

# Appendix 1 - CPCA Growth Works Programme Performance Report

Quarter 7 (Yr2) Reporting Period  
(1<sup>st</sup> July to 30<sup>th</sup> September 2022)



FUNDED BY



HM Government



**European Union**  
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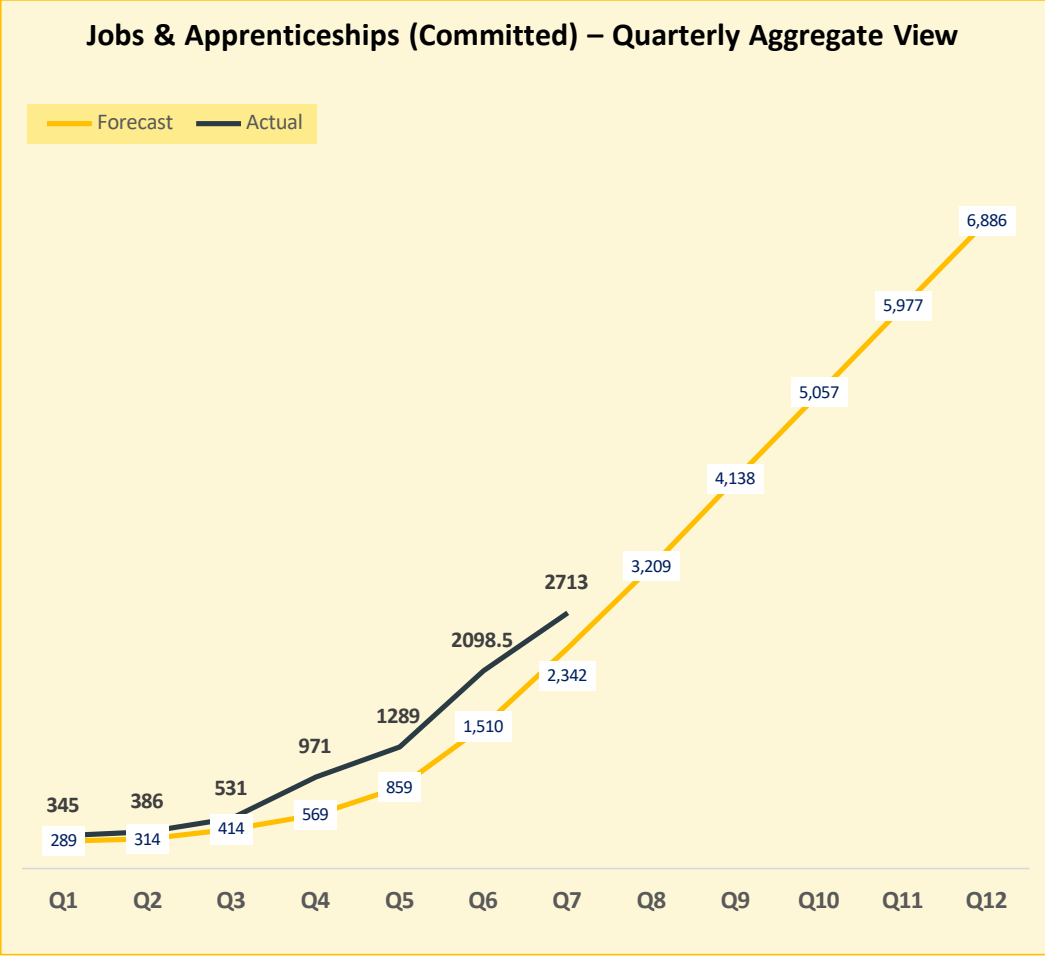
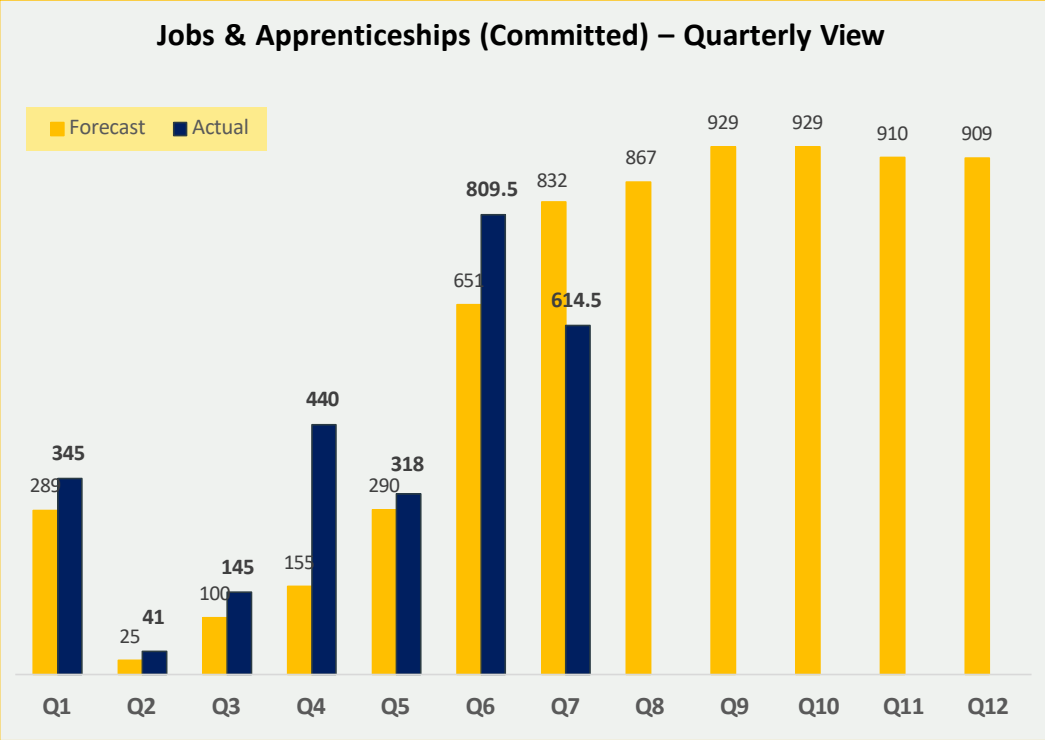
## GLOSSARY

