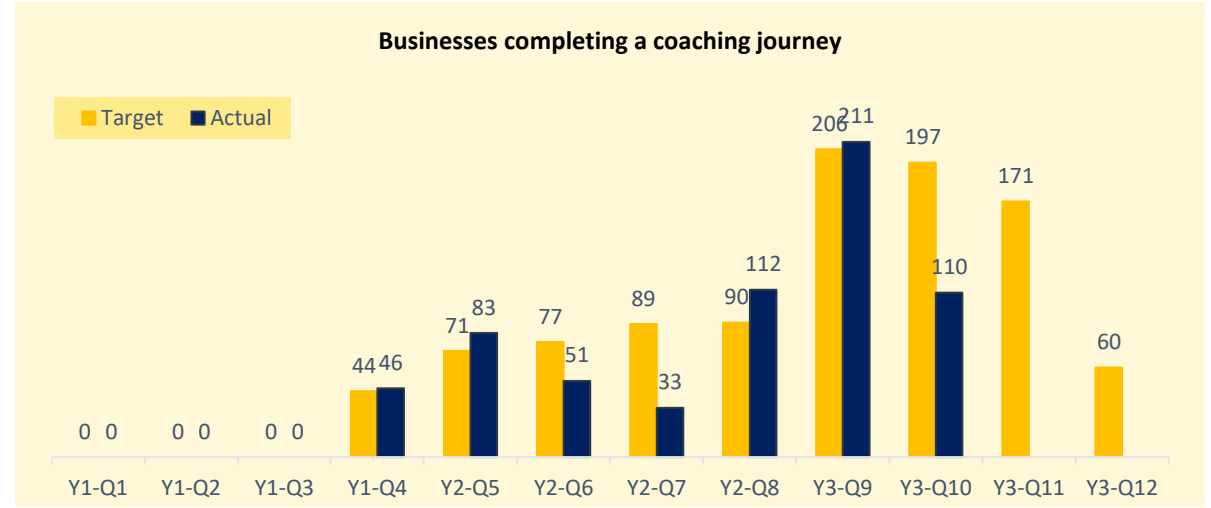
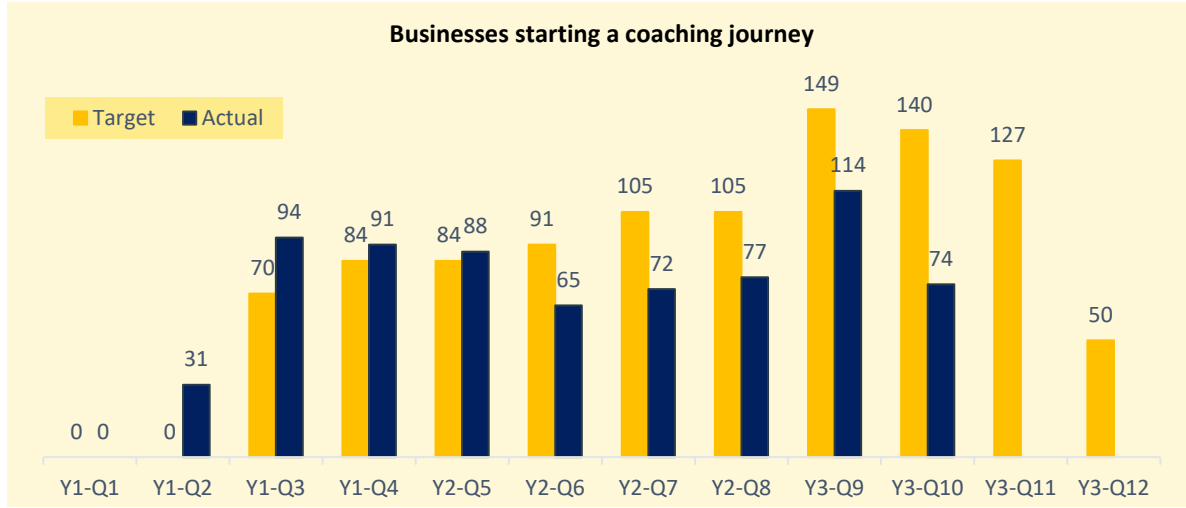
# SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

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



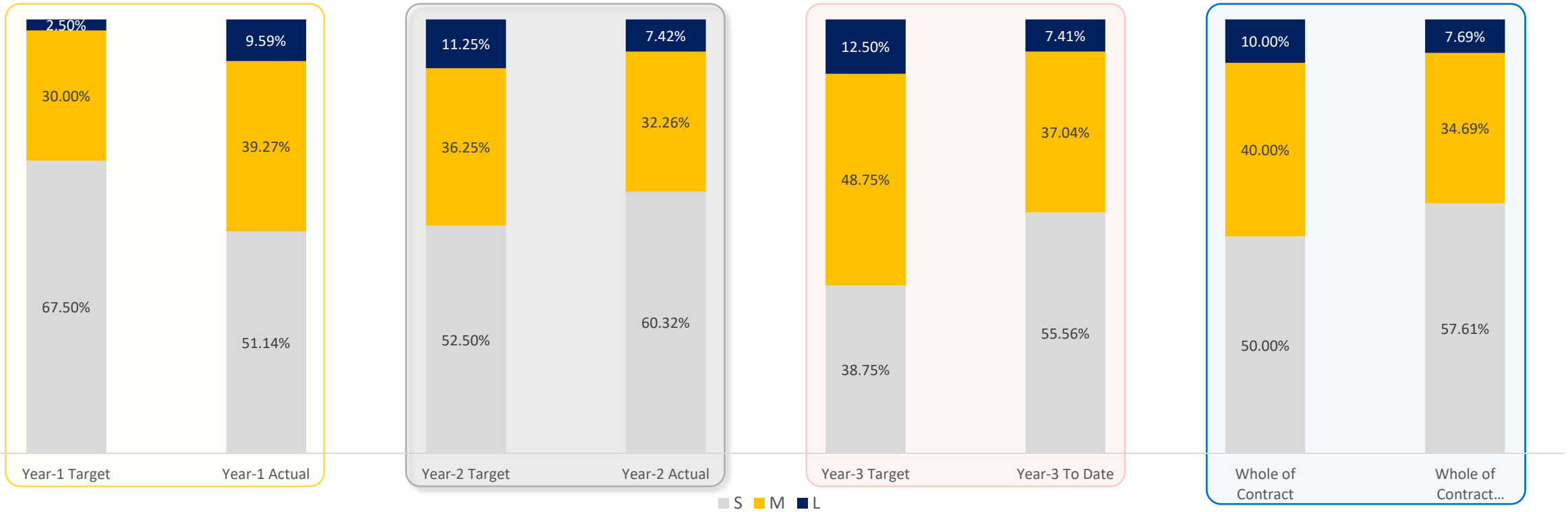
# SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

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



# SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

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



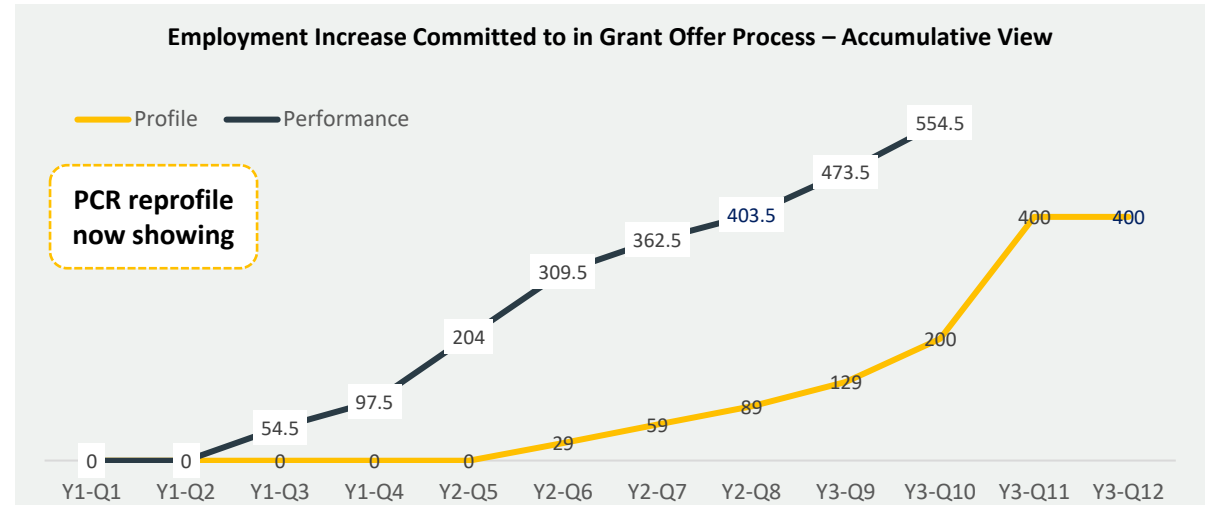
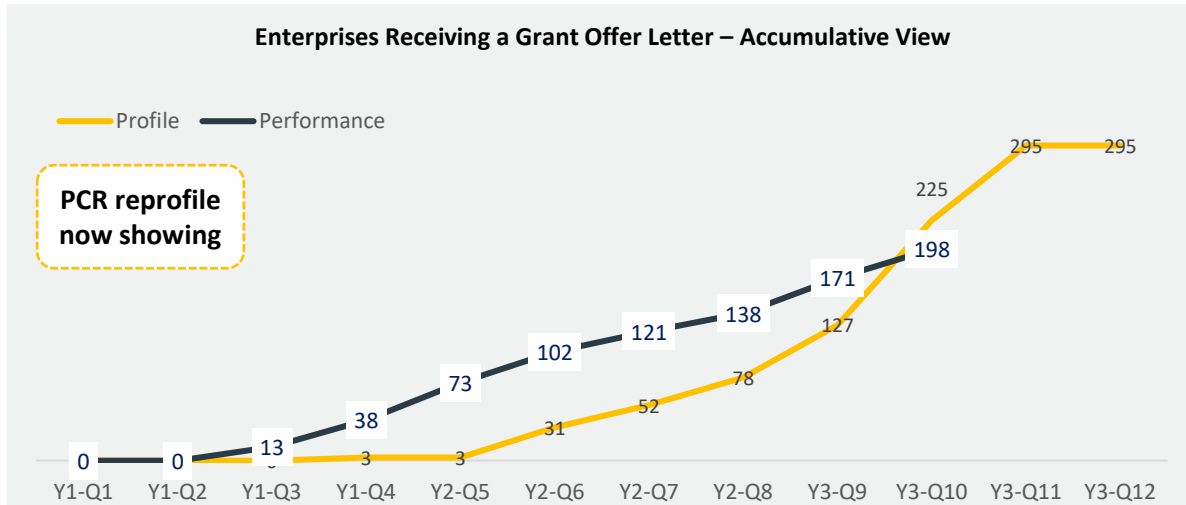
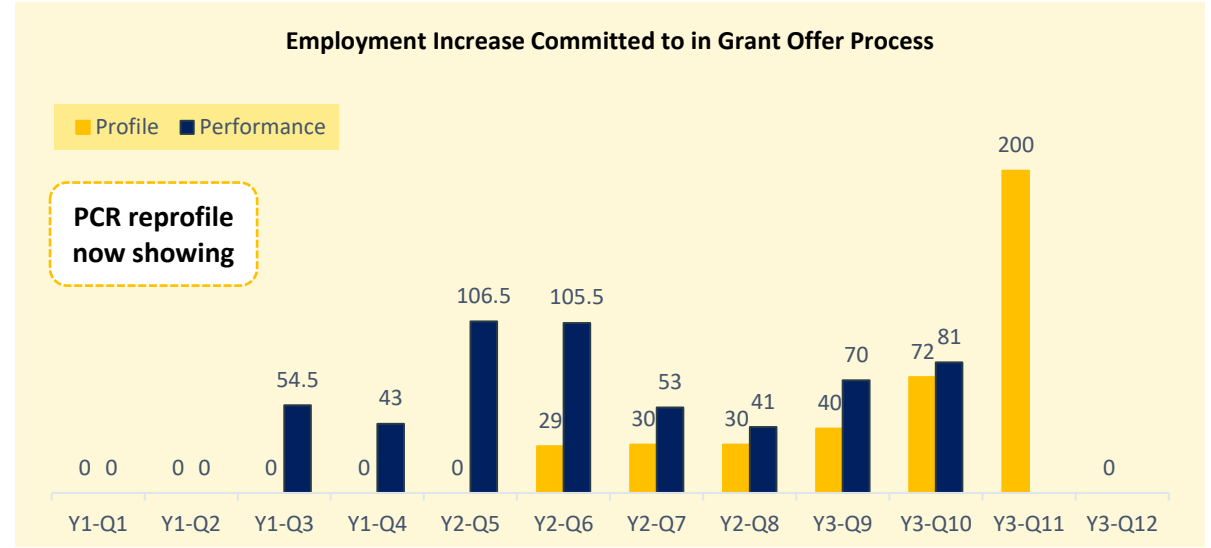
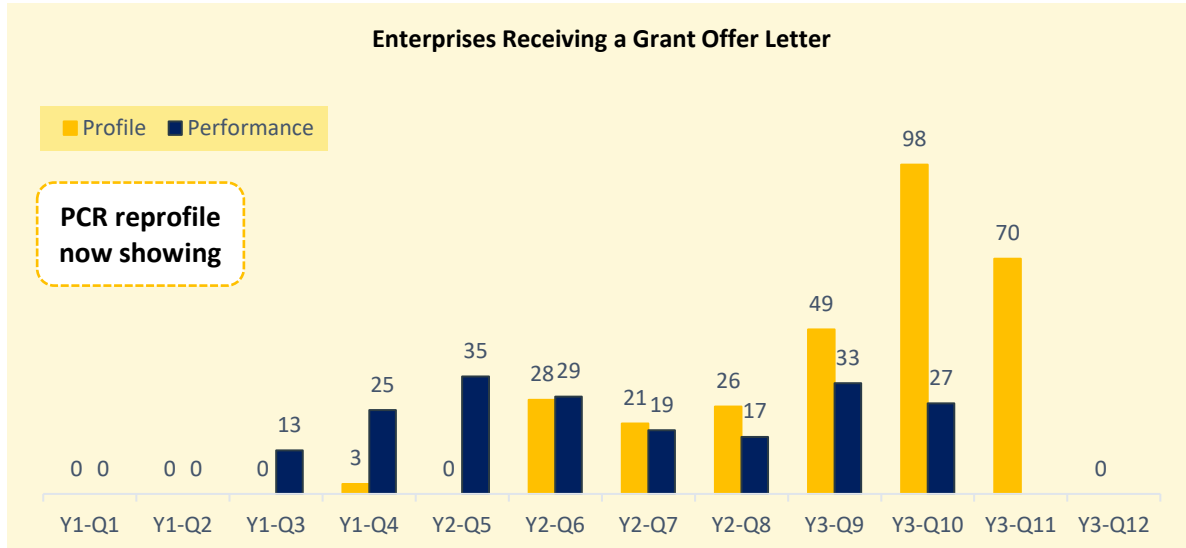
The categories are defined as follows:

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

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

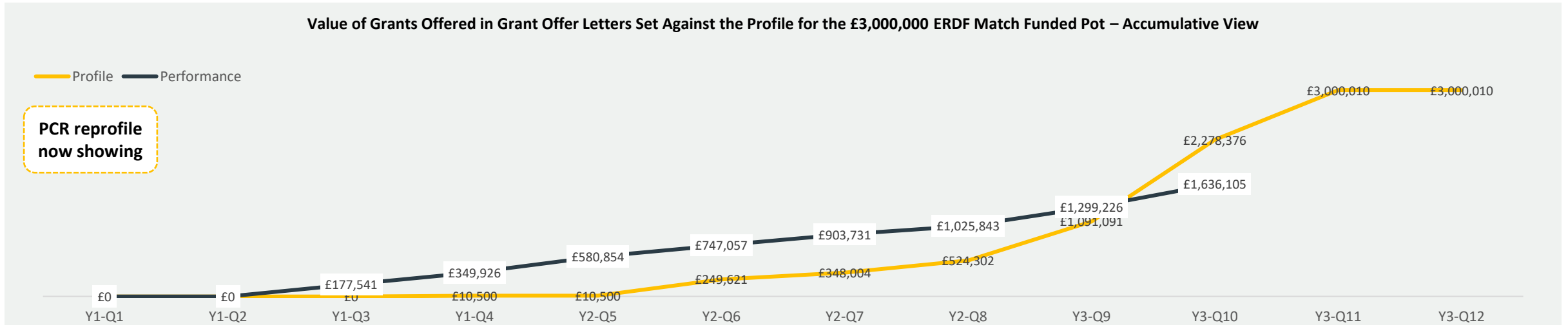
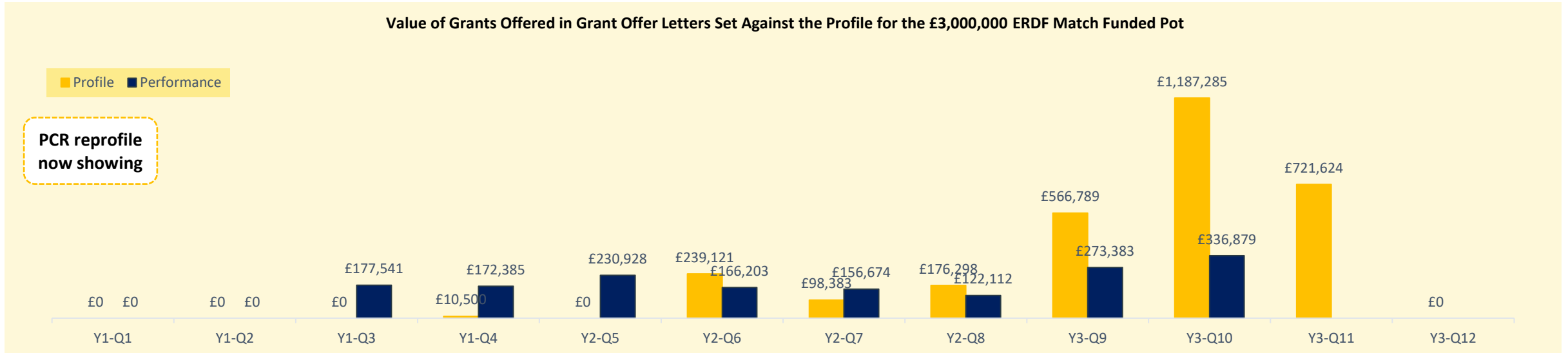
# SERVICE LINE DASHBOARD VIEW: Growth Coaching Service – ERDF Revenue / Nudge Grants (1/2)

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



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

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

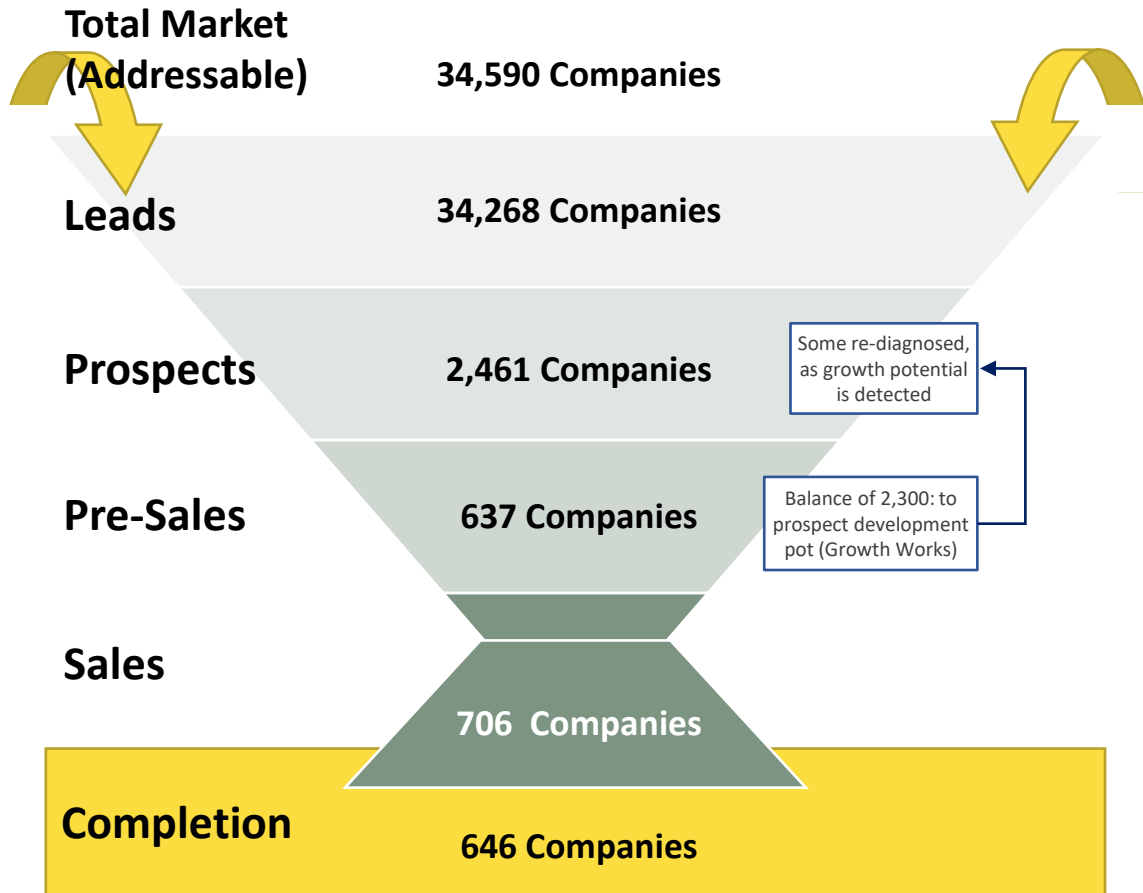




# SERVICE LINE PIPELINE VIEW: Growth Coaching Service

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

## PIPELINE STAGE VIEW



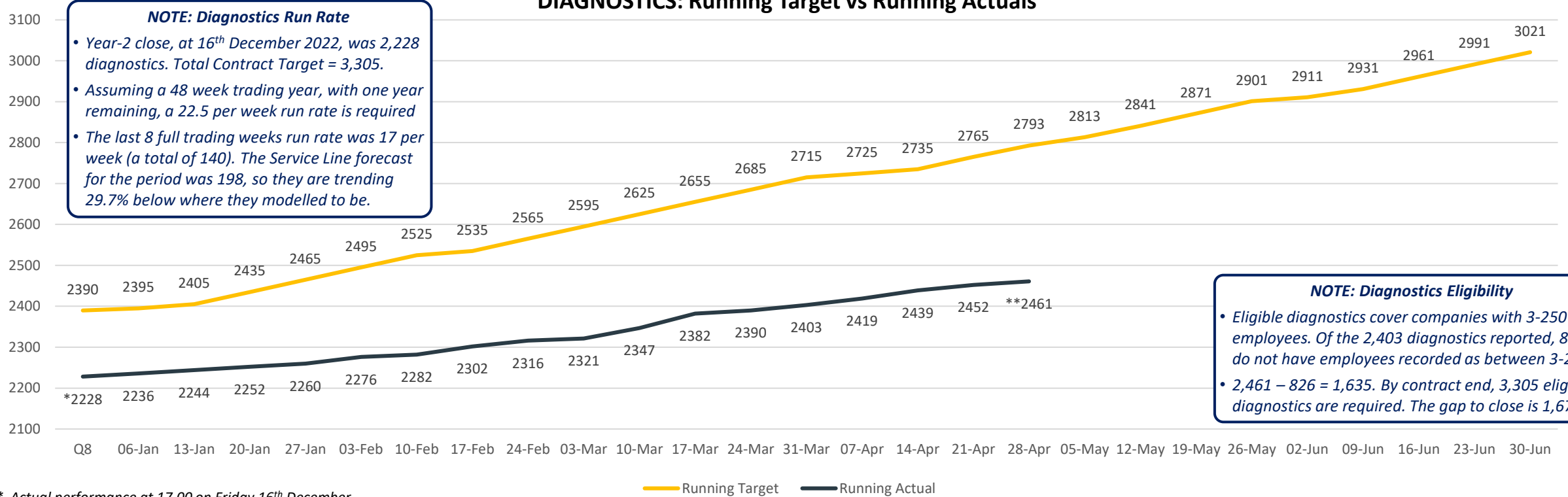
Pipeline Stage	Definition of Stage	Performance Indicator (whole of contract)	Monthly Performance	Contract to Date Performance
Total Market (Addressable)	34,590 SME companies in CPCA region (with 5+ employees) (ONS2020)	N/A • Awareness Raising • Marketing		
Leads	Evidenced connections with 8,062 mostly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