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

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

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

# Programme Director's Summary: Year-2, Quarter-7, September 2022 ...Jobs, Jobs, Apprenticeships!



**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. A full list of the jobs position is at appendix.

## Programme Director's Summary: Year-2, Quarter-7, September 2022 ...Jobs, Jobs, Apprenticeships!



Service Line	Year 1 Target	Year 2 Target	Year 3 Target	Total Programme Target	Year 1 Actual	Year 2 (01-Jan to 30-Sep)	Programme Actual (15-Feb-2021 to 30-Sep-2022)
Coaching	46	1,454	1,723	3,223	139	(+160) 934	1,073
Inward Investment	75	*263	*470	*808	**323	(0) 304	627
Skills: Apprenticeships	51	449	900	1,400	66	(+40) 200	266
Grants & Equity	397	474	584	1,455	439	(+10) 245	684
<b>Total</b>	<b>569</b>	<b>2,640</b>	<b>3,677</b>	<b>6,886</b>	<b>967</b>	<b>(+210) 1,683</b>	<b>2,650</b>

Service Line	Year 1 Target	Year 2 Target	Year 3 Target	Total Programme Target	Year 1 Actual	Year 2 (01-Jan to 30-Sep)	Programme Actual (15-Feb-2021 to 30-Sep-2022)
Skills: Jobs	20	130	200	350	4	(+42) 59	63

\* The Inward Investment jobs target for the whole of contract has increased to 808 from 600, with year 2 moving from 175 to 263, and year 3 moving to 470 from 350

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

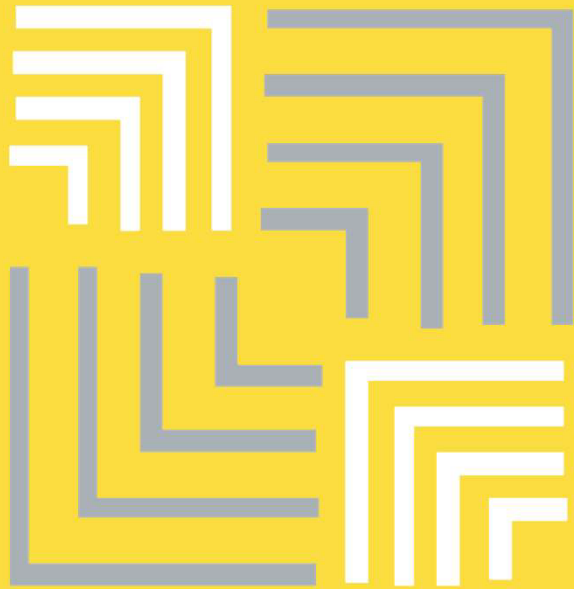
### NOTE: Measuring Jobs Forecast/Committed, Jobs Created/Evidenced, and Apprenticeships.