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

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

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

## DIAGNOSTICS: Running Target vs Running Actuals



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

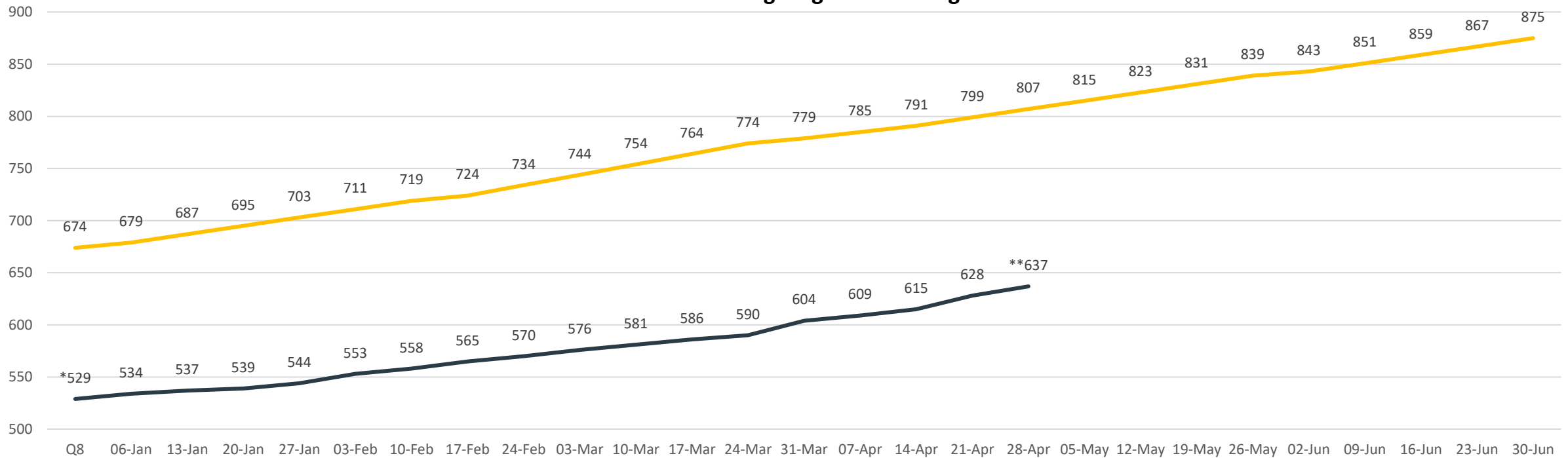
\*\*Actual performance at 17.00 on Sunday 30<sup>th</sup> April

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

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

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

**ENROLMENTS: Running Target vs Running Actuals**



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

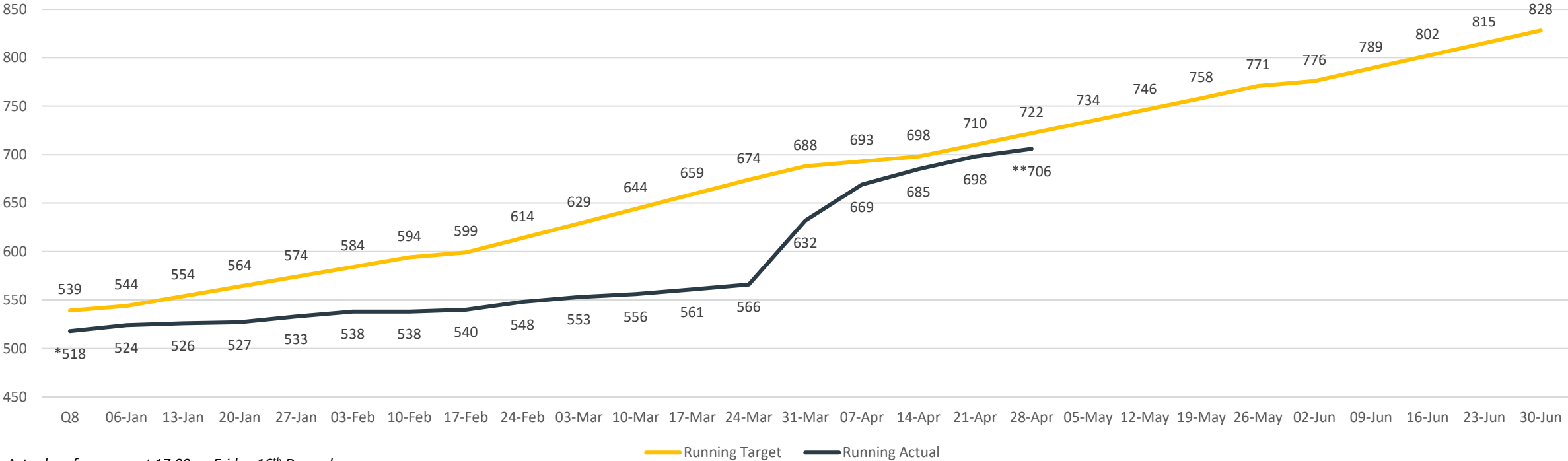
\*\*Actual performance at 17.00 on Sunday 30<sup>th</sup> April

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

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

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

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

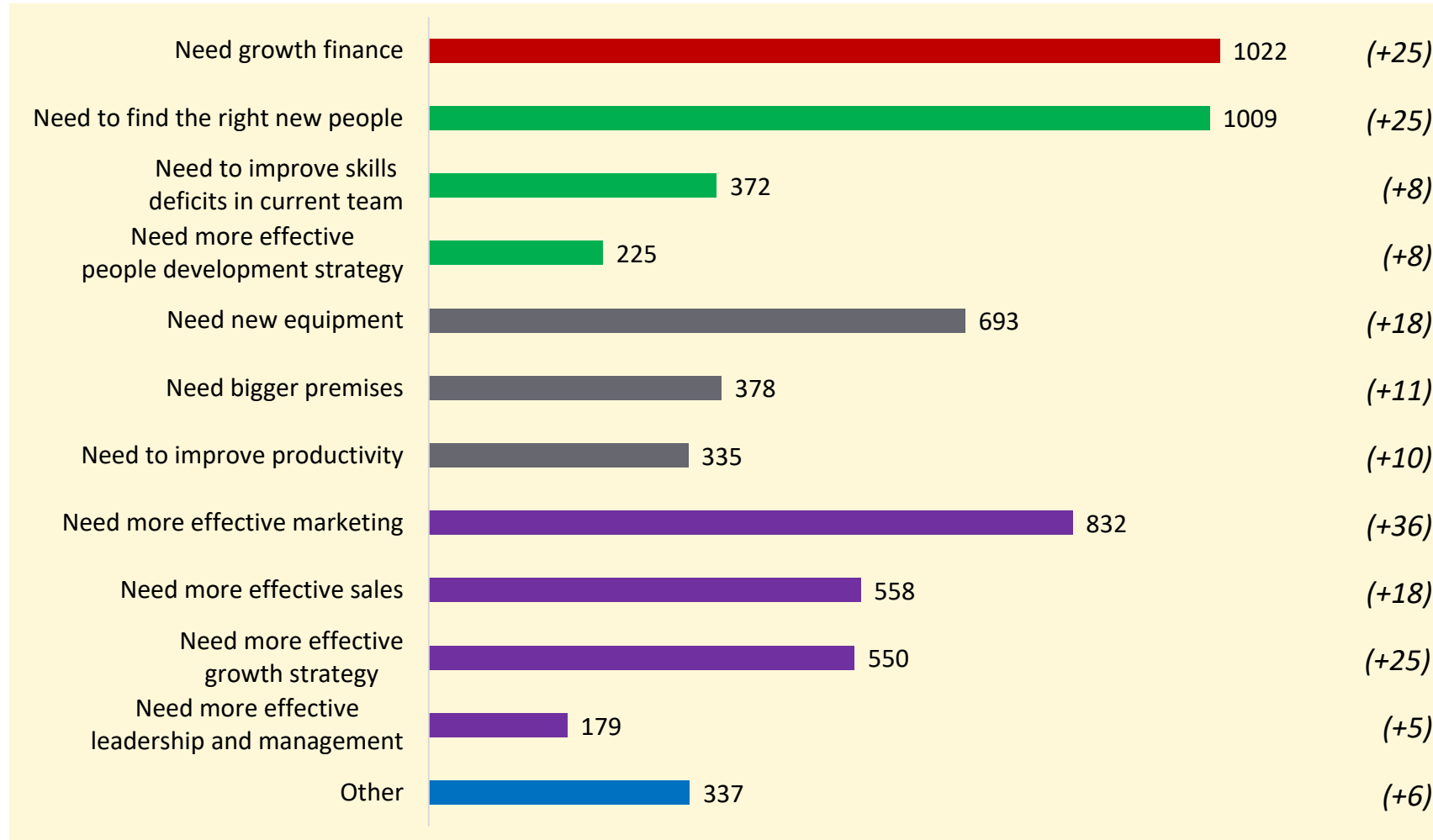


\* Actual performance at 17.00 on Friday 16<sup>th</sup> December

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

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

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



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

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

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

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

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

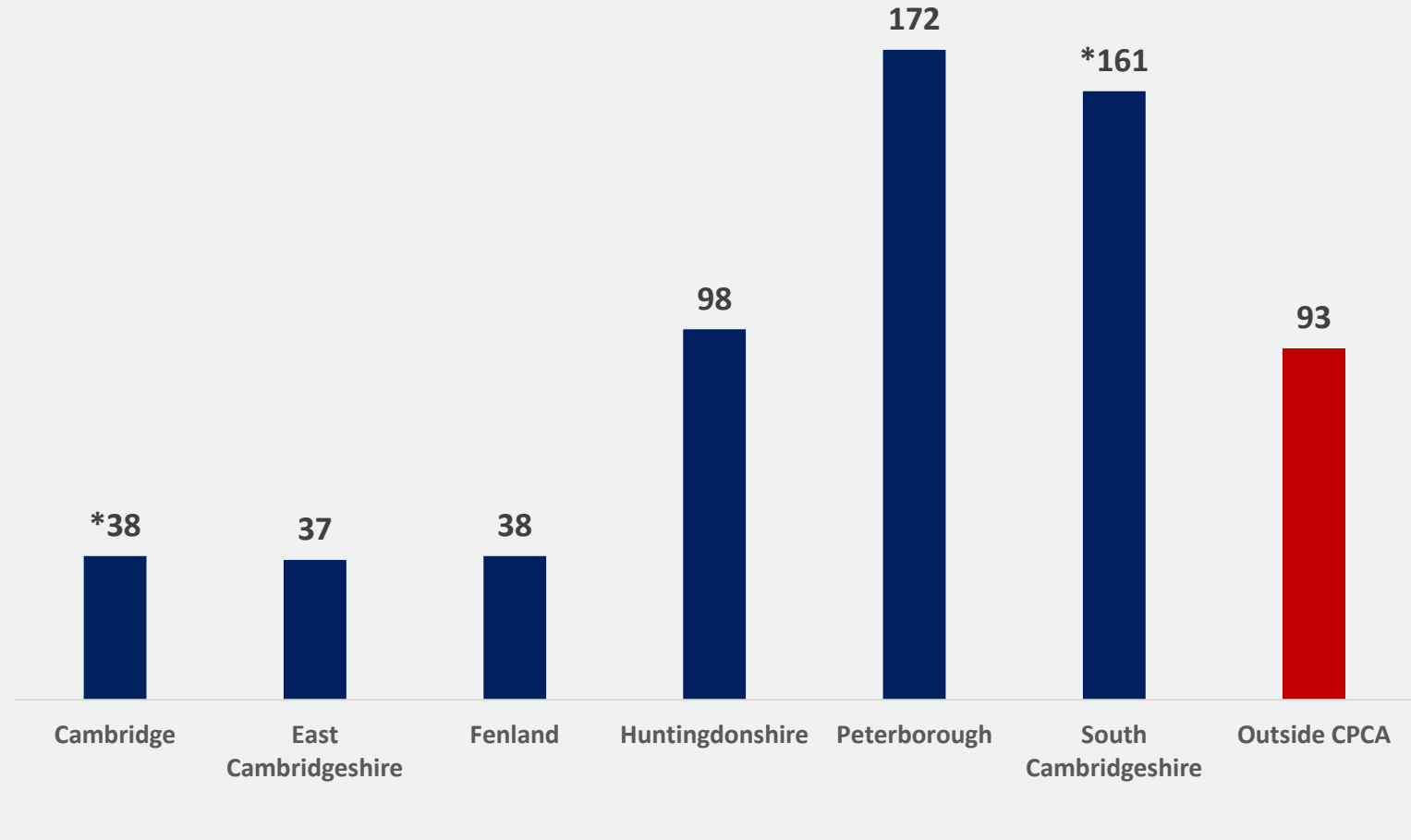
Challenge	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC
Need growth finance	63	70	68	167	236	215
Need to find the right new people	55	62	63	169	250	227
Need to improve skills deficits in current team	22	23	21	66	100	70
Need more effective people development strategy	13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

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

# SERVICE LINE VIEW: Growth Coaching Service

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

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



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

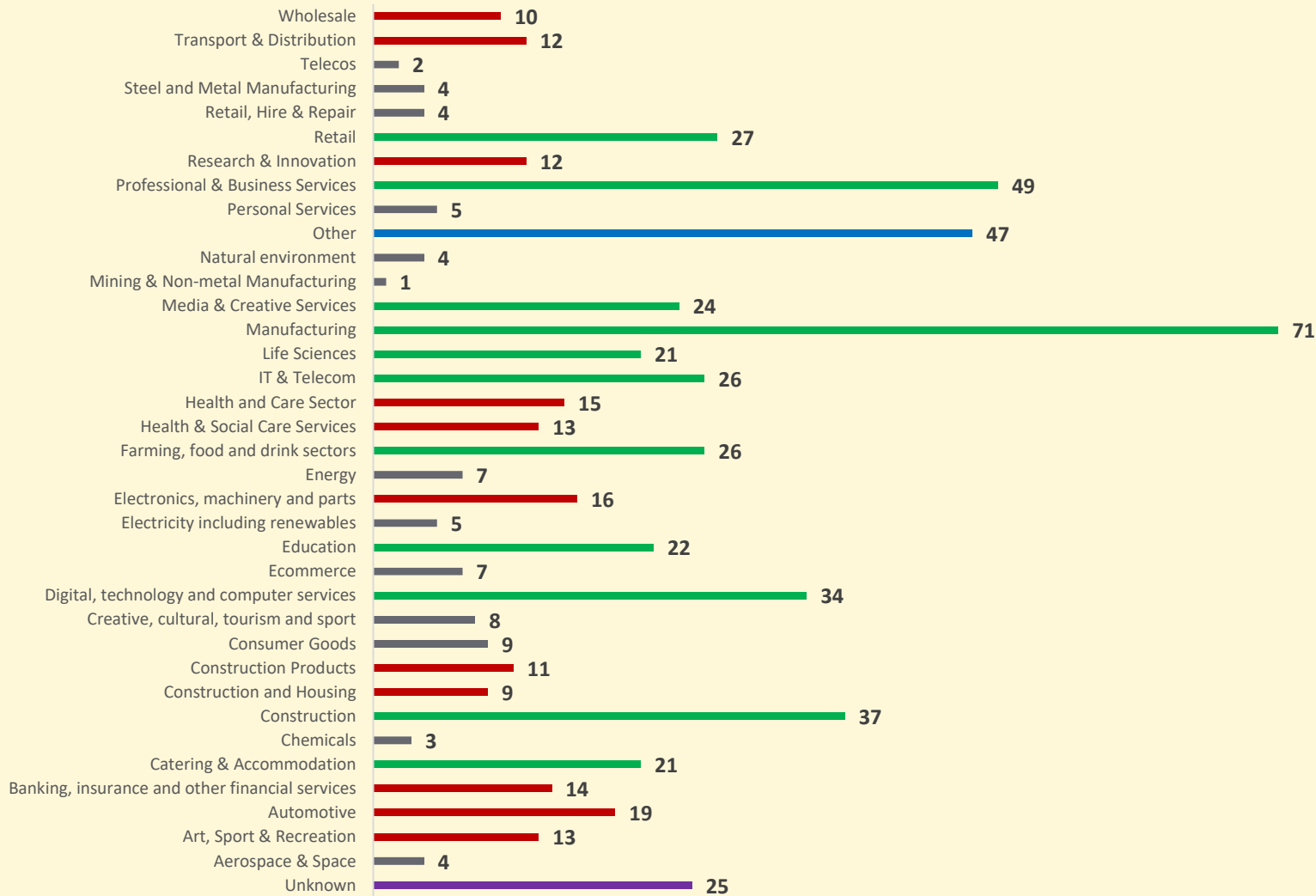
At 30<sup>th</sup> April 2023 a total of 637 companies enrolled in the Growth Coaching Service. The table above and chart opposite lists the number of companies by CPCA district.

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

Companies listed as being out of the CPCA area.

# SERVICE LINE VIEW: Growth Coaching Service

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



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

The table opposite lists the number of companies by sector.

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





# **GROWTH WORKS**

## **SUB-SECTION:**

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

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

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

Growth Hub data presented is taken from HubSpot.

## The GROWTH HUB

### What is it?

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

### What we do?

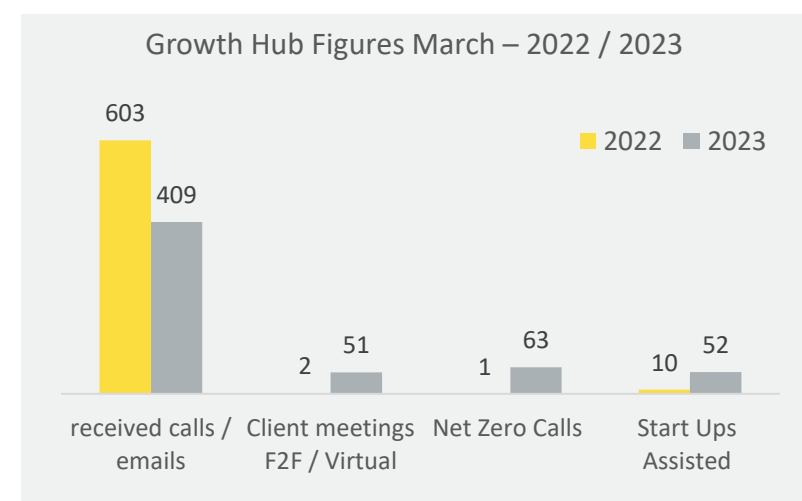
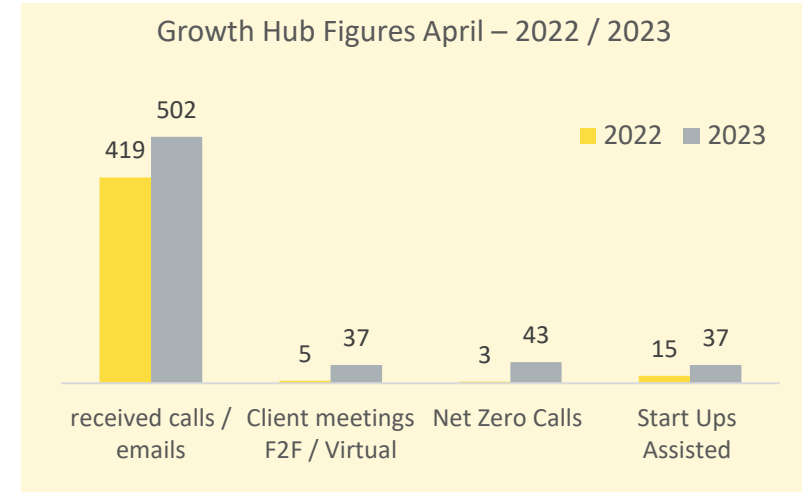
The CPCA Growth Hub is a business support one stop shop that advises and points beneficiaries towards the support they require, whether individuals with a great idea, those that have been trading for a while or need funding support to expand. The CPCA Growth Hub makes the process of finding information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

### Measurements?

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



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



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

## April Update

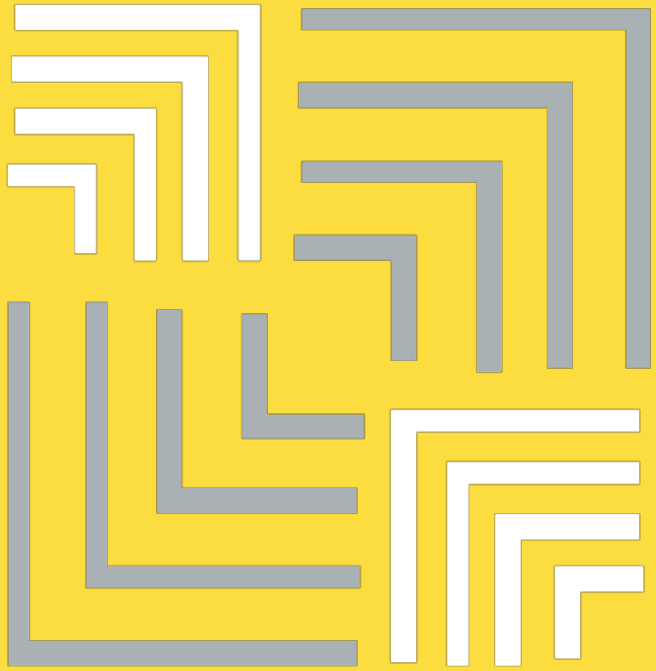
- GH Received 502 calls and emails this month
- 22 x 1 hour mentoring sessions delivered.
- Attended 32 stakeholder meetings across the month.
- Still huge amounts of calls regarding Growth Works grants due to marketing campaigns, sadly quite a few not eligible but these get picked up by the Growth Hub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