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. We look forward to receiving the Growth Co feedback and once agreement is reached we will proceed with producing these views.

## Programme Director's Summary: Year-2, Quarter-7, September 2022 – Dashboard

### Dashboard Summary – Programme Outcome and Top Leading Indicators

Service Line / Whole of Programme View	Target Indicator	Year 1 Target	Year 1 Actual	Year 2 Target	Year 2 Actual (to 30-Sep)	Current Quarter: Q7 – Target (01-Jul to 30-Sep)	Current Quarter: Q7 – Actual (01-Jul to 30-Sep)
All Service Lines – Outcome	Jobs committed (inc. Apprenticeships)	589	971	2,682	1,742	845	614.5
Top Leading Indicators - Growth Coaching	Businesses provided with (i.e. undertaken) a Growth Diagnostic	832	737	1,558	1,254	438	253
	Businesses starting coaching assignments (Growth support following diagnostic)	193	216	481	225	131	72
Top Leading Indicators - Inward Investment	Inward investors receiving information, diagnostics, and brokerage support)	18	153	62	113	15	29
	Inward investor commitments to expand or for new investments	6	15	15	7	4	1
Top Outcome and Leading Indicator – Skills	Additional training / learning outcomes (excludes apprenticeships)	209	257	748	393	220	120
	CO23s / SME Engagement	11	34	114	51	30	13
Top Leading Indicators - Grants & Equity	Companies receiving grants	18	43	26	24	7	6
	Small Business Capital Growth Investment Equity (£000)	1,000	1,500	8,000	0	2,000	0



# 1. Growth Coaching and Growth Hub

The content in this section covers Performance Indicators and Pipeline. Campaign Management, and the Marketing Plan and Activity, have been moved to an integrated section.

## SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q7 data is to 30<sup>th</sup> September 2022.

Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q5 Actual	Q6 Actual	(Q7) This Quarter					Q8 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual (01-Jan 2022 to 30-Sep 2022)	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 30-Sep 2022)			Q7 Target (01-Jul to 30-Sep)	Actual (31/07)	Actual (31/08)	Actual (30/09)	Q7 Total to 30/09	
Jobs created (forecast / committed)	46	1454	1723	3223	139	934		1,073	106	*479.5	469	20.5	168	160	348.5	383
Businesses provided with (i.e. undertaken) a Growth Diagnostic	832	1558	915	3305	**737	1,244		1,981	579	416	438	55	96	98	249	420
Businesses starting coaching journeys (enrolled in Growth Works)	154	385	466	1005	218	218		436	86	65	105	18	29	20	67	105
Businesses starting coaching assignments (Growth support following diagnostic)	193	481	331	1005	216	225		441	88	65	131	18	29	25	72	131
Businesses completing a coaching journey	44	327	634	1005	46	167		213	83	51	89	0	2	31	33	90
Business profiles matched (S/M/L in %)	67½% / 30% / 2½%	52½% / 36¼% / 11¼%	38¾% / 48¾% / 12½%	50% / 40% / 10%	57% / 35% / 8%	66% / 29% / 5%		63% / 31% / 6%	67% / 29% / 4%	66% / 28% / 6%	50% / 40% / 10%	64% / 30% / 6%	71% / 26% / 3%	64% / 27% / 9%	67% / 27% / 6%	40% / 45% / 15%
GVA generated (£ 000)	£0	33,000	70,000	103,000	TBD	TBD		TBD	TBD	TBD	9,000	TBD	TBD	TBD	TBD	15,000