## April: Digital Marketing Data Update

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

## March: Digital Marketing Data Update

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



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

# SERVICE LINE DASHBOARD VIEW: Inward Investment Service

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

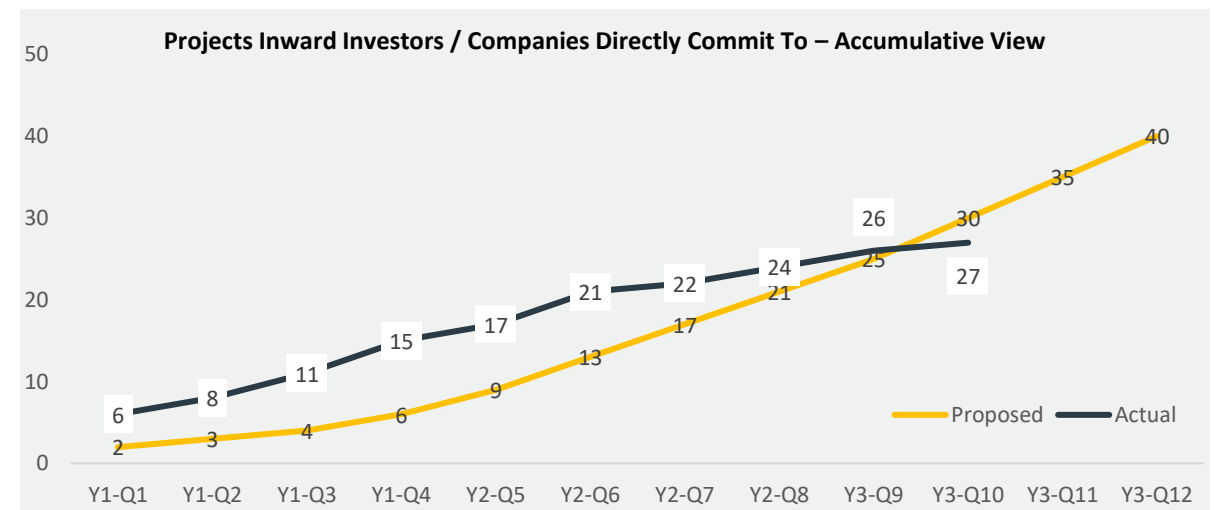
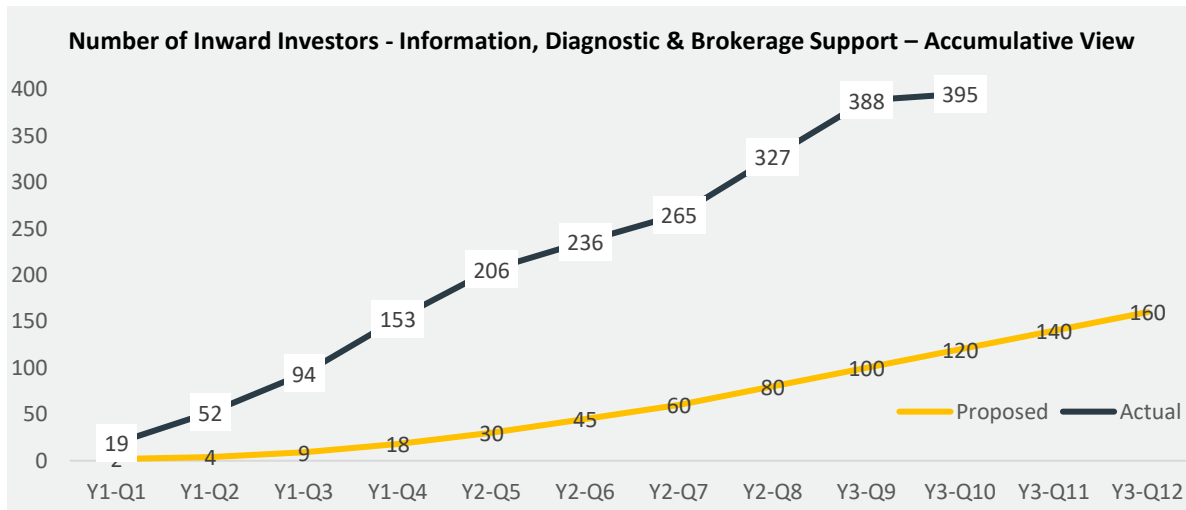
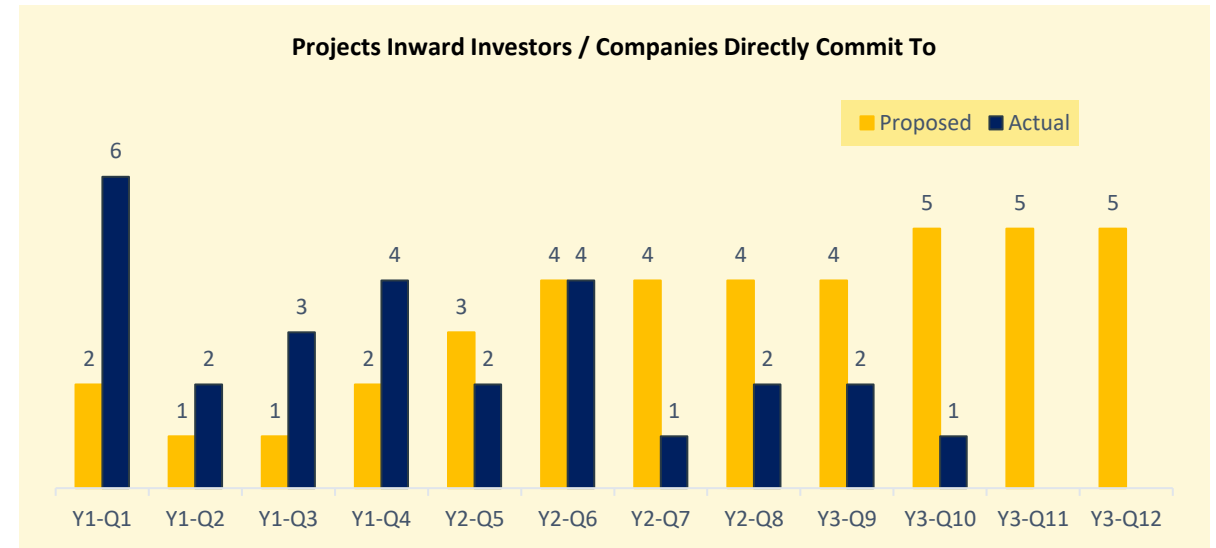
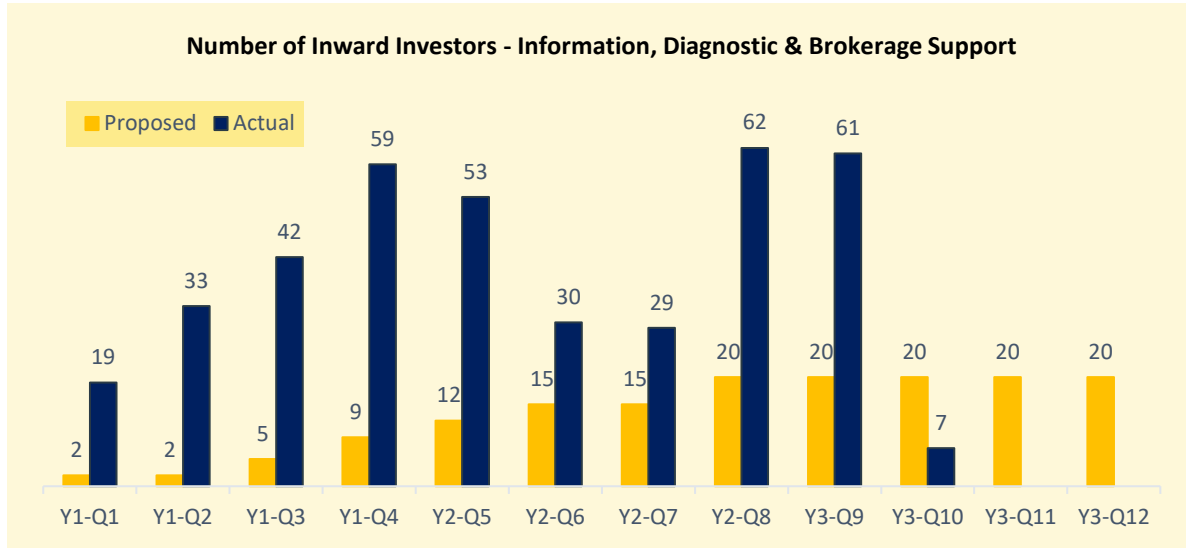
Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	(Q10) This Quarter					Q11 Target	Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Apr 2023)	Whole of Contract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

## NOTES:

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

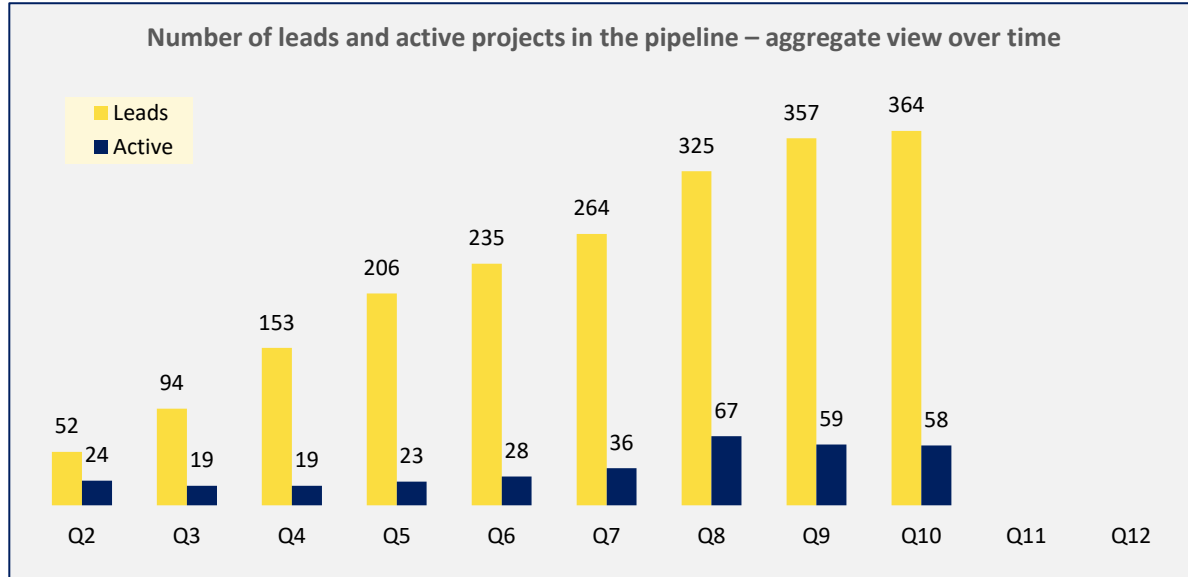
# SERVICE LINE DASHBOARD VIEW: Inward Investment Service

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



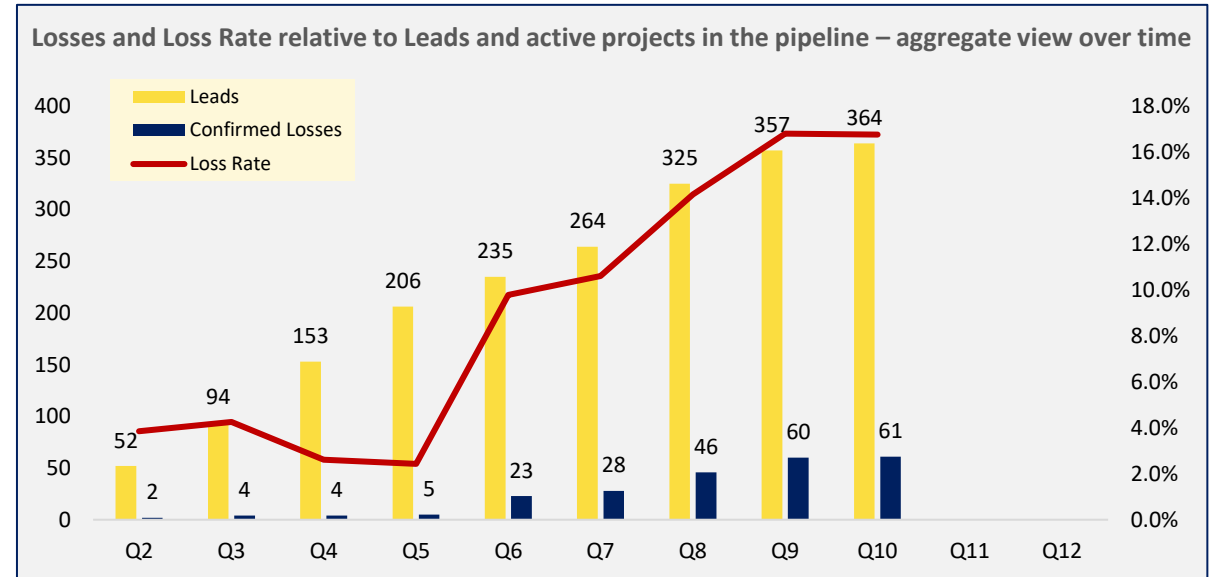
# SERVICE LINE DASHBOARD VIEW: Inward Investment Service – opportunity cost

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



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

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



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

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

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

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

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



**ARGENTINA**

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




**MEXICO**

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

**UK – Intra Border Expansion**

**Cinema8** (Technology)

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



**INDIA**

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



**TURKEY**

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



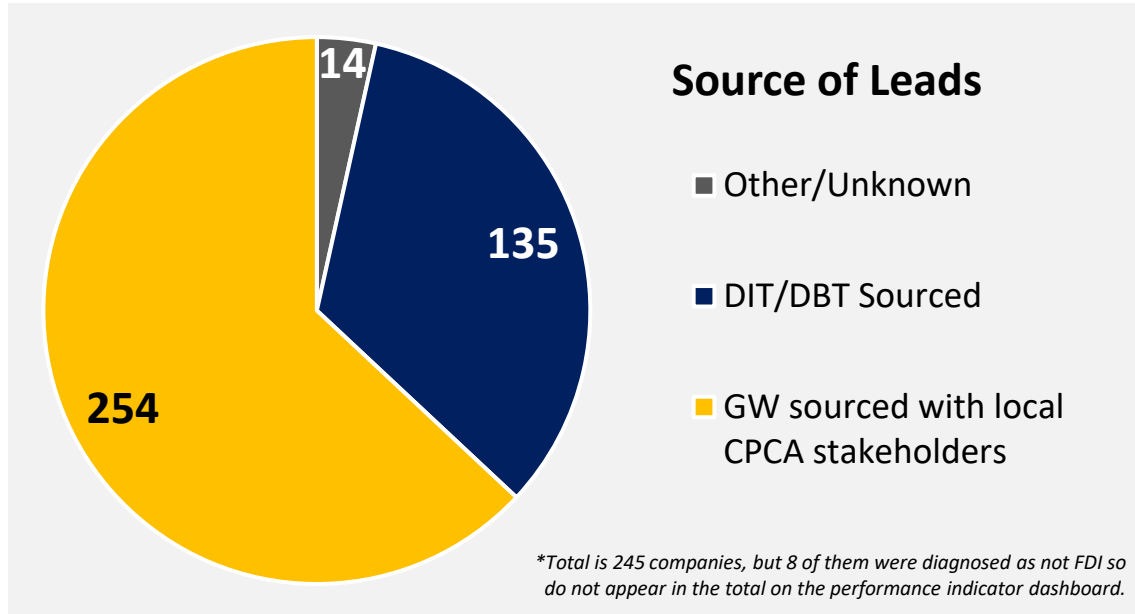
**AUSTRALIA**

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



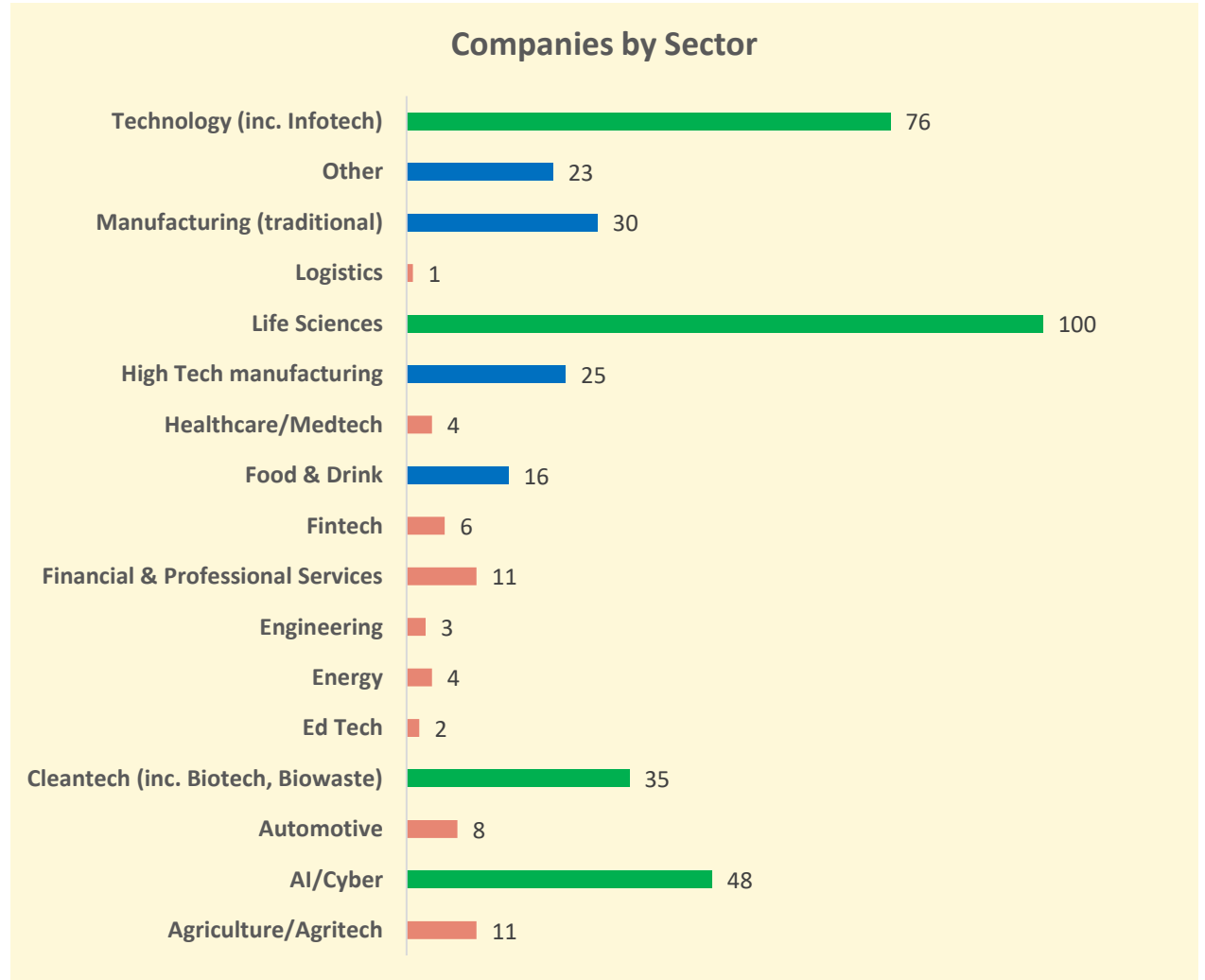
# SERVICE LINE VIEW: Inward Investment Service – origin of leads and sector coverage of leads

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



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

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



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

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

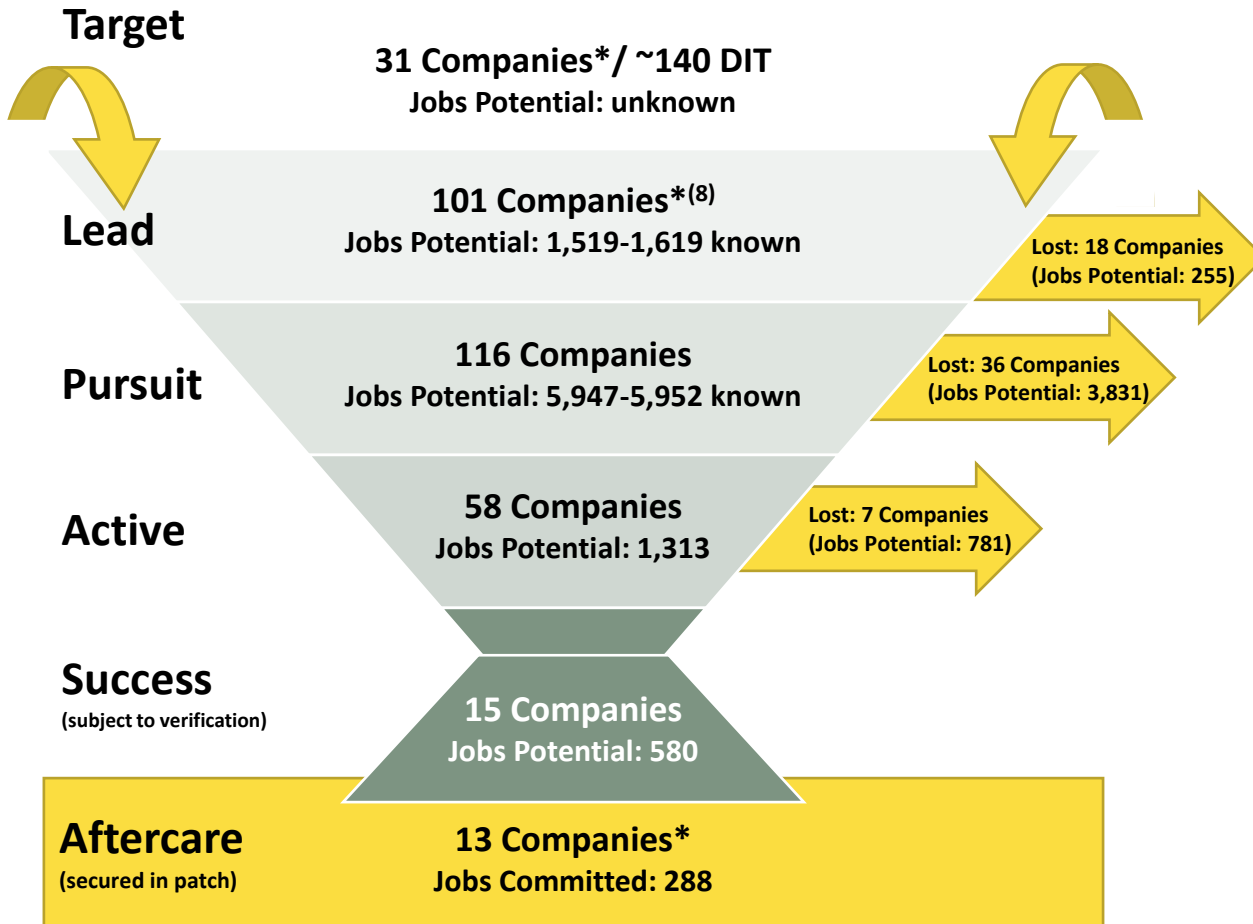
District	Successes	Jobs Committed (+Grants*)	Sectors	Countries of Origin
Cambridge	9	385 (+5 Grants*)	<ul style="list-style-type: none"> <li>Financial Services</li> <li>Life Sciences x5</li> <li>Technology x2</li> <li>Food &amp; Drink</li> </ul>	<ul style="list-style-type: none"> <li>Netherlands</li>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

\* Jobs created numbers reported here as IIS jobs do not include Grants jobs, which are in brackets to the side: jobs that have been generated through IIS delivery efforts to land an investor but where we have connected them to colleagues in the Grants Service – so that should the company qualify for support, the additionality offered by the Grants Service helps to secure the IIS ‘win’ – are not counted by us. We show them here so that Combined Authority colleagues can see that a) we do not double count, and b) we work across service lines to achieve a greater impact for CPCA.

# SERVICE LINE PIPELINE VIEW: Inward Investment Service

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

## PIPELINE STAGE VIEW

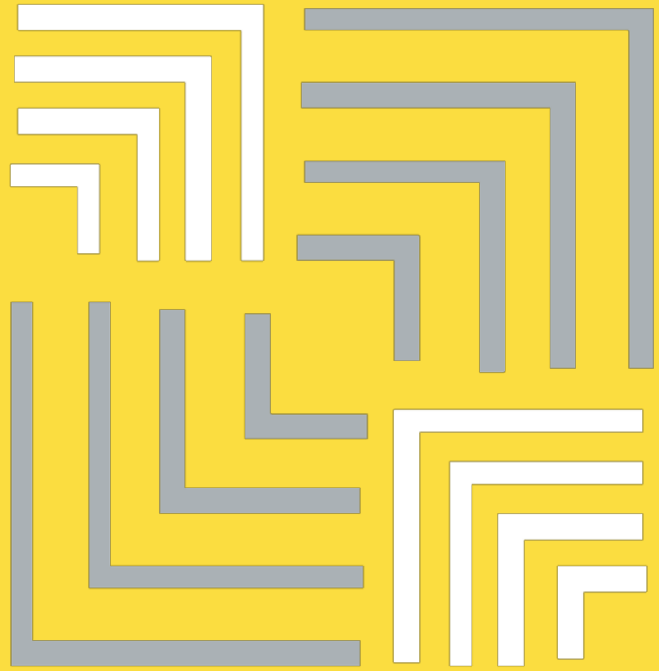


PIPELINE	
Stage	Notes
<b>Target</b>	31 companies to be actively engaged.
<b>Lead</b>	Jobs potential on 86 of these is currently unknown. In addition, there are eight shown here as *(8): <ul style="list-style-type: none"> <li>• 4 served but later qualified out as FDI clients (Better Origin, Paxford Composites, Flusso, TWI)</li> <li>• 4 abandoned early (Fast Despatch, Environmental Science Group, My Transylvania, Viva Arts)</li> </ul>
<b>Pursuit</b>	Jobs potential on 57 of these is currently unknown, while the jobs potential on the top ten (10) of the other 59 is 4,611.
<b>Active</b>	Jobs potential on the top three (3) of these account for almost 42% of the total (550), as follows: Mickledore (confidential drinks manufacturer – 300), Syngene International (150), and Leadzen (100)
<b>Success</b>	One win this month: Paragraf (UK Inbound), High Tech Manufacturing, Huntingdonshire – 140 jobs All jobs are reported as potential until such time as they land in patch on a payroll. Twelve (12) wins reported have now moved into aftercare.
<b>Aftercare</b>	When companies have landed and set up successfully in patch they will be account managed through the IIS aftercare process – 1 company (Mibin*) is being supported but not claimed as a ‘win’ because it landed through DIT (3 jobs).

PIPELINE: using established ratios and the data at Year-2 end (with many caveats in place) we predict the following further probable results by District during Year-3 (Feb-Dec).

District	CCC	ECDC	FDC	HDC	PCC	SCDC	LEP
<b>Successes</b>	5	2	1	1	2	3	1
<b>Jobs</b>	50	20	10	10	20	30	8

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



## 4. Skills Service

# SERVICE LINE DASHBOARD VIEW: Skills Service

NOTE: Q10 data is to 30th April 2023

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

## Skills Update:

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

### NOTE: Apprenticeships

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

### NOTE: Jobs

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

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

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

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

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

# SERVICE LINE REPORTING: Skills Service – ESF KPIs

NOTE: Q10 data is to 30th April 2023

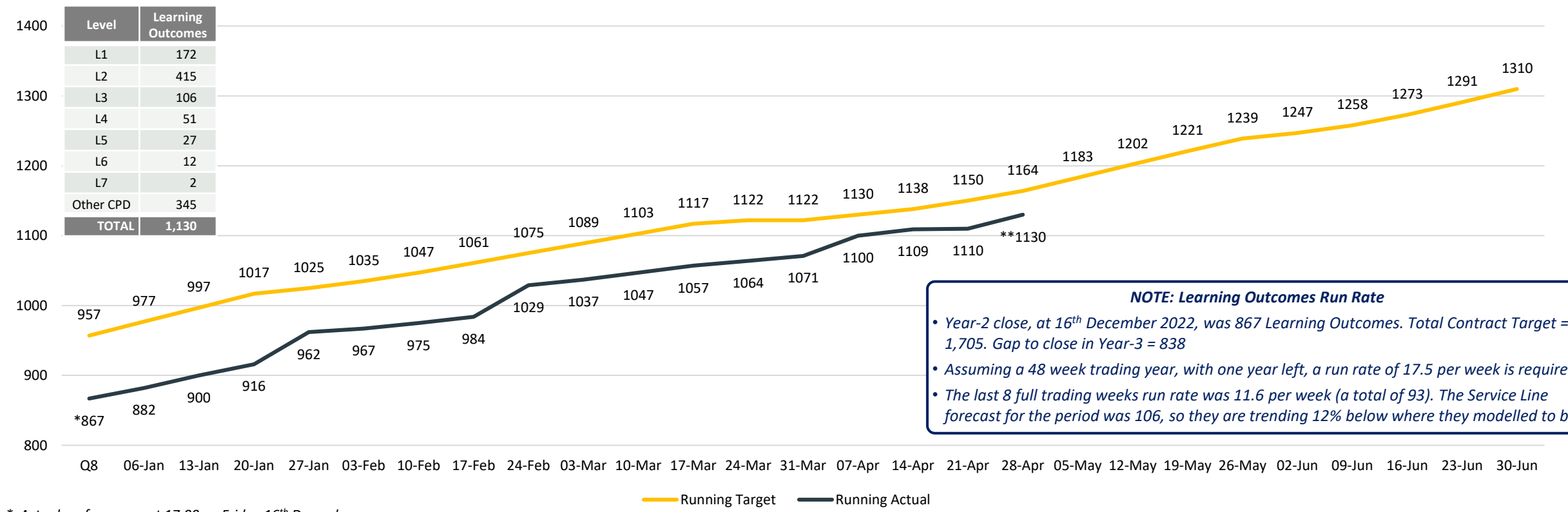
Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	(Q10) This Quarter					Q11 Target	Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Apr 2023)	Whole of Contract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

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

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

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

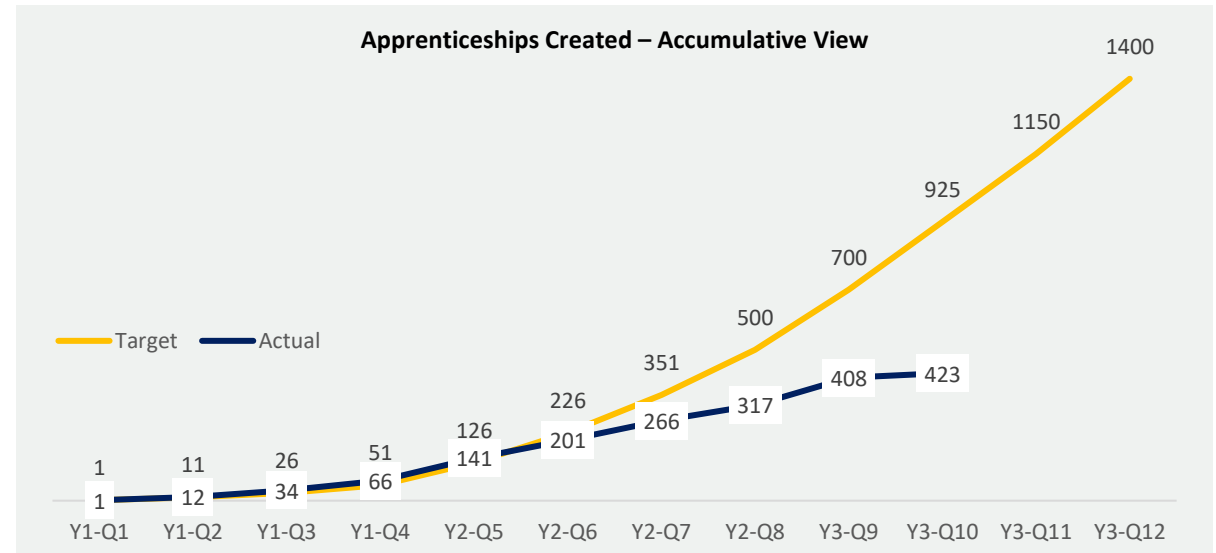
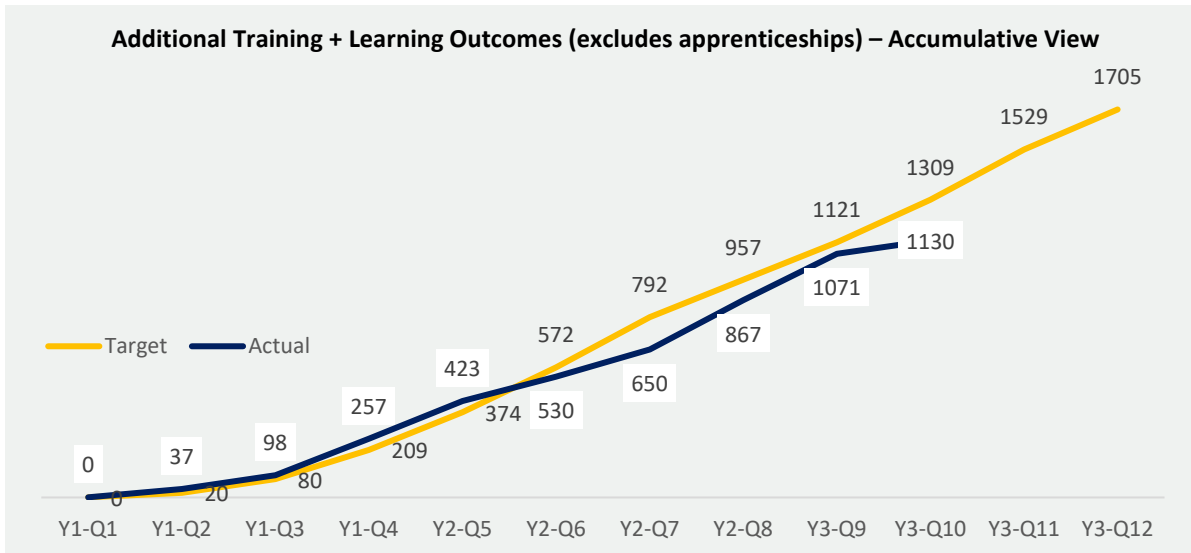
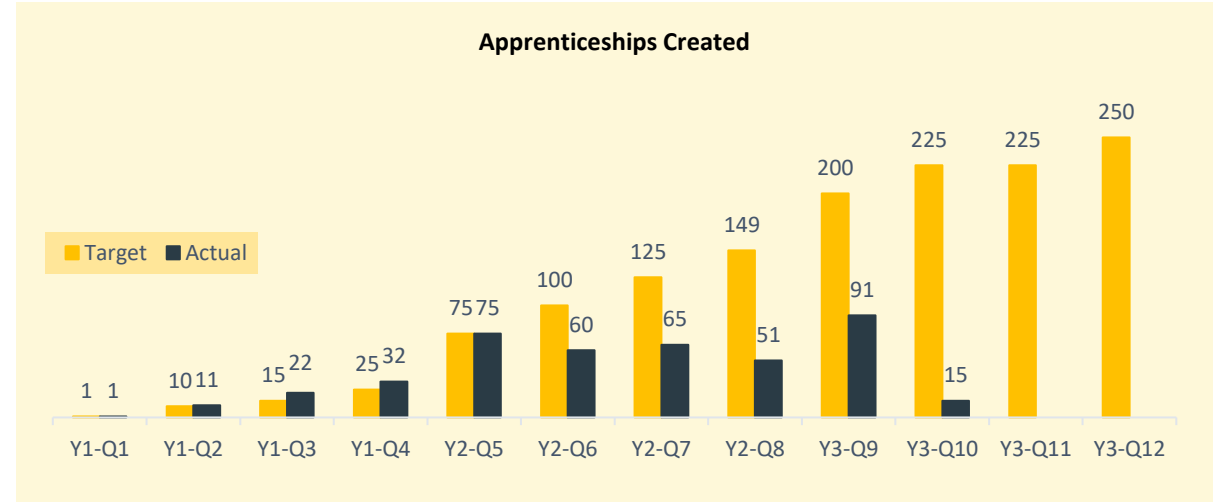
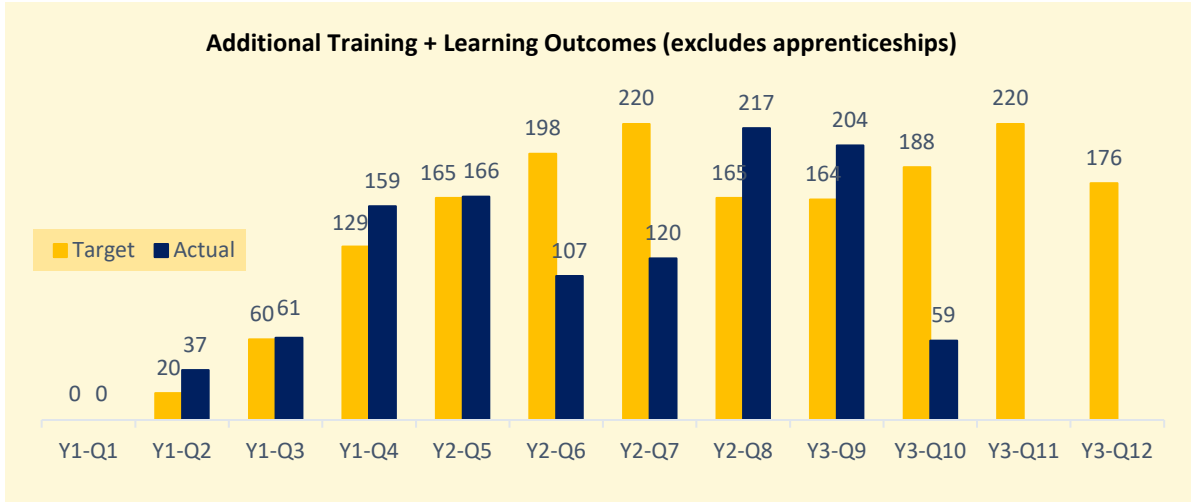
Week Ending	Year-1	Q8	Q9 - 2023 (Target 164)														Q10 - 2023 (Target 188)											
	(to 16 Dec'21)	(to 16 Dec'22)	06-Jan	13-Jan	20-Jan	27-Jan	03-Feb	10-Feb	17-Feb	24-Feb	03-Mar	10-Mar	17-Mar	24-Mar	31-Mar	07-Apr	14-Apr	21-Apr	28-Apr	05-May	12-May	19-May	26-May	02-Jun	09-Jun	16-Jun	23-Jun	30-Jun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



\* Actual performance at 17.00 on Friday 16<sup>th</sup> December  
 \*\*Actual performance at 17.00 on Sunday 30<sup>th</sup> April

# SERVICE LINE DASHBOARD VIEW: Skills Service

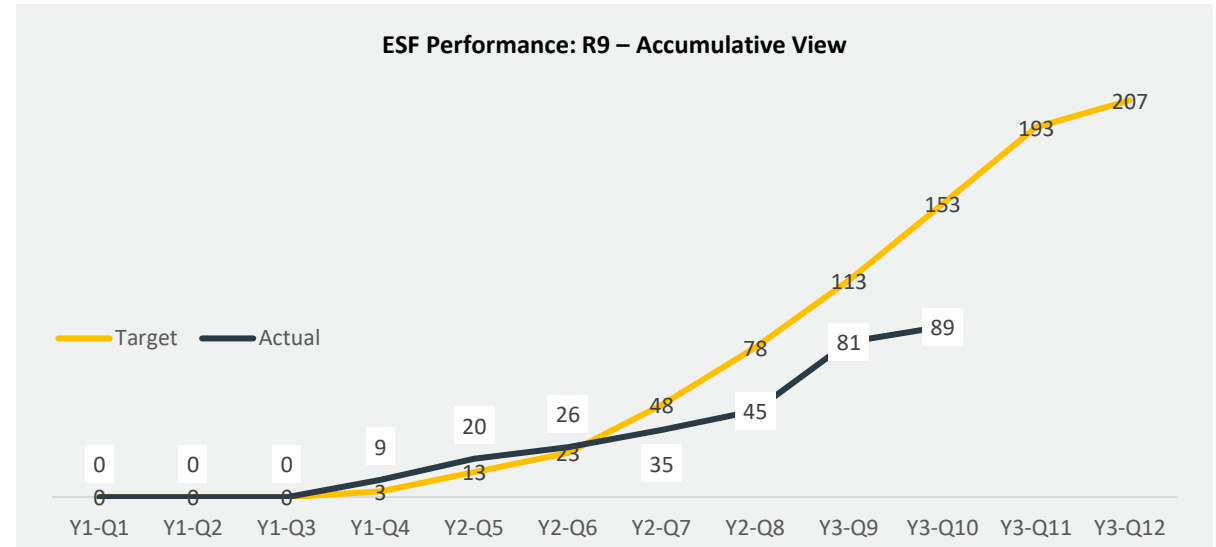
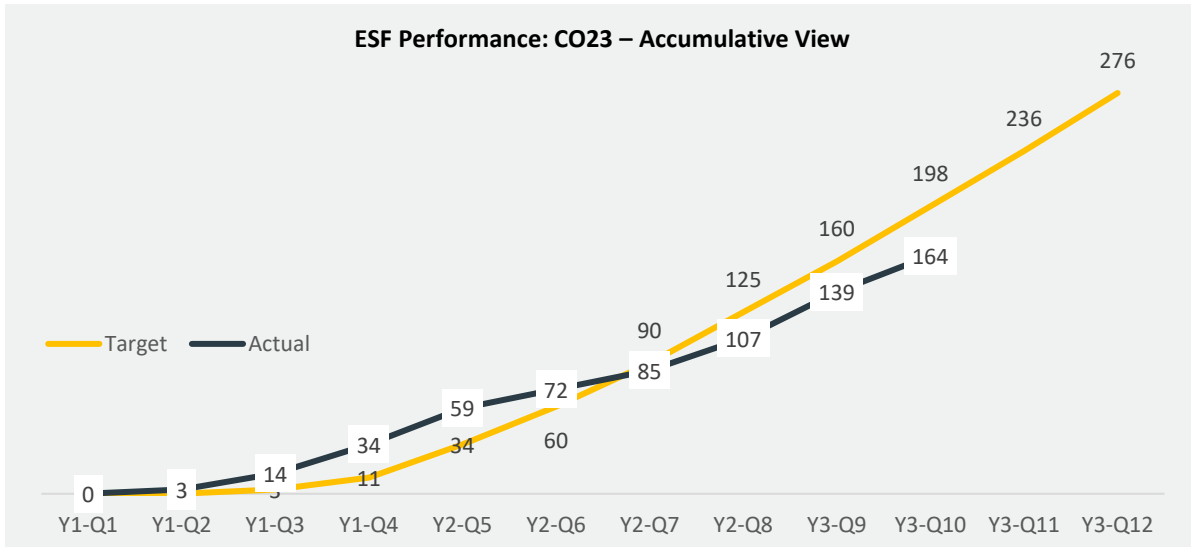
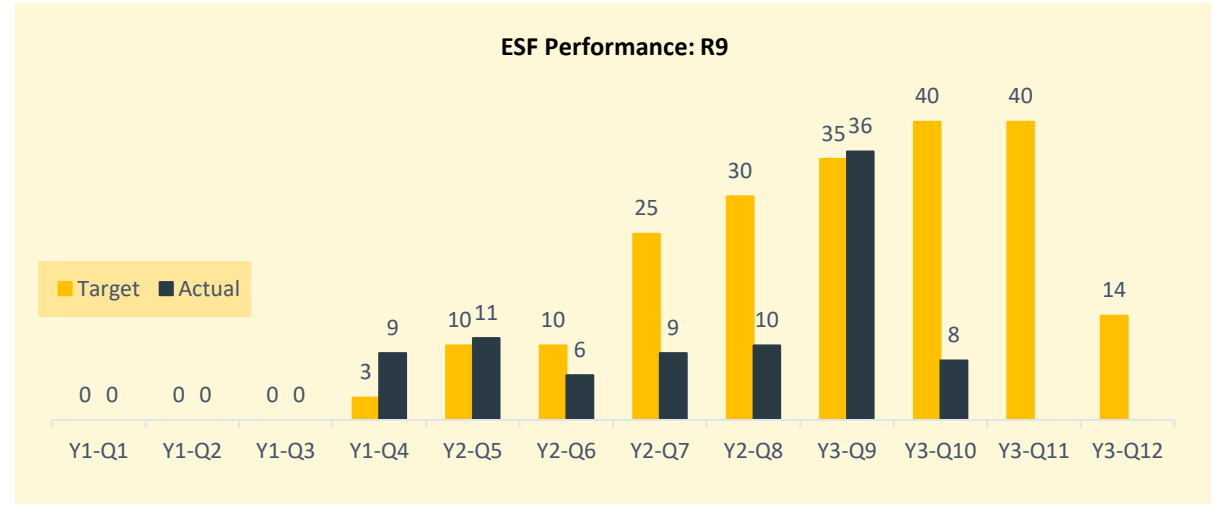
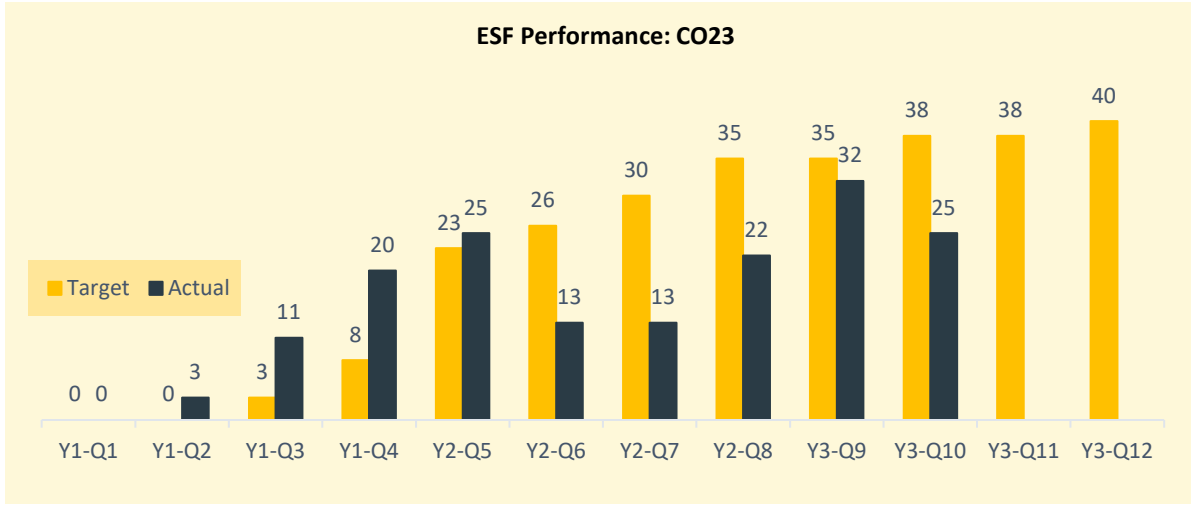
NOTE: Q10 data is to 30<sup>th</sup> April 2023.