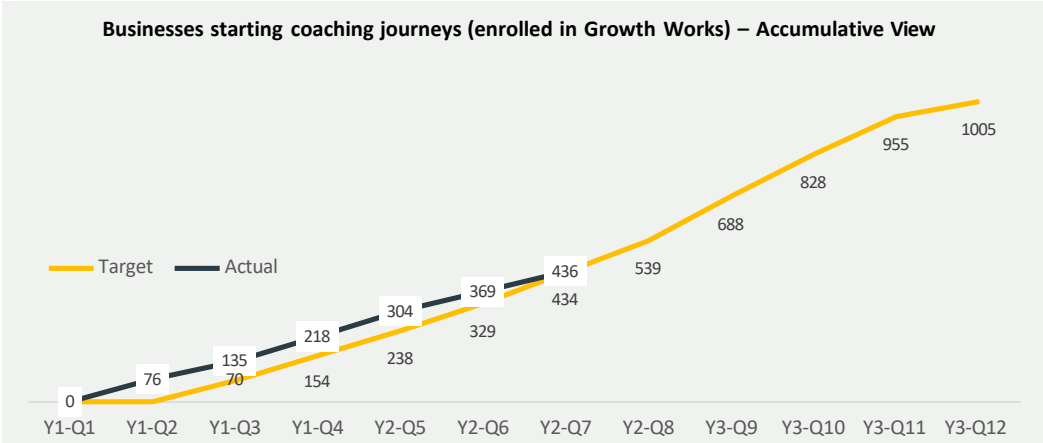
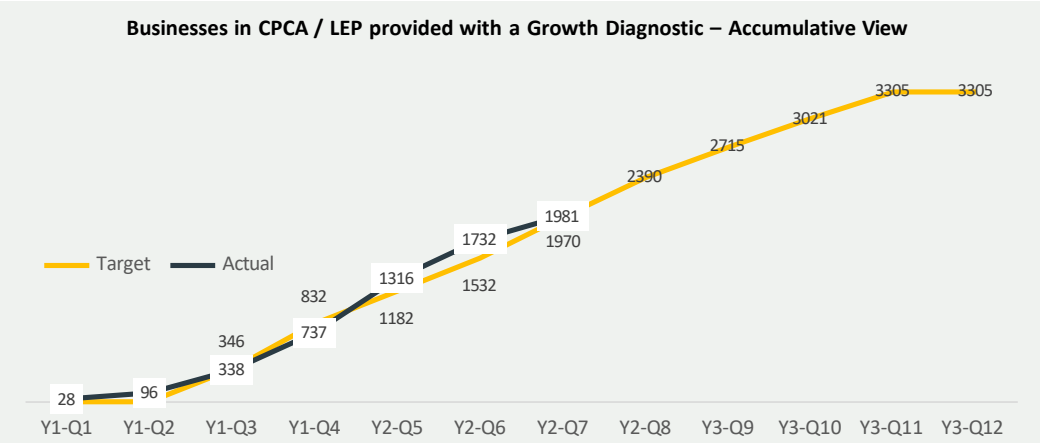
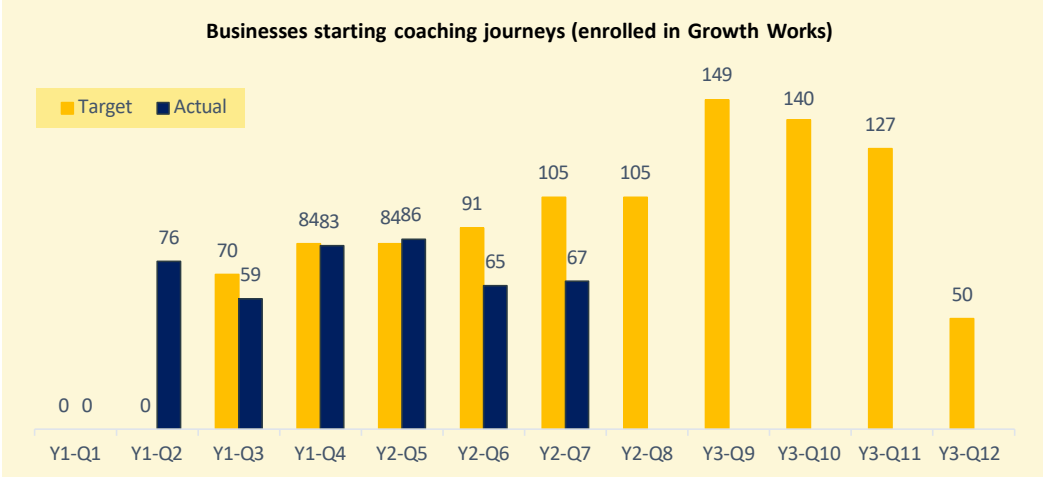
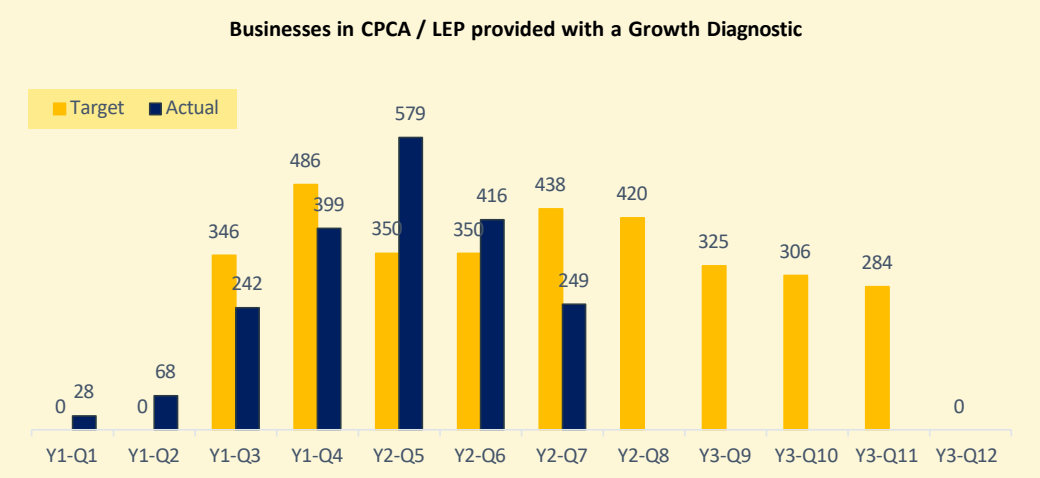
- Qualitative and delayed measurements (*in italics*) are reported separately with GVA recorded with relevant National Government department formulas provided at calendar year end.
- Jobs details are provided as a separate Microsoft Excel attachment to the month end report, as a data download from HubSpot, the Growth Works programme single source of truth.