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

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



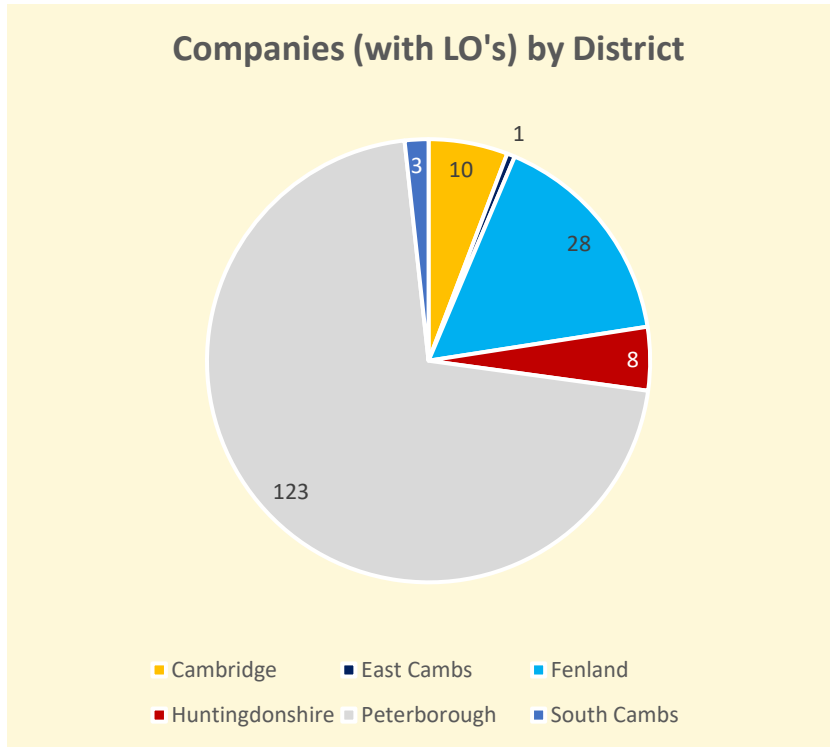
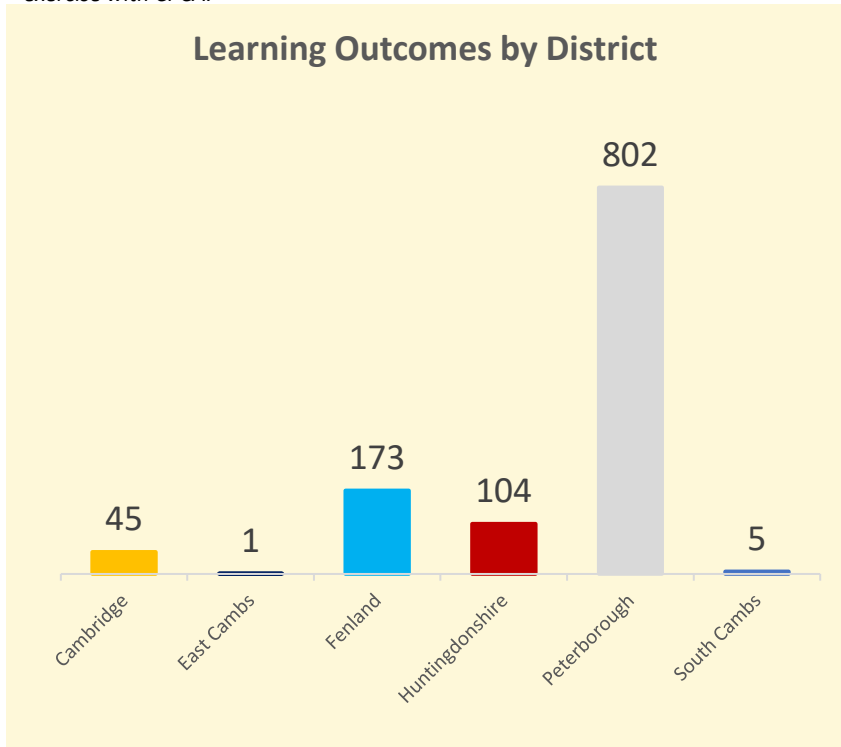
# SERVICE LINE : Skills Service – Learning Outcomes and companies (with LOs) by district

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

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

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

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



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

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

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

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

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

## SERVICE LINE VIEW: Skills Service – Accessing Customers

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

### Organic & Marketing

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

### Key Account Management

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

### KAM

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

### KAM Engagement Q9 (ongoing)

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

### Referrals

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

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

NOTE: CEC reporting slide for April 2023

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

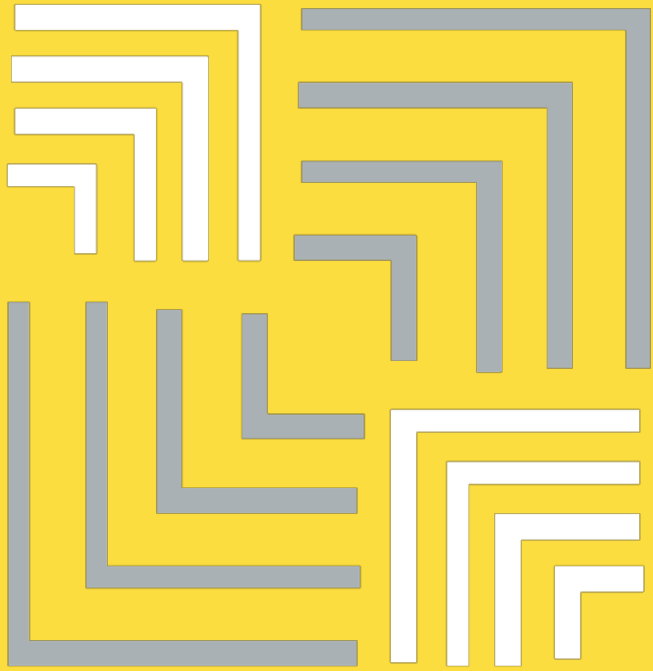
In the academic year 2021/22 the CPCA contract with the CEC introduced our regions first Careers Hub which incorporated 30 of our schools, with the other 42 remaining in the EAN. During academic year 2021/22 our reporting reflected this structure of two groups and their progress to associated targets.

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

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

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

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



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

# SERVICE LINE DASHBOARD VIEW: SME CapEx Grants Service

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

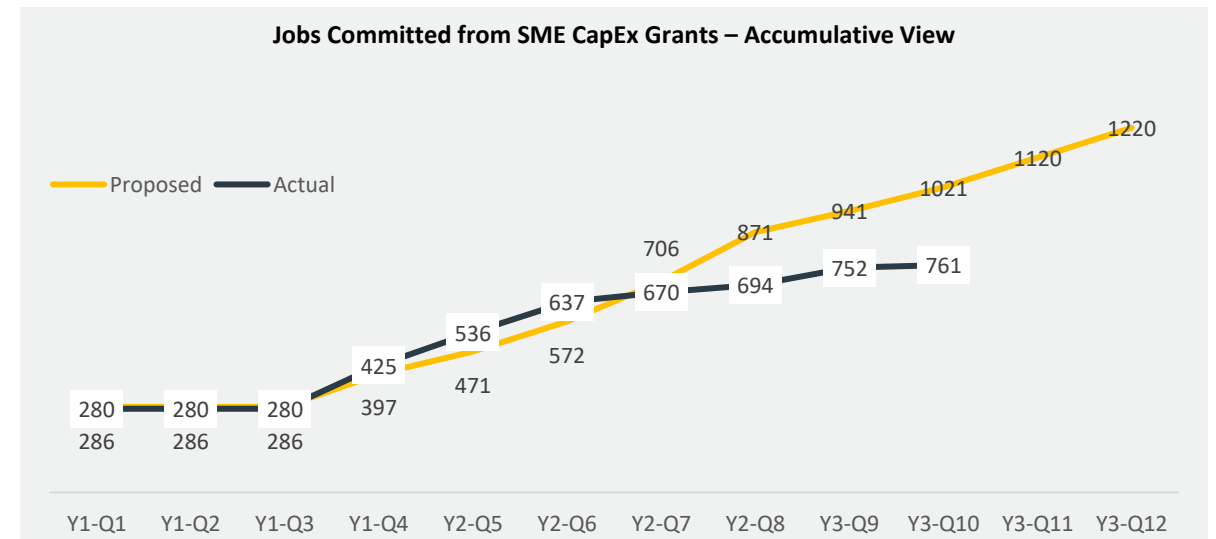
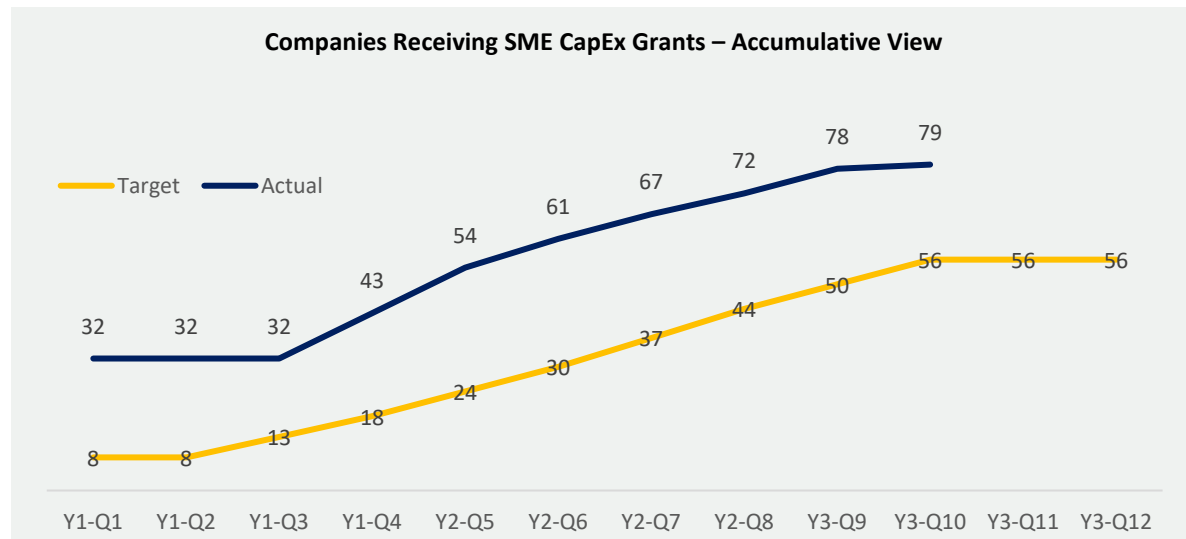
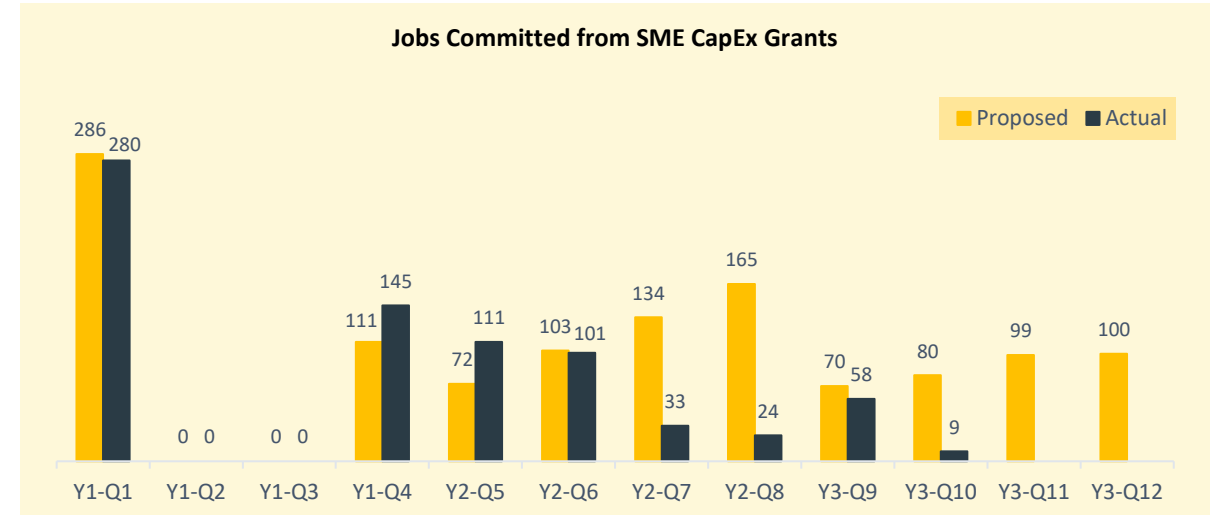
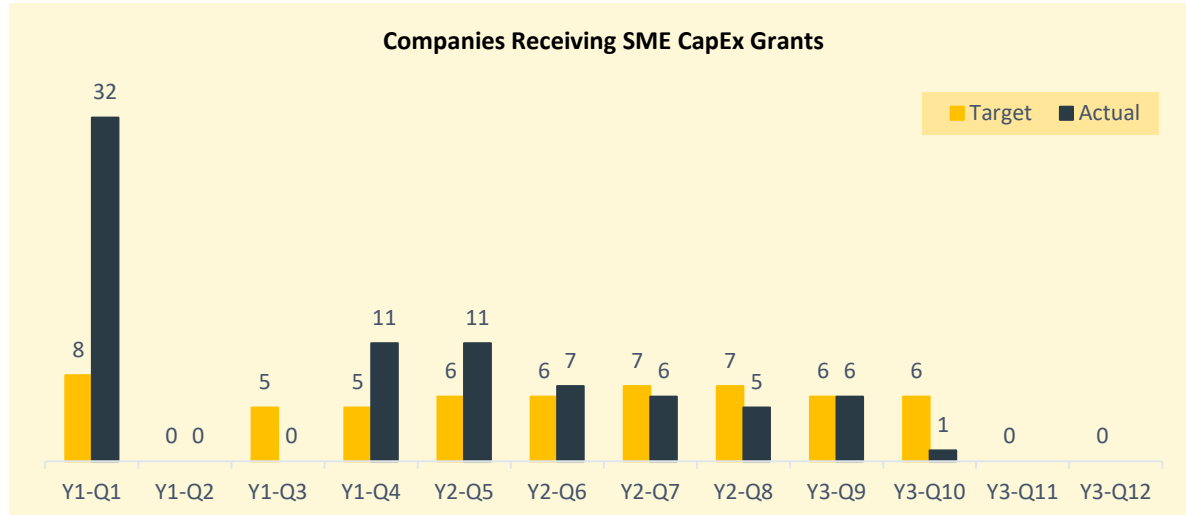
SME CapEx Grants Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	(Q10) This Quarter					Q11 Target	Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Apr 2023)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

**NOTES:**

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

# SERVICE LINE DASHBOARD VIEW: SME CapEx Grants Service

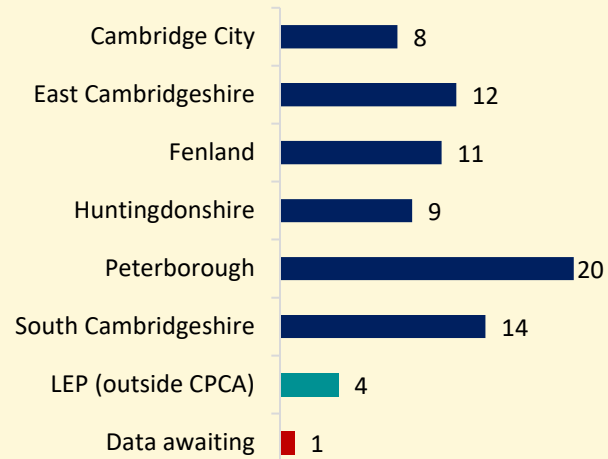
NOTE: Q10 data is to 30<sup>th</sup> April 2023.



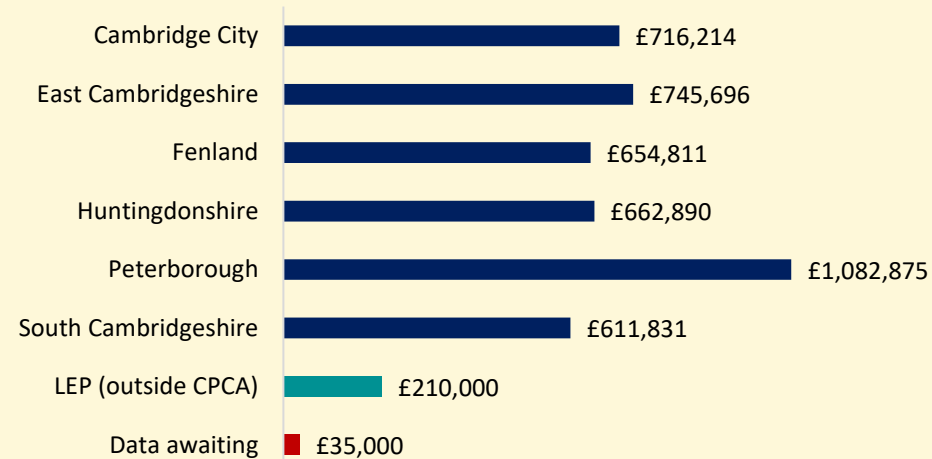
# SERVICE LINE VIEW: SME CapEx Grants – awards and values by location

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

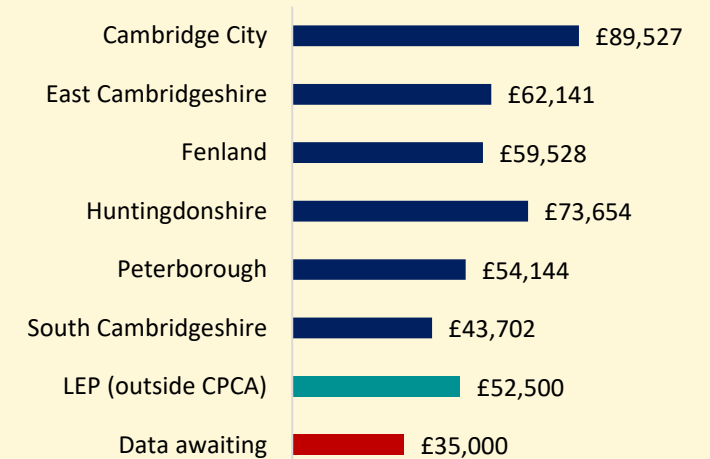
**CapEx Grants: awards by DC**



**CapEx Grants: total value by DC**



**CapEx Grants: average value by DC**



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

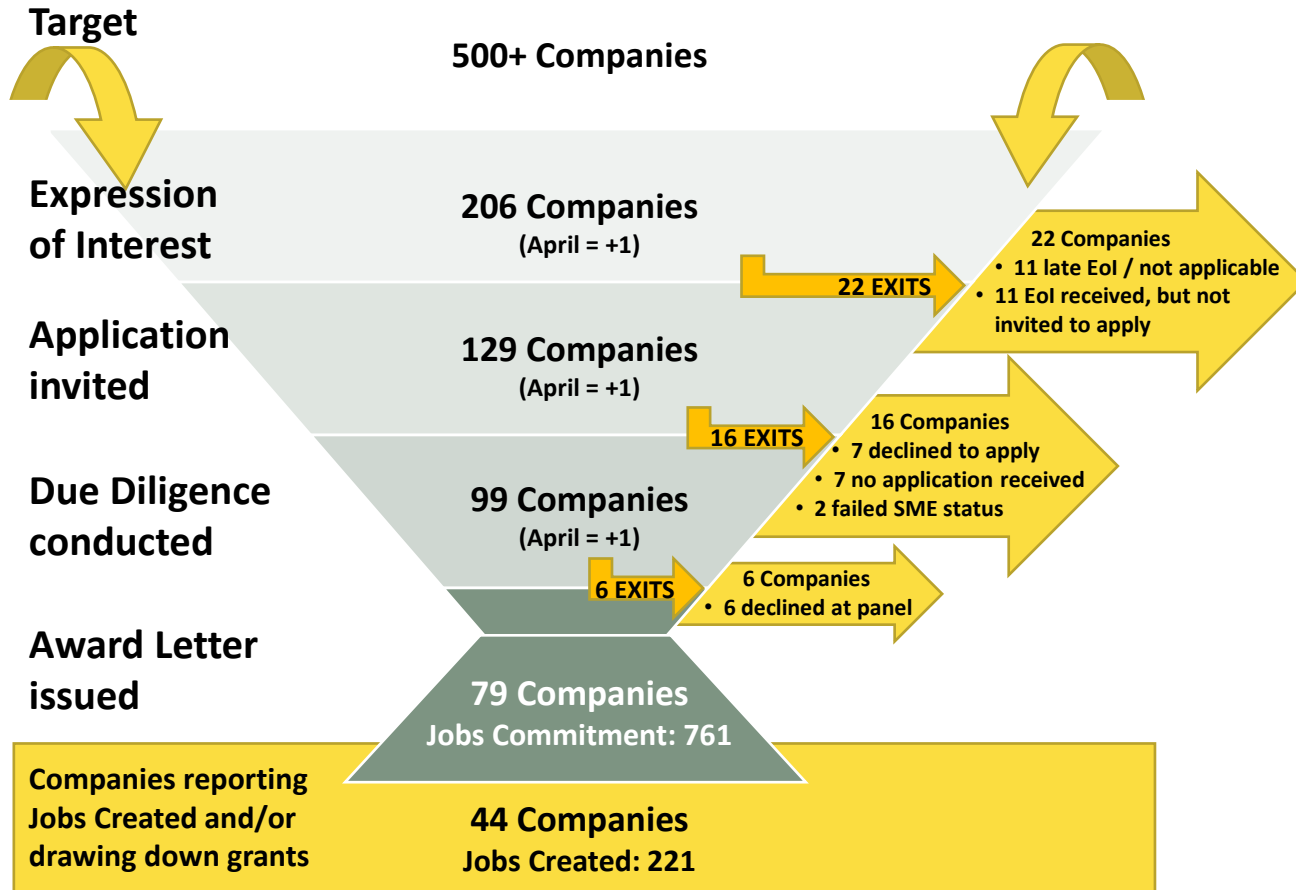
\* Denotes a postcode led readjustment to reflect geographic boundary of Cambridge City and South Cambridgeshire  
 \*\* The LEP Area awards have been made in South Kesteven, North Norfolk & King's Lynn, and Uttlesford.  
 \*\*\* The 'data awaiting' entry refers to a London based company called Credenxia, for which we await confirmation of their trading address within the CPCA area. Whilst we await this confirmation, no grant money has been paid.



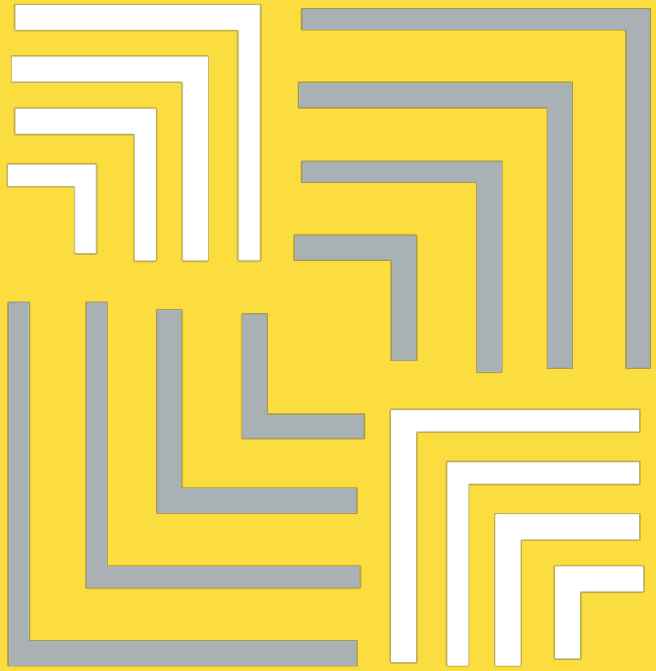
# SERVICE LINE PIPELINE VIEW: SME CapEx Grants

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

## PIPELINE STAGE VIEW



PIPELINE	
Stage	Notes
Target	Many companies were canvassed through our networks to build interest in the grant for the 31st March 2021 award. We subsequently deployed a second award pot, since when hundreds of companies are connected to through Growth Works.
Expression of Interest	To date, 206 companies have submitted an Eol for one of the two pots. 123 of these were invited to submit an application for a grant. One (1) more EOI's received in April.
Application invited	Of 129 companies invited to apply, 99 full submissions were received.
Due Diligence conducted	Robust due diligence is conducted (KYC/AML/Credit checks), costed claimed CapEx spend qualified in/out etc for all applicants.
Award Letter issued	79 grant award letters issued for the two pots
Companies reporting jobs created and/or drawing down grants	Of the 79 companies awarded a grant to date, we have evidenced 221 permanent jobs created from the 752 jobs committed through the award of a grant. NOTE: these Job figures are separate from Jobs figures relating to Revenue Grants. Drawdown of grants means claims received in the month, not defrayals to claimants.



## 6. Equity Service

# SERVICE LINE DASHBOARD VIEW: Equity Service

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

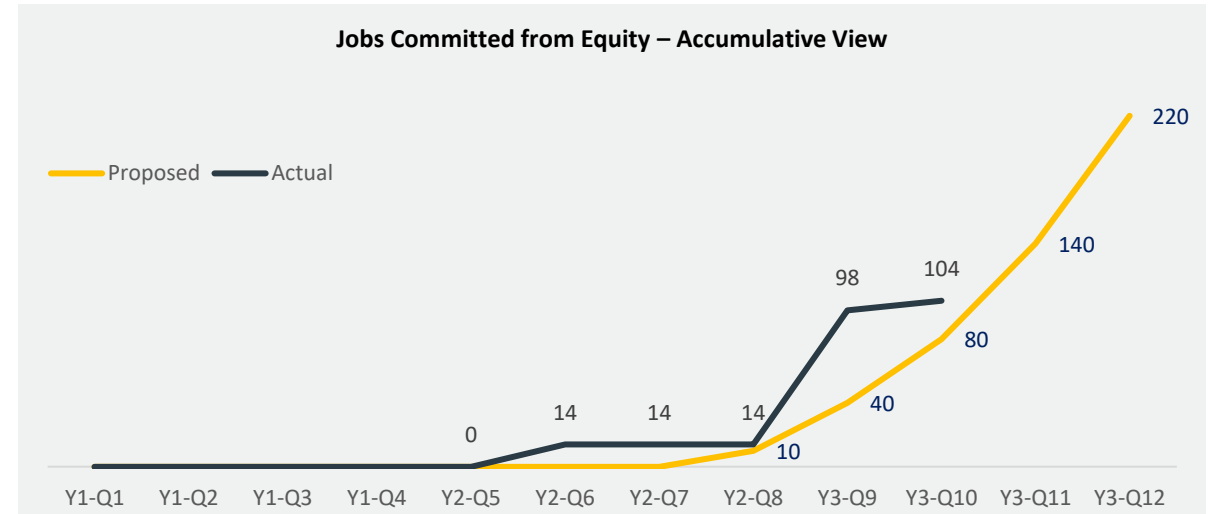
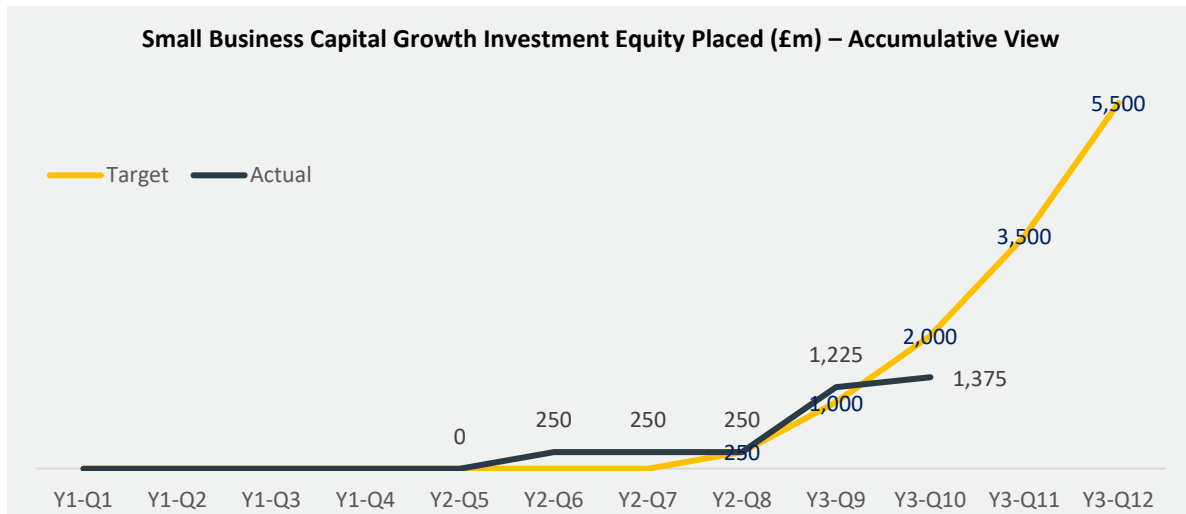
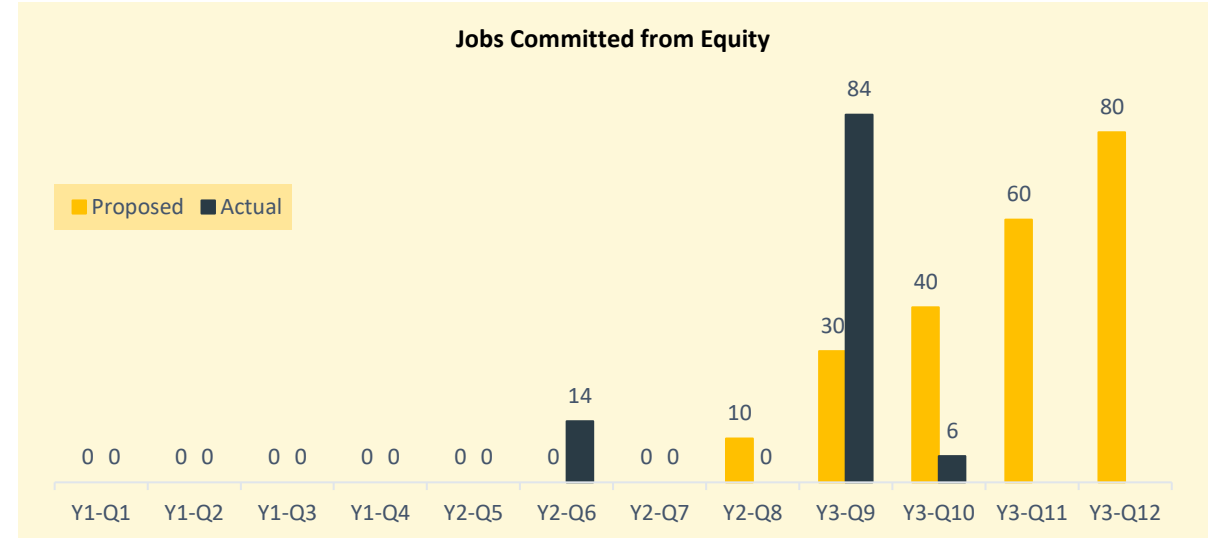
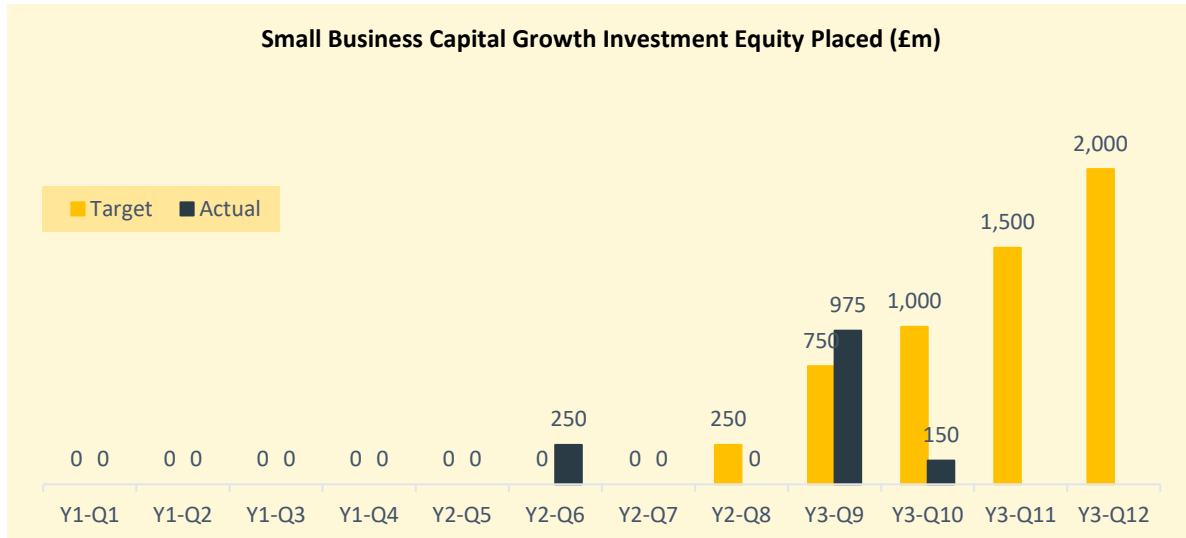
Equity Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	(Q10) This Quarter					Q11 Target	Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Apr 2023)	Whole of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

**NOTES:**

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

# SERVICE LINE DASHBOARD VIEW: Equity Service

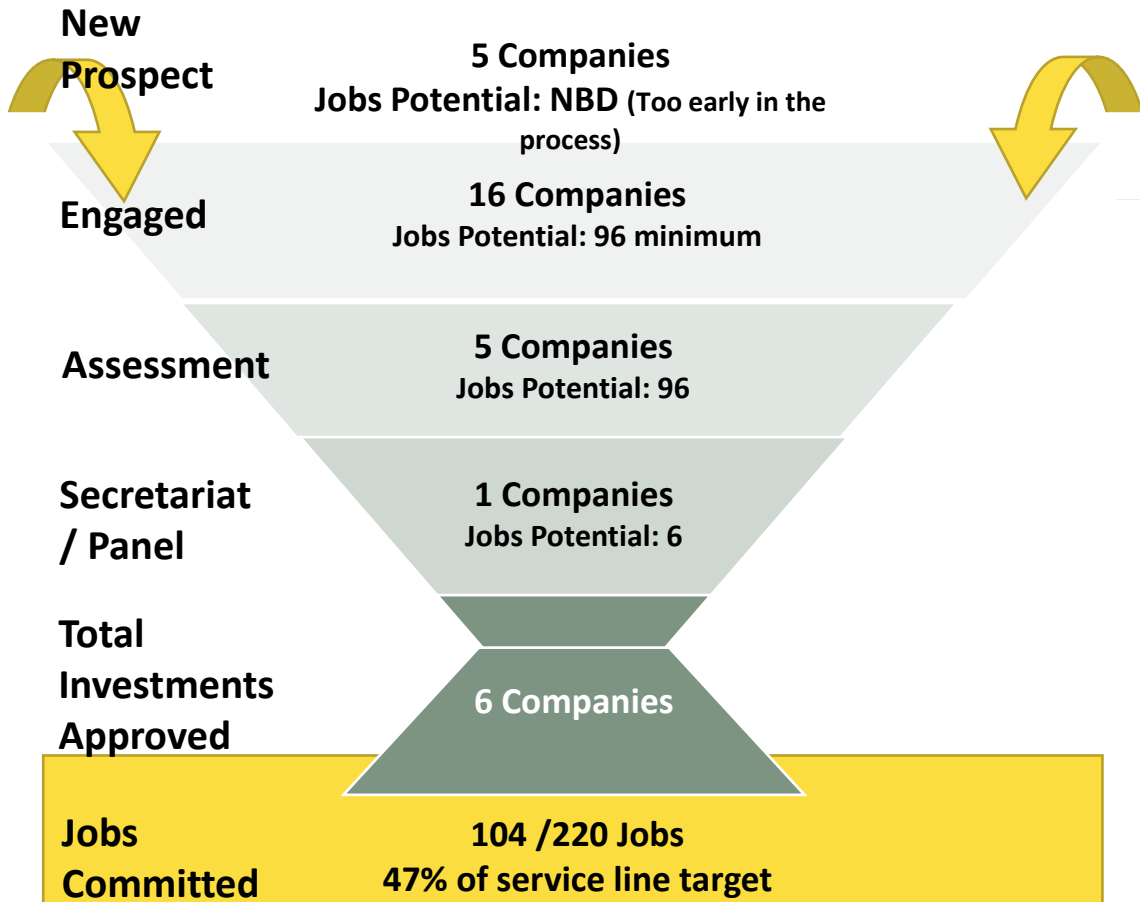
NOTE: Q10 data is to 30<sup>th</sup> April 2023.



# SERVICE LINE PIPELINE VIEW: Equity Service

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

## PIPELINE STAGE VIEW

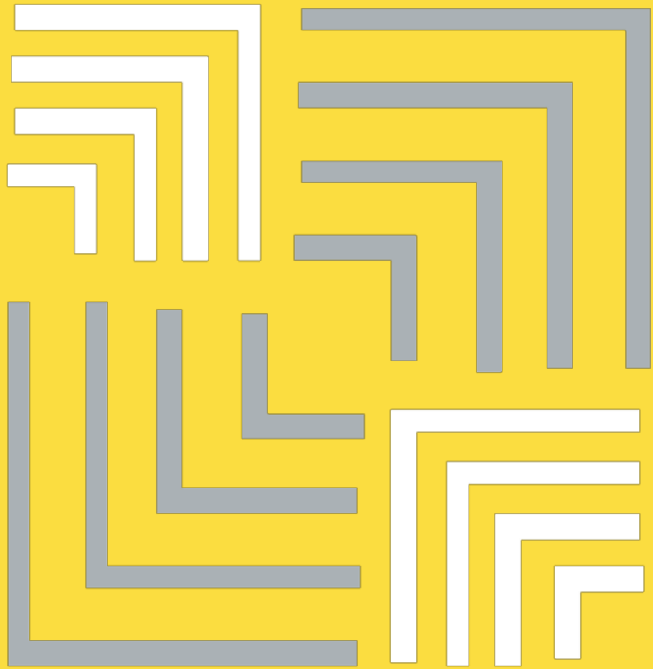


## PIPELINE: COMMERCIAL IN CONFIDENCE

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

## GROWTH WORKS WITH EQUITY MARKET ENGAGEMENT

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



## 7. Marketing Plans and Activity

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

# SERVICE LINE MARKETING VIEW: Growth Coaching Service

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

## Digital refinement

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

## Referral partners

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

## Outreach

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

## High-value clients

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

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

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

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

# SERVICE LINE MARKETING VIEW: Inward Investment Service

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

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



# SERVICE LINE MARKETING VIEW: Skills Service

## Campaign/Activity

## We are targeting

## Our rationale

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

### LinkedIn analytics (company page)

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

### Platform analytics for April 2023

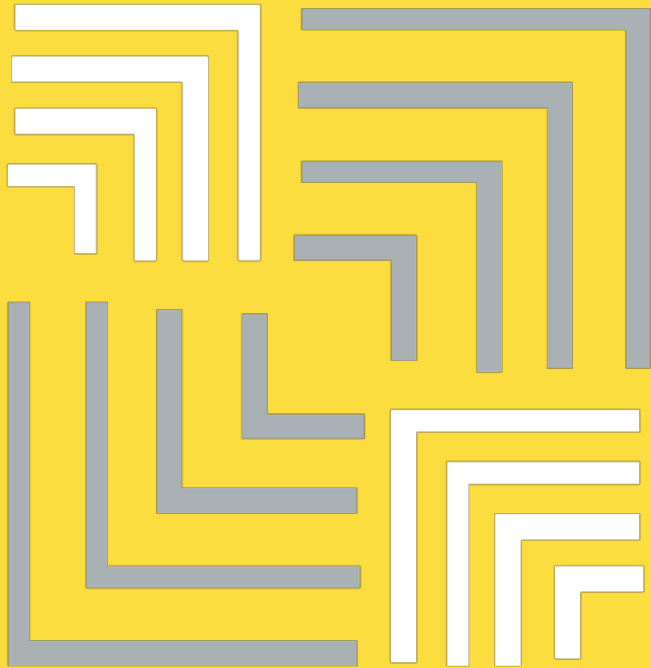
- 513 sessions
- 265 new users to the platform
- Average session duration increased MoM from 2.21 mins to 2.28 mins
- Top pages – home page, skills surgeries/book an appointment and employer hub

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

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

### Next steps

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



## 8. Resourcing and Staffing

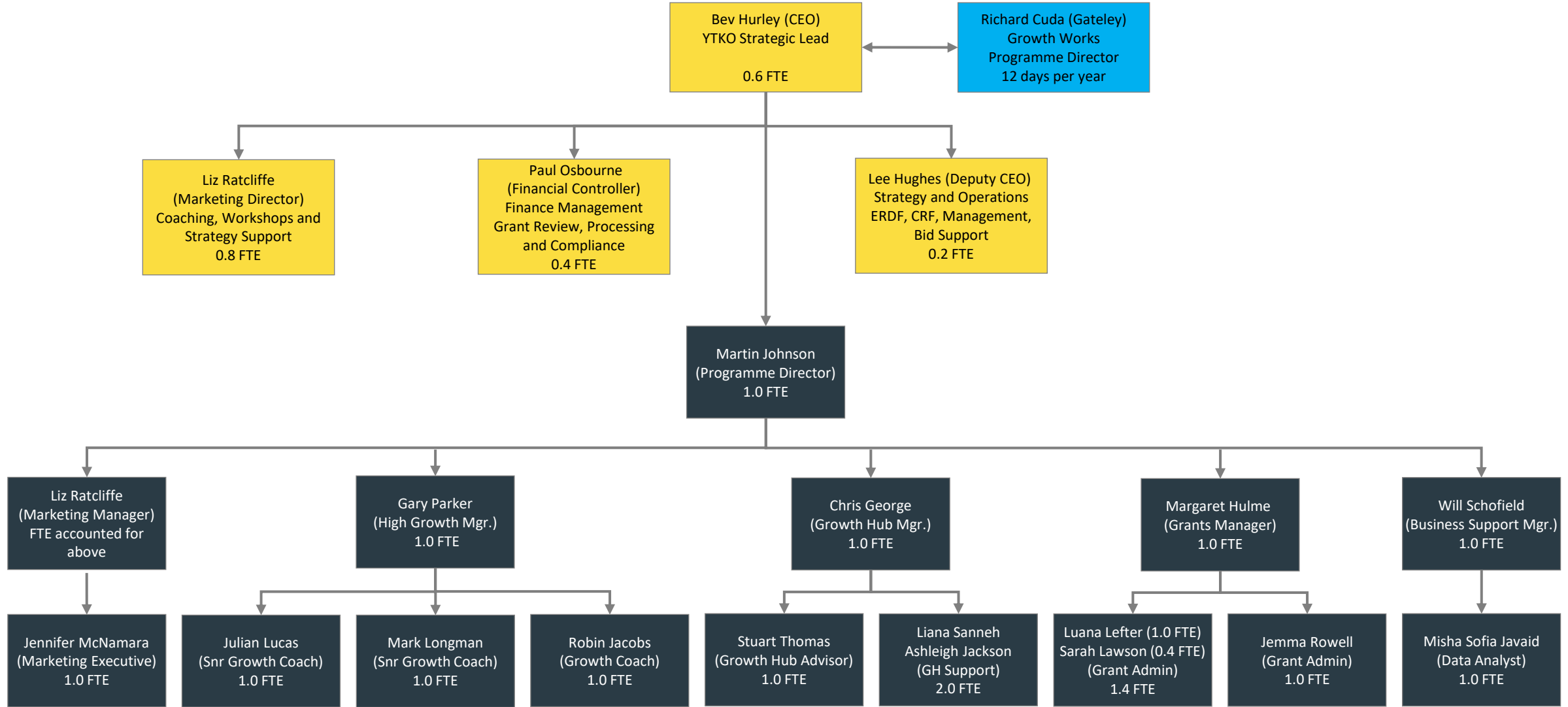
Content in this section is drawn from the weekly Directors meeting chaired by the Growth Works Programme Director for all Service Line Directors, and the Weekly Status Update. We track views on headcount relative to plan, open roles, vacancies filled, and new joiners to land within 60 days of the end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

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

Service Line	During this Reporting Period (all numbers are FTE unless stated)						Open Roles	New Joiners (start date – dd/mm)	Leavers
	Planned FTE	Current FTE	Joiners within 60 days	Gap (%) after 60 days	Impact on Delivery	Roles Advertised in period			
Growth Coaching Service <i>(includes staff for Grants)</i>	17.4	17.4	0.0	0%	<b>GREEN</b>	• N/A	• N/A	• Luana Lefter – Grants Admin (01MAR23). 0.4 FTE, converted to 1.0 FTE from 03APR23	• No leavers this period
Inward Investment Service	7.3	7.3	0.0	0%	<b>GREEN</b>	• N/A	• N/A	• N/A	• No leavers this period
Skills Service	19.5	19.5	0.0	0%	<b>GREEN</b>	• N/A	• N/A (Recruitment to replace Federica went live 27APR23)	• N/A	• No leavers this period (Federica resigned, last working day 19MAY23)
Equity Service	3.2	3.2	0.0	0%	<b>GREEN</b>	• N/A	• N/A	• N/A	• No leavers this period
PMO	2.0	2.0	0.0	0%	<b>GREEN</b>	• N/A	• N/A	• N/A	• No leavers this period

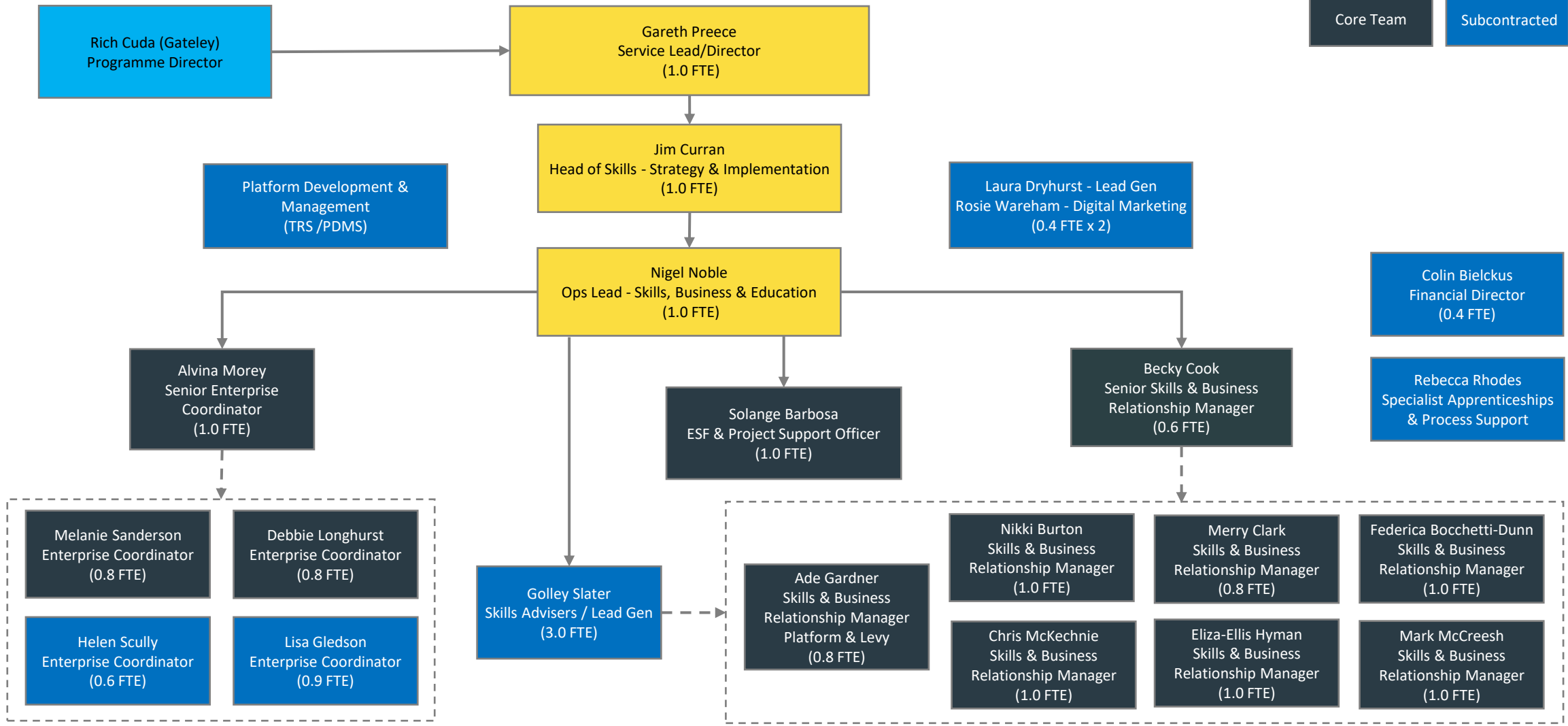
\*Full organisation charts by subcontractor and/or service accurate up to the end of this reporting month can be found at in the pages that follow.