\* See note at appendix for insight on the jobs committed/forecast by beneficiaries of the Growth Coaching Service

\*\* During the Fast Close process where data was pulled from actual performance at 17.00 on Thursday 16<sup>th</sup> December, we cleansed the diagnostics and removed 63 that we believed were not in scope. In the intervening gap between Fast Close and Year-2 commencing we deduced that 10 were removed in error. Therefore the Year-2 starting position is 737 and not 727 as reported on 17<sup>th</sup> December.

# SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

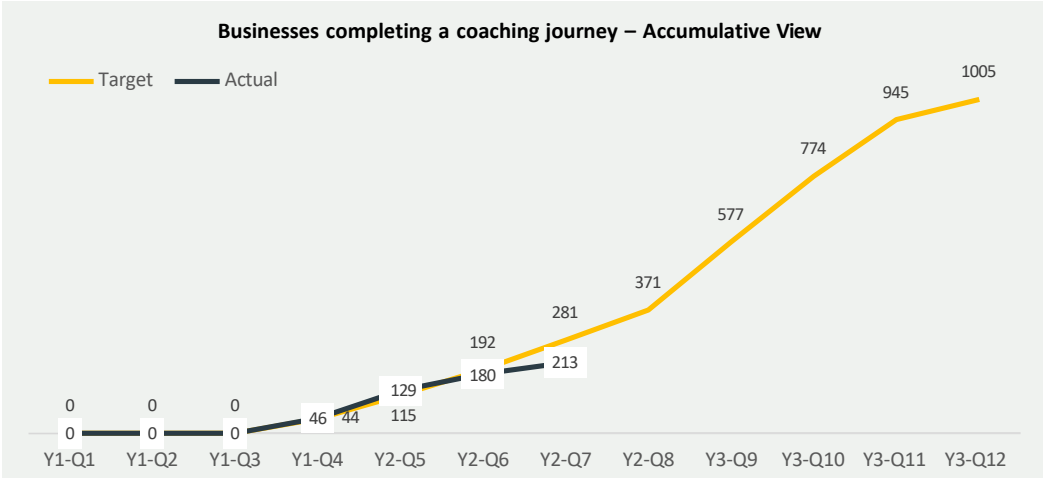
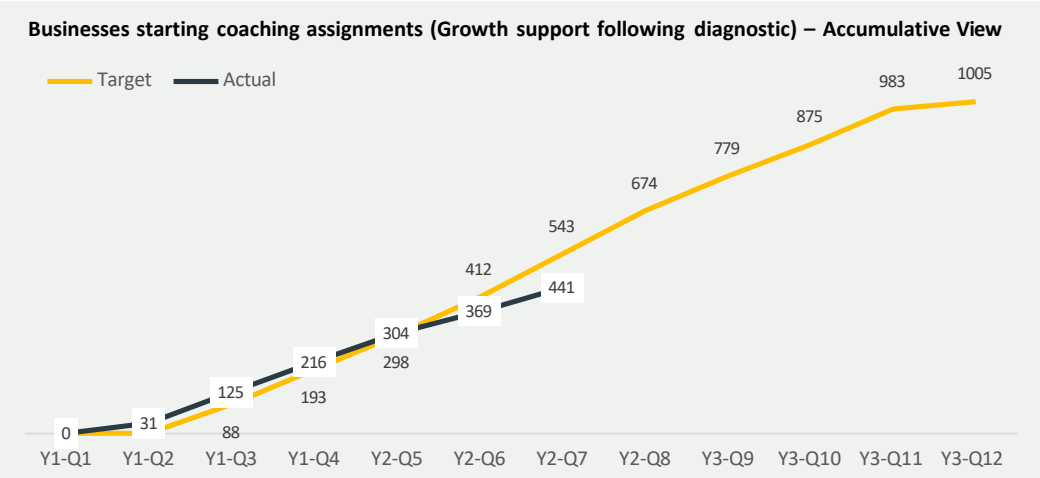
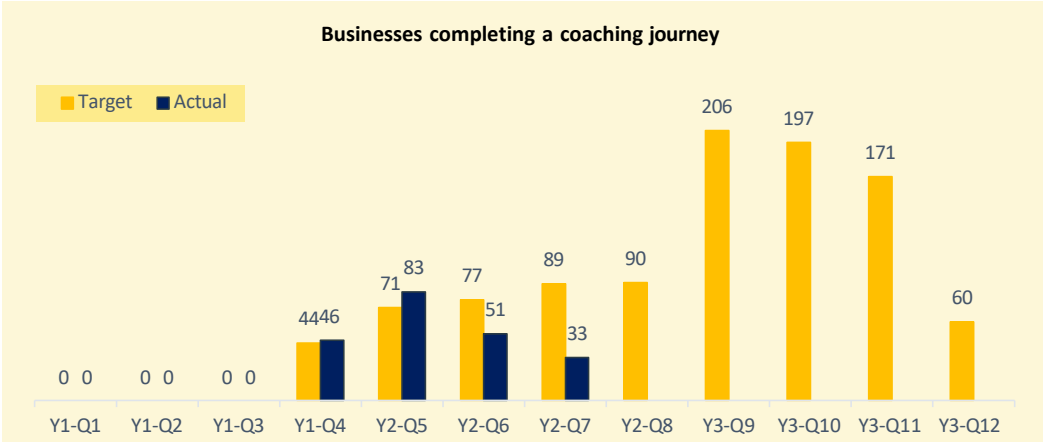
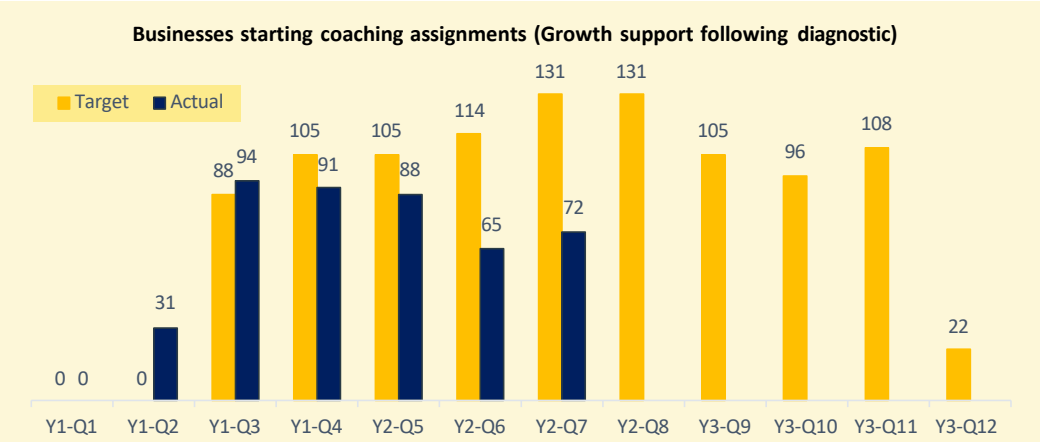
NOTE: Q7 data is to 30<sup>th</sup> September 2022.





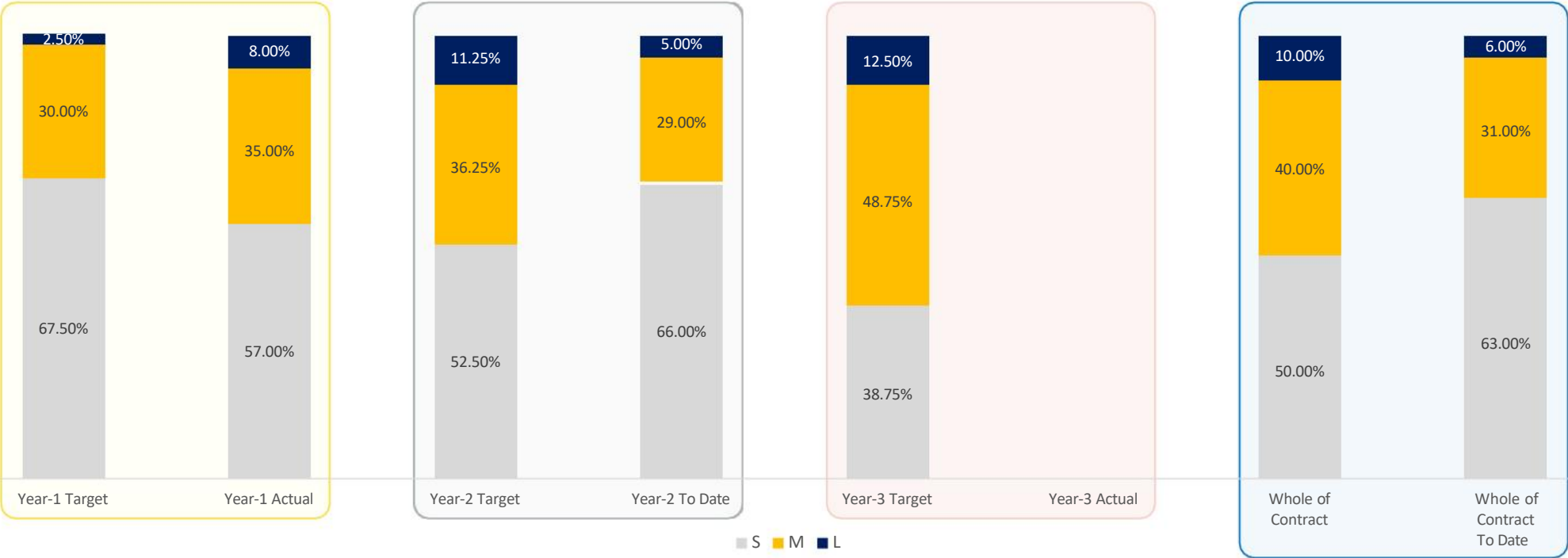
# SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q7 data is to 30<sup>th</sup> September 2022.



# SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q7 data is to 30<sup>th</sup> September 2022. This chart shows the size profile of businesses provided with a growth diagnostic.



The categories are defined as follows:

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

# SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q7 data is to 30<sup>th</sup> September 2022. 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

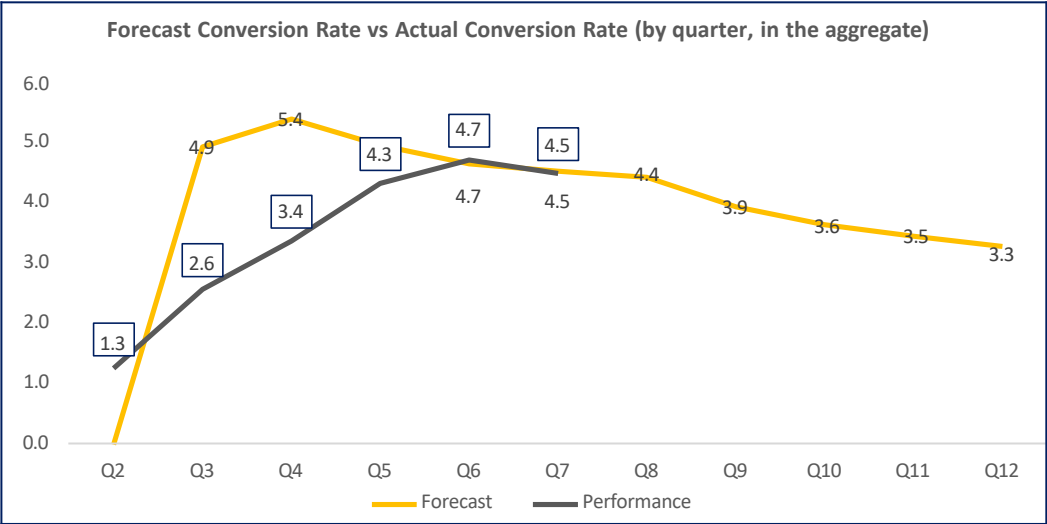
**Table-1:** highlights the Growth Coaching targets for Diagnostics and Enrolments by quarter, in the aggregate. The 'conversion rate' row has been calculated to show what the forecast conversion rate should be at the end of each quarter.

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	70	154	238	329	434	539	688	828	955	1005
Conversion Rate	0.0	4.9	5.4	5.0	4.7	4.5	4.4	3.9	3.6	3.5	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 (Q7 data to 31<sup>st</sup> July 2022).

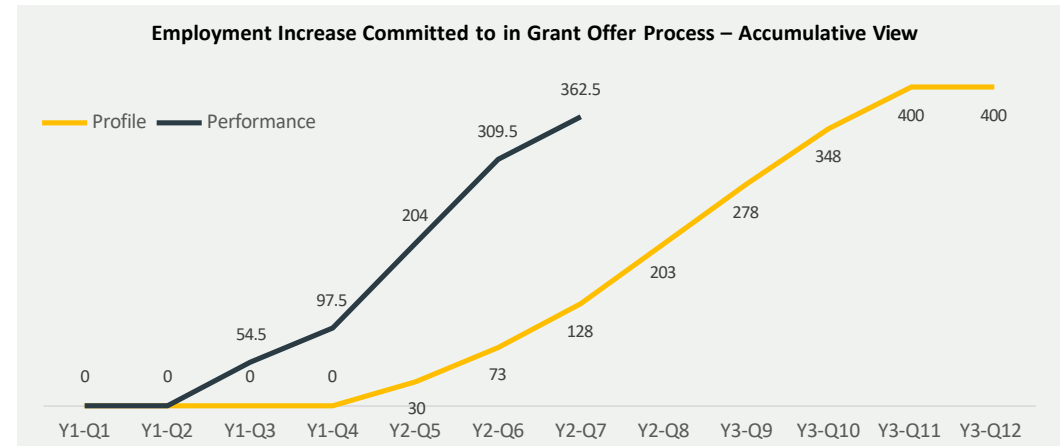
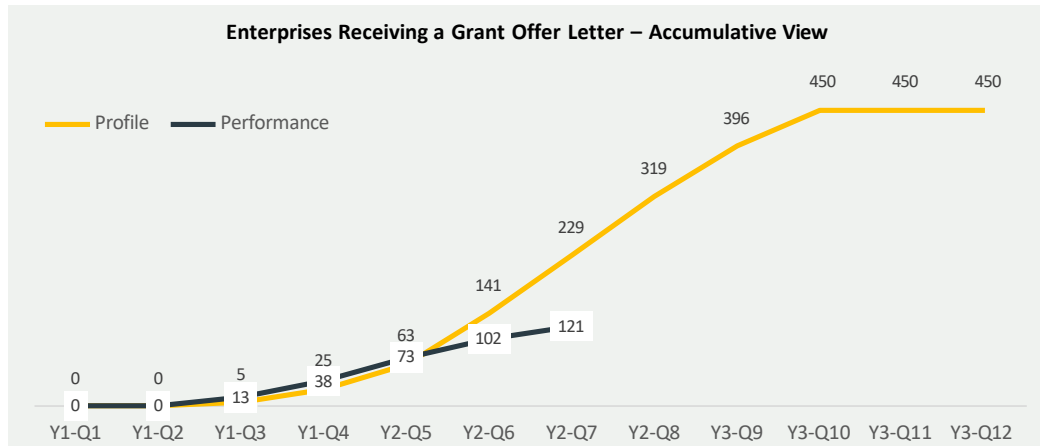