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

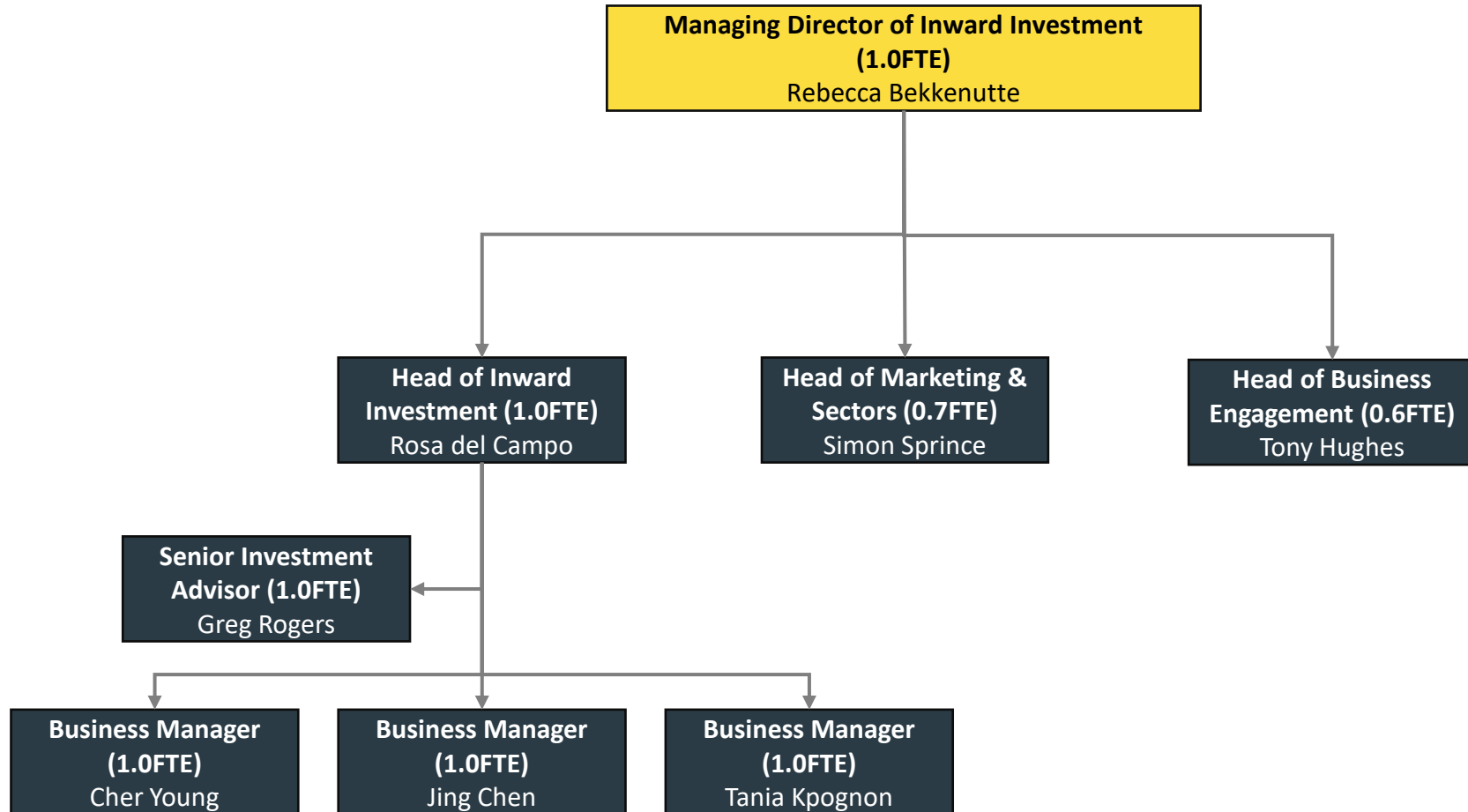


# GPC Skills: Service Line Organogram (April 2023)

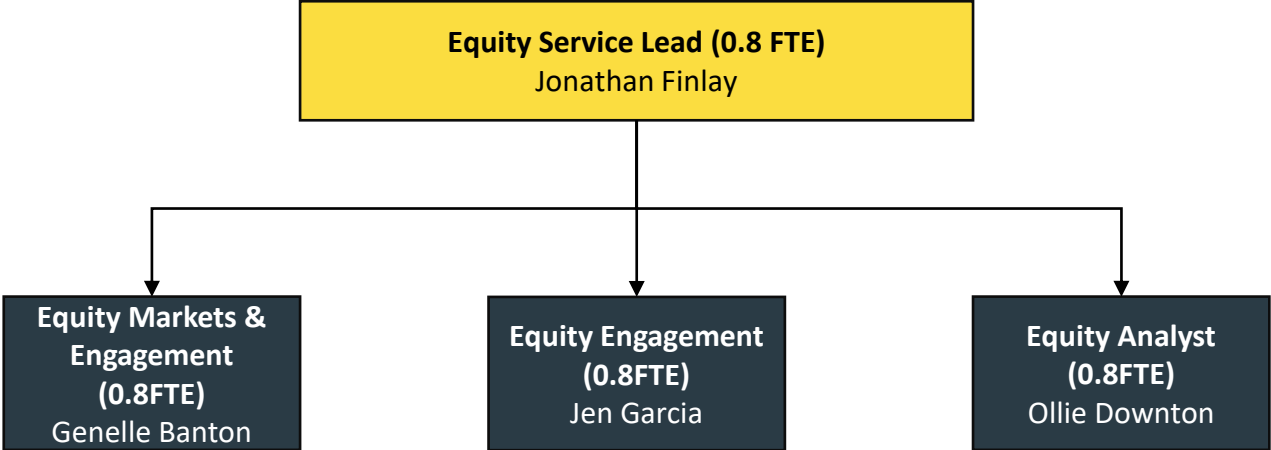
PMO	Leadership
Core Team	Subcontracted



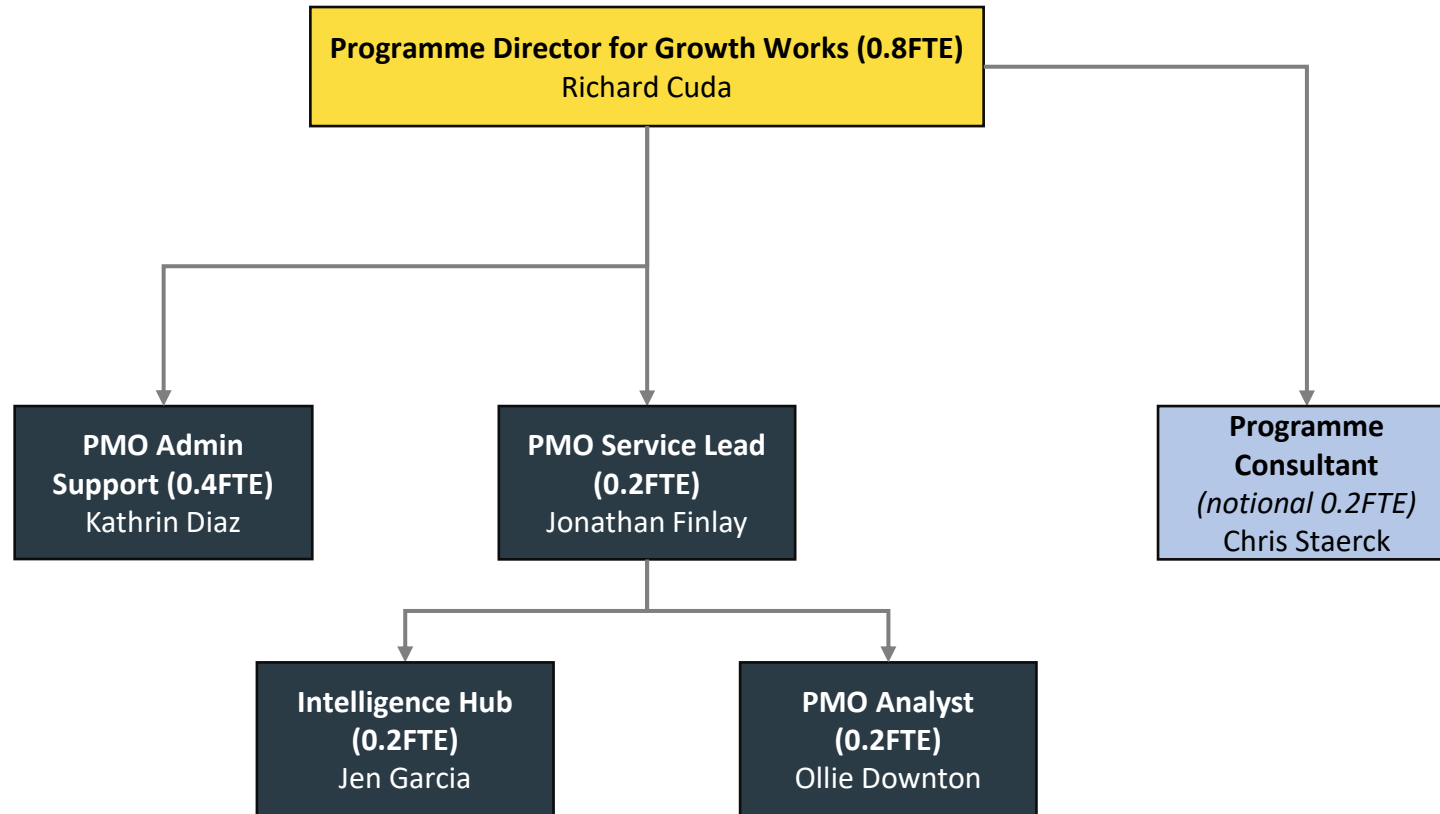
# Gateley-IIS: Inward Investment Service Organogram (April 2023)



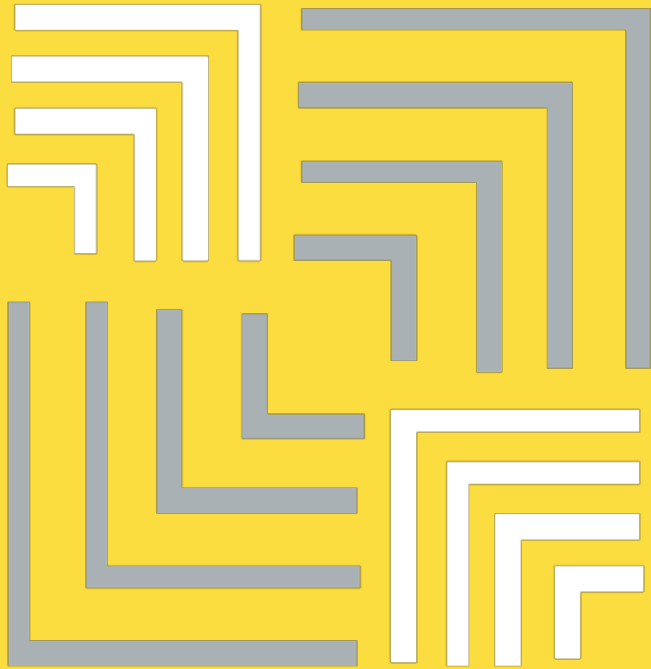
# Gateley Global: Equity Service Line Organogram (April 2023)



# Growth Works: GEG PMO Organogram (April 2023)







## 9. Market Feedback and Competitive Intelligence

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

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

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

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

Customer Complaints			
I.D.	Company Name, Client Name	Date	Complaint Captured and Managed / Resolved
6422998608	Ideal Power Alec Sarkissian - Commercial Director Jordan Buttigieg - Marketing Manager	20JUN22	<b>20JUN22: Remedied to Client's Satisfaction.</b> Compensated client from YTKO funds (not project budget) and accepting new application from client. No new learning points other than those already identified. In fact, this Claim rejected due to updated process catching the non-compliance.
		06JUN22	<b>06JUN22: Remedy in Progress.</b> Applicant will make a new Application for a new Project. Applicant has requested quotes from suppliers.
		25APR22	<b>25APR22: Complaint Open. Being investigated by Bev Hurley.</b> Ideal Power submitted a Grant Application on 29JUL21 for Website related services. The Application Form implied work would start after the Grant Offer Letter was received. However, services had been purchased since March 2021. This wasn't apparent at the time of application, but was at the point of Claim, which was declined. Customer contends that it was obvious, from one document, not the application, that they had paid for services before Grant Application and that our Offer took this into consideration.

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

Growth Coaching Service Line Customer Feedback.

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

**Simon Thomas, CEO, Paragraf**

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

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

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

**Sara Ford, Founder, Fresh**

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

**Sara Ford, Founder, Fresh**

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

Inward Investment Service Line Customer Feedback.

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

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

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

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

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

**Manuel Sabrino, CEO, Sylvarum**

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

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

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

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

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

Skills Service Line Customer Feedback.

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

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

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

**The Grange Peterborough Limited**

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

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

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

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

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

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

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

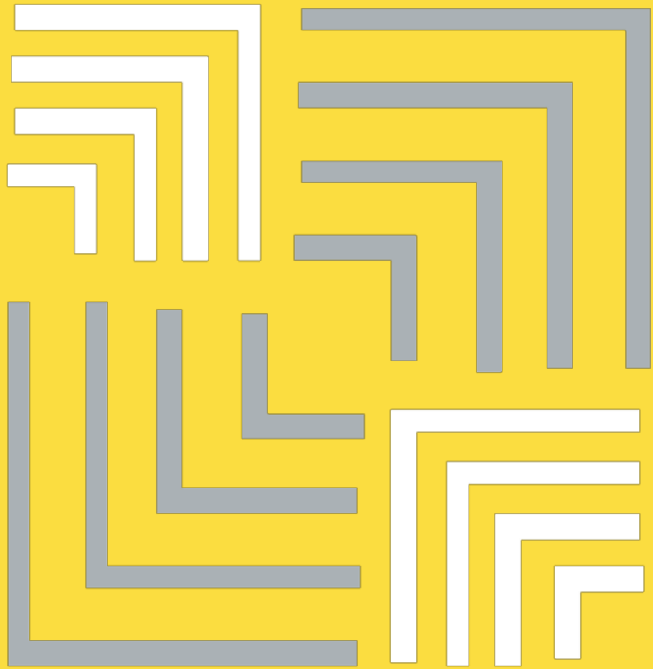
**Clair Perna. AWB Limited**

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

**Carly Liston. Fortus East Limited**

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

**Alfie Tate. Youth Dreams Project**



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

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



# Partnership Working and Engagement: April Monthly Reporting Cycle

## Coaching, Growth Hub, Nudge Grants

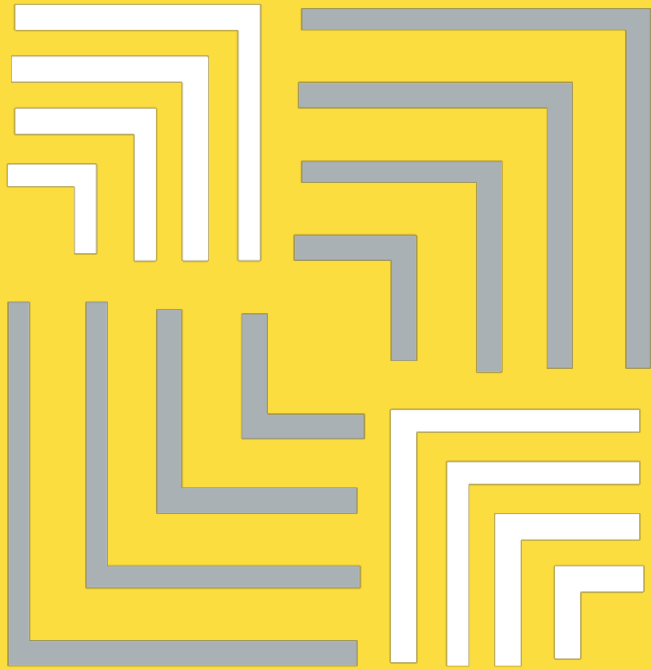
- GH – Meetings with 5 EDO`s across the region
- GH – Meeting with CoC
- GH – meeting with PCC CEO
- GH – F2F Meeting with 5 x EDO`s across patch
- GH – Teams meetings with 3 x EDO`s discussing SPF rollout
- GH – Meeting with innovate UK Edge to discuss referrals
- GH – meeting with MAKE UK – discussions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

## Skills Service

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

## Inward Investment Service

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



## 11. Risk Management

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



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

## Using this RAID Pack

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

## Overview

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

## Summary

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

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

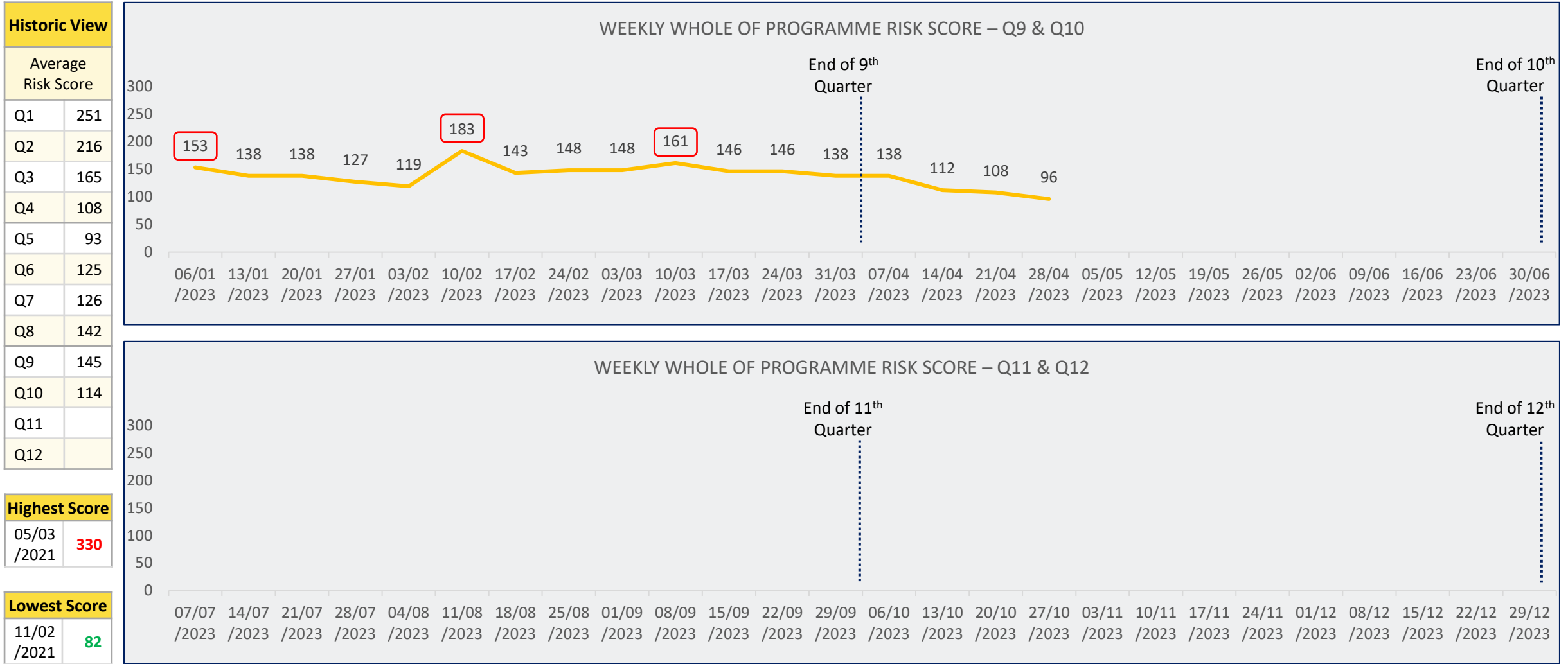
The weekly SPOC process chaired by PMO continues to deliver solid results. The two volume heavy services, Skills and Coaching, dominate the profile, with a notable concern remaining in SME CapEx Grants. Positively, the ‘top-6’ which doggedly remained higher as a ‘top-8’ (having previously peaked as a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

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

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

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

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

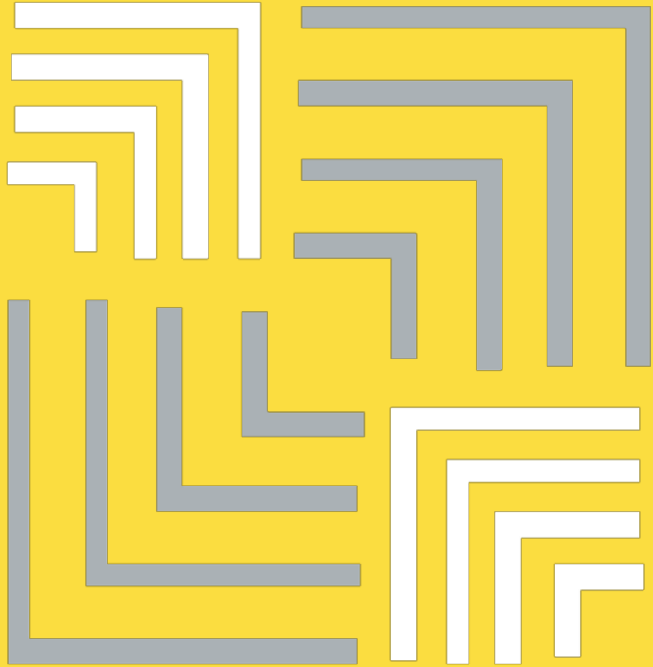


## SUMMARY: there are four red rated risks for the week ending 28<sup>th</sup> April 2023 (66.7% of GW total score).

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

### NOTE:

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



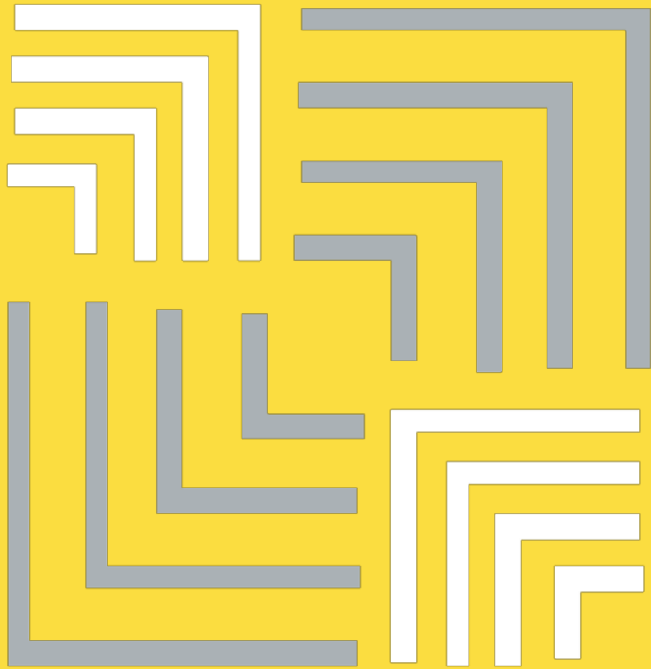
## **12. Budget and Finance**

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

## Finance Reporting Actuals (Year-2)

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

Total										
Total cost of delivery (all costs to be paid by CPCA)										
Cost element	Year 1				Year 2				Total	Variance
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4		
Payroll & Expenses	£116,671	£328,176	£398,803	£476,628	£455,048	£449,309	£551,233	£612,308	£3,388,175	£26,304
Non-payroll delivery staff and expenses	£38,075	£187,113	£118,113	£216,728	£75,479	£98,838	£9,638	(£5,732)	£738,251	£123,156
Information technology and comms	£114,583	£120,750	£2,270	£3,854	£3,705	£137,189	£10,249	£127,509	£520,109	(£71,946)
Office rental / costs / utilities	£0	£18,958	£41,133	£0	£0	£0	£0	£118,542	£178,633	(£76,458)
Marketing	£0	£11,058	£13,723	£16,832	£37,179	£60,133	£60,775	£82,795	£282,495	£153,111
Other (Travel and Subsistence)	£909	£966	£7,329	£12,696	£2,285	£5,801	£6,200	£14,143	£50,330	(£10,519)
Other (Mobilisation)	£26,965	£42,974	£25,301	£8,471	£6,139	£4,445	£1,499	£7,443	£123,235	(£46,910)
Other - Provision (Redundancy/Redeployment/Recruitment)	£144,767	£75,109	£0	£8,869	£998	£0	£1,367	£3,283	£234,393	£18,886
Other (PMO Overheads)	£23,921	£199,922	£109,925	£143,903	£128,921	£114,111	£113,444	£153,082	£987,229	(£106,012)
<b>Total charges to CPCA for delivery incl profit</b>	<b>£465,890</b>	<b>£985,026</b>	<b>£716,597</b>	<b>£887,980</b>	<b>£709,754</b>	<b>£869,827</b>	<b>£754,405</b>	<b>£1,113,372</b>	<b>£6,502,852</b>	<b>£9,634</b>



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

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

# SERVICE LINE REPORTING: GRANTS STATUS – April 2023

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

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

# SERVICE LINE REPORTING: SME Capital Expenditure Grants Tracker

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

Name	District Council	Total Item Cost	Grant Value to be Claimed	Jobs to be created as a result of Grant	Date Grant Offer Letter Sent	Grant Award per Job Created
Brown & Ralph	South Cambridgeshire	£65,535.42	£30,000.00	5	Jan-23	£6,000.00
Automated Wire Bending Ltd	Peterborough	£189,731.00	£46,682.17	14	Feb-23	£3,334.44
Gas Tech Utilities Ltd	Fenland	£68,188.00	£34,094.00	5	Feb-23	£6,818.80
Agrimech Ltd	Fenland	£399,000.00	£100,000.00	20	Mar-23	£5,000.00
Belfry Façade Systems Ltd	Peterborough	£111,656.00	£35,000.00	8	Mar-23	£4,375.00
Cooper Barnes	East Cambridgeshire	£107,655.66	£30,000.00	6	Mar-23	£5,000.00
Delta T Devices	East Cambridgeshire	£88,867.13	£44,433.67	9	Apr-23	£4,937.07
			<b>£275,776.17</b>	<b>58</b>		

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

## NOTES

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





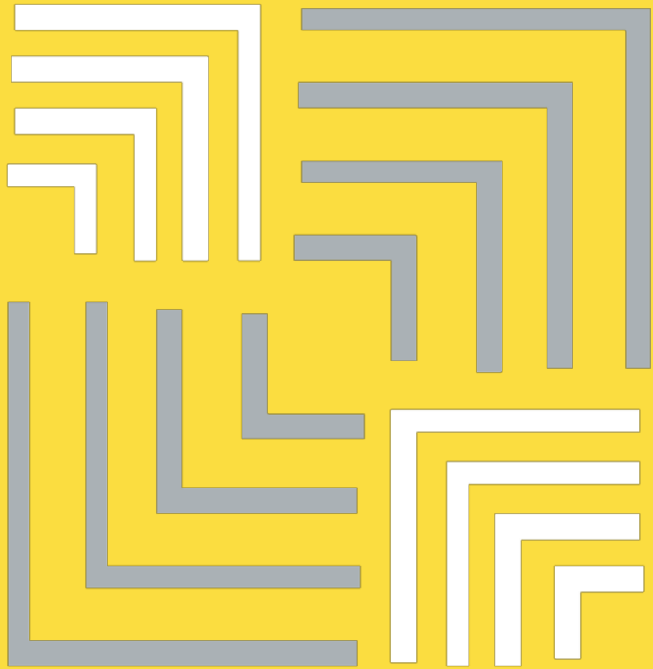
# SERVICE LINE REPORTING: Revenue Grants – ERDF Grant Tracker for Year-3, Q10

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

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

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

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



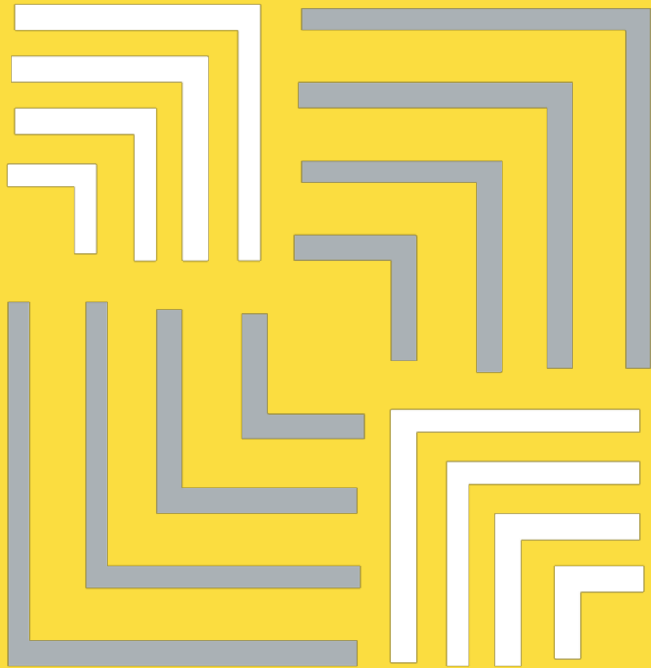
## 14. Change Requests

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

# Change Requests: All SLs across the programme

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

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



## 15. Appendices

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



**GROWTH  
WORKS**

**APPENDIX – A:**

**Service Line Soft Targets.**



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

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

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

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

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

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

Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q9 Actual	(Q10) This Quarter					Q11 Target	Q12 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual	Year-3 Actual (01-Jan 2023 to 30-Apr 2023)	Whole of Contract Actual (15-Feb 2021 to 30-Apr 2023)		Q10 Target (01-Apr to 30-Jun)	Actual (30/04)	Actual (31/05)	Actual (30/06)	Q10 Total to 30/04		
<i>GVA generated (£ 000)</i>	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD			TBD	TBD	TBD	
<i>Jobs (new starters in company as new apprenticeships)</i>	20	130	200	350	4	63	6	73	2	TBD	4		4	TBD	TBD	
<i><u>Levy Employers signed up to pledge (£ 000)</u></i>	3,000	5,500	6,500	15,000	£614	£3,815.35	£0	£4,429.35	0	2,000	0		0	2,000	1,000	
<i><u>Levy Employers increasing utilisation of Levy (£ 000)</u></i>	2,170	3,272	4,008	9,450	£0	£0	£1.25	£0.25	1.25	1,052	0		0	1,052	952	
<i><u>SME's accessing Levy transfer (£ 000)</u></i>	1,750	4,690	6,040	12,480	£1.50	£16.60	£3.20	£21.30	1.45	1,750	£1.75		£1.75	1,750	1,030	

## Businesses accessing the levy in April:

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

## Levy pipeline:

### Jobs Created:

- Evolving networks
- Midco Care x 2
- Healthy Care





# **GROWTH WORKS**

## **APPENDIX – B:**

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



# SERVICE LINE REPORTING: Growth Coaching Service

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

## Conversions from Diagnostic to Enrolment.

### Growth Coaching Targets: Diagnostics and Enrolments.

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

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

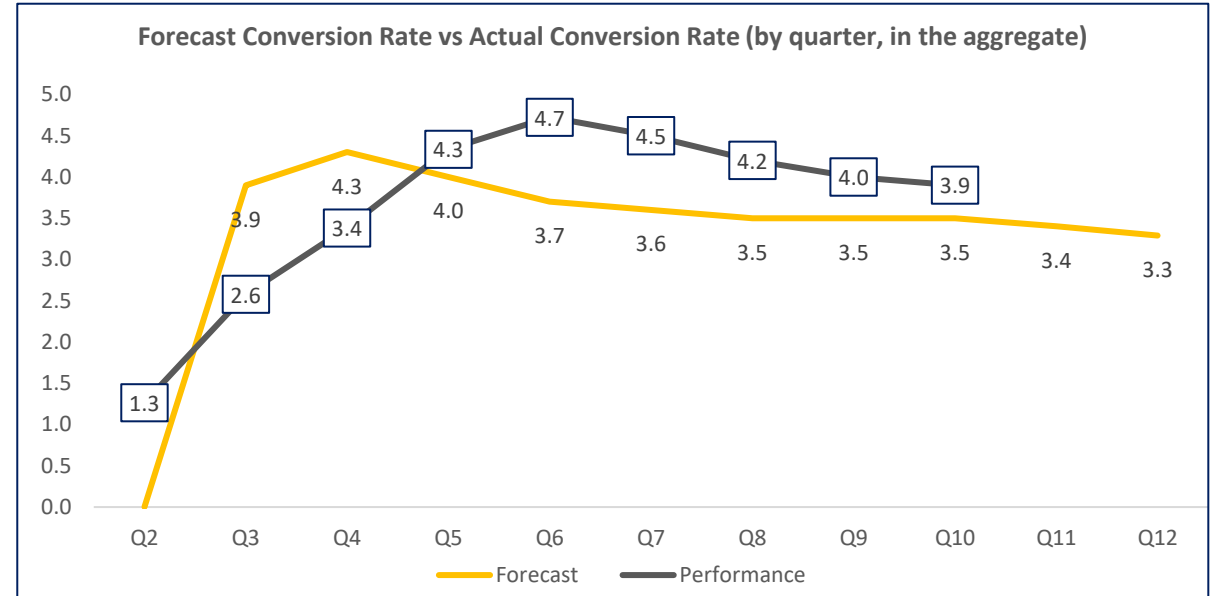
**Table-1:** highlights the Growth Coaching targets for Diagnostics and Enrolments by quarter, in the aggregate. The 'conversion rate' row has been calculated to show what the forecast conversion rate should be at the end of each quarter.

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

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

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

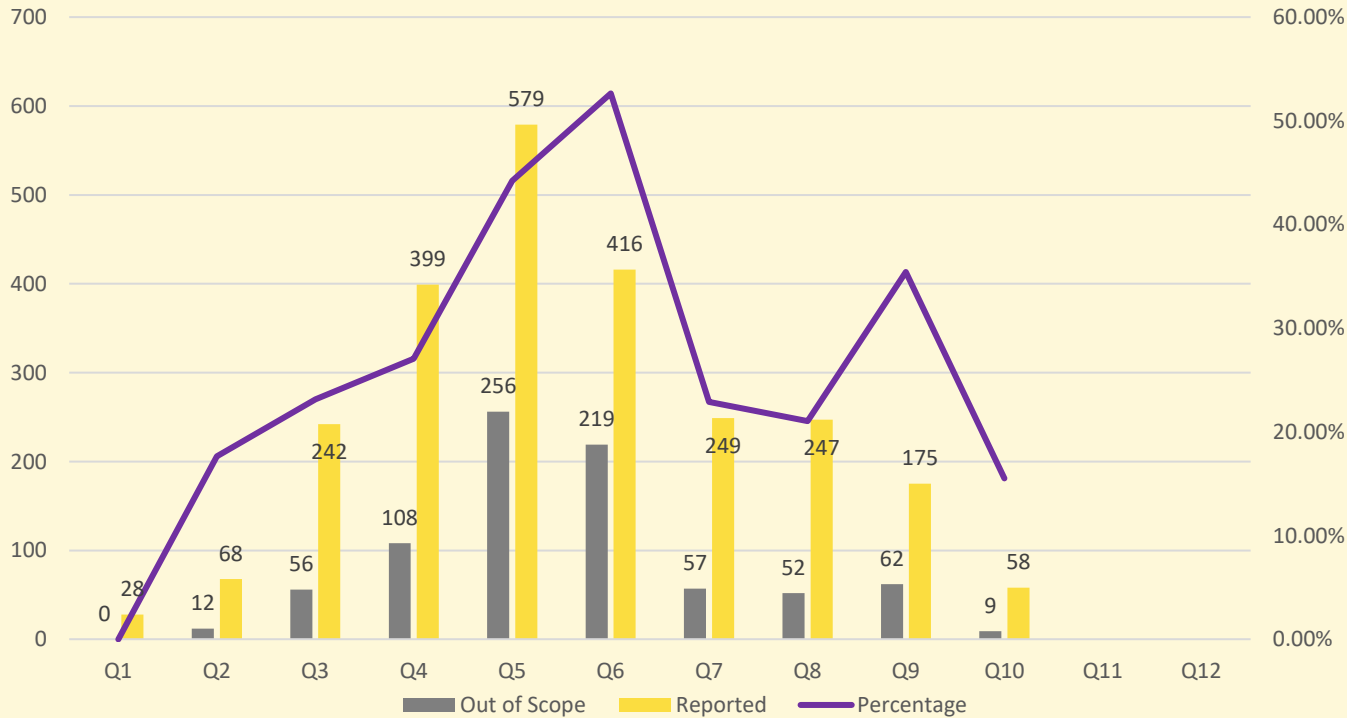
This line graph plots the Growth Coaching conversion rate – forecast vs performance. It highlights that the actual conversion rates achieved in Q2-Q10 so far.



# SERVICE LINE REPORTING: Growth Coaching Service

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

### Reported and Ineligible Diagnostics by Quarter



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

### Diagnostics Reported through the CRF Channel

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

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

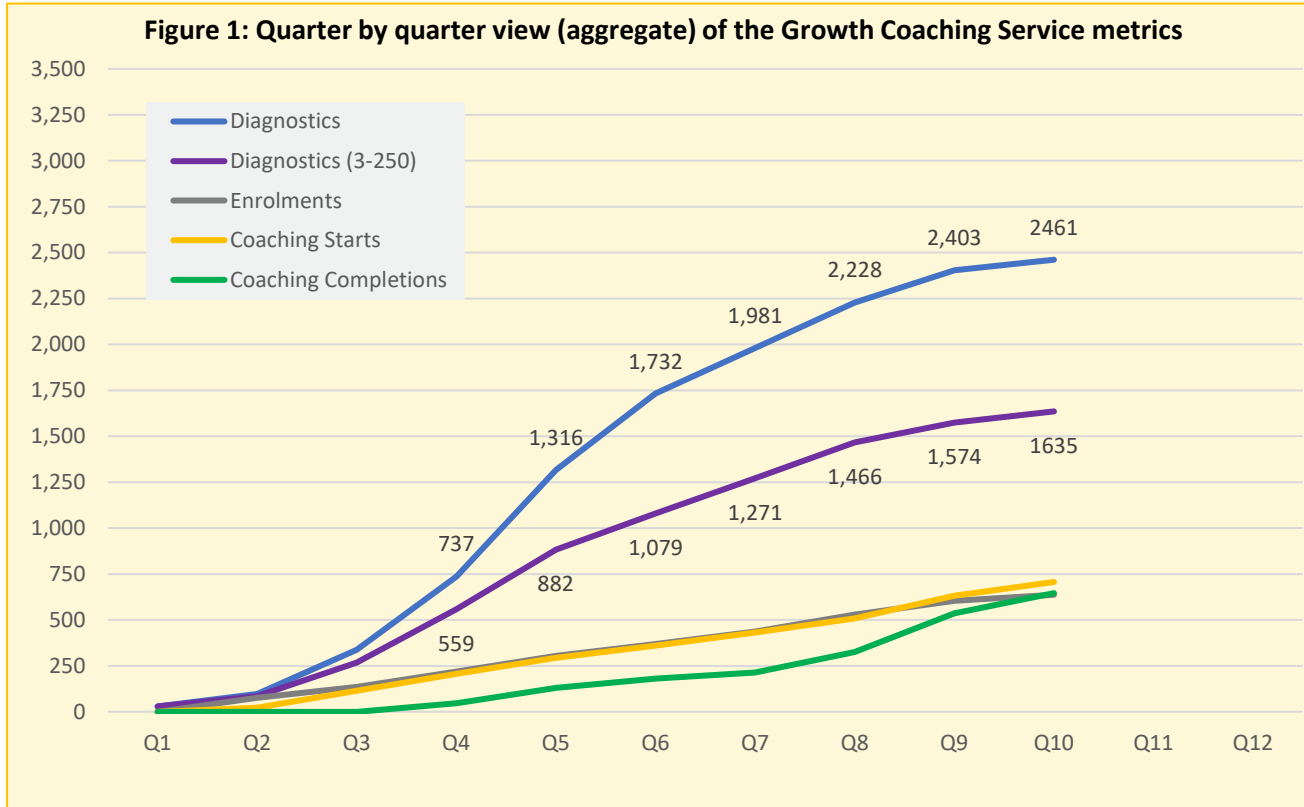
3,305 Diagnostics by contract end (31<sup>st</sup> December 2023). The two categories shown are a) outside the 3-250 employee range and b) inside the 3-250 employee range.

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

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

# SERVICE LINE REPORTING: Growth Coaching Service

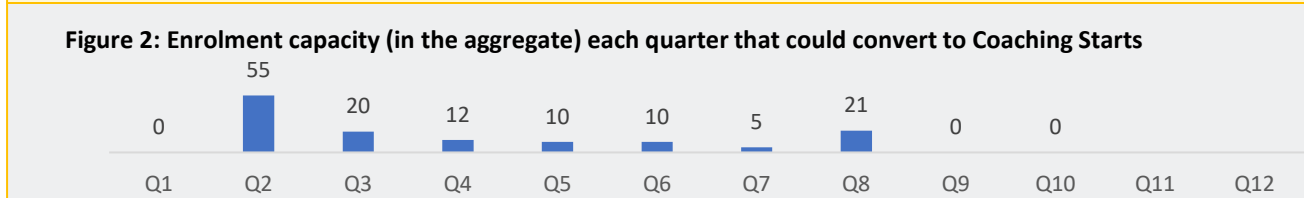
NOTE: This view shows the rolling aggregate view of all metrics by quarter. Q10 data shown is to 30<sup>th</sup> April 2023.



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

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

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



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

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



# **GROWTH WORKS**

## **APPENDIX – C:**

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



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

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

## CO23 / SME ENGAGEMENT

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



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

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

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

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

## APPRENTICESHIPS

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

Apprenticeships Created (Q9)	
APRIL= 15 MAY = JUNE =	
<i>Examples of April apprenticeships:</i>	
Midco	2 x Lead in Adult Care (L5)
Healthy Care Healthy Care	3 x Lead in Adult Care (L3) 1 x Adult Care worker (L2)
Stemnovate	1 x Digital Marketer (L3)
University Of Cambridge University Of Cambridge	1 x HR support (L3) 1 x Business admin (L3)
Miramar Limited	3 x Engineering (L6)

## LEARNING OUTCOMES

Learning Outcomes (Q9)
APRIL= 59 MAY = JUNE =
<i>Examples of April Learning Outcomes:</i>
<ul style="list-style-type: none"> <li>• Woodcraft Tree Services Ltd – Arborist Specific First Aid Course x 3 (L3)</li> <li>• The Willcox Collective – Start Your Own Business x 1 (L2)</li> <li>• Blackpoint Media – Keeping Your Marketing Relevant and Profitable x 2 (L1)</li> <li>• Meon EMS Impulse Training– Keeping Your Marketing Relevant and Profitable x 2 (L1)</li> </ul>



# **GROWTH WORKS**

## **APPENDIX – D:**

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





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

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

REPORTING MONTH	CALENDAR MONTH	Secure Content from SLs	CMG Report Page Turn	CMG Report to CPCA	CMG Overview Meeting	Time of Meeting	CMG Meeting with CPCA	Type of Meeting	Time of Meeting	Delivery Type
<i>The month we need the data and information for</i>	<i>The month we physically action the requirements</i>	<i>The date you have to submit ALL your content in compliant format</i>	<i>The date PMO have to submit a 95% complete draft to Prog Director for review</i>	<i>The date PW submits the CMG Report to CPCA</i>	<i>The date PMO meet CPCA to deliver the whole of programme perspective</i>	<i>The times we need to block out in our calendars</i>	<i>The date we meet with CPCA to explore specifics of interest</i>	<i>Lets us know the date range we will cover with CPCA</i>	<i>The times we need to block out in our calendars</i>	<i>Lets us know whether physical presence needed</i>
January	February	02-Feb-23	14-Feb-23	16-Feb-23	N/A	N/A	<b>21/02/23</b>	Monthly	13:30-15:00	Virtual
February	March	08-Mar-23	14-Mar-23	14-Mar-23	N/A	N/A	<b>21/03/23</b>	Monthly	13:30-15:00	Virtual
March	April	04-Apr-23	11-Apr-23	16-Apr-23	19/04/23	13:30-14:30	<b>24/04/23</b>	Quarterly	11:30-13:30	In Person
April	May	03-May-23	16-May-23	18-May-23	N/A	N/A	<b>23/05/23</b>	Monthly	13:30-15:00	Virtual
May	June	02-Jun-23	13-Jun-23	16-Jun-23	N/A	N/A	<b>20/06/23</b>	Monthly	13:30-15:00	Virtual
June	July	04-Jul-23	11-Jul-23	14-Jul-23	19/07/23	13:30-14:30	<b>24/07/23</b>	Quarterly	11:30-13:30	In Person
July	August	02-Aug-23	8-Aug-23	14-Aug-23	N/A	N/A	<b>21/08/23</b>	Monthly	11:30-13:00	Virtual
August	September	04-Sep-23	12-Sep-23	15-Sep-23	N/A	N/A	<b>25/09/23</b>	Monthly	11:30-13:00	Virtual
September	October	03-Oct-23	10-Oct-23	13-Oct-23	18/10/23	13:30-14:30	<b>23/10/23</b>	Quarterly	11:30-13:30	In Person
October	November	02-Nov-23	10-Nov-23	14-Nov-23	N/A	N/A	<b>22/11/23</b>	Monthly	13:30-15:00	Virtual
November	December	04-Dec-23	12-Dec-23	15-Dec-23	N/A	N/A	<b>21/12/23</b>	Monthly	11:30-13:00	Virtual
December	January 2024	TBD (Dec/Jan)	TBD (Dec/Jan)	TBD (Dec/Jan)	TBC	TBC	TBC	TBC	TBC	TBC



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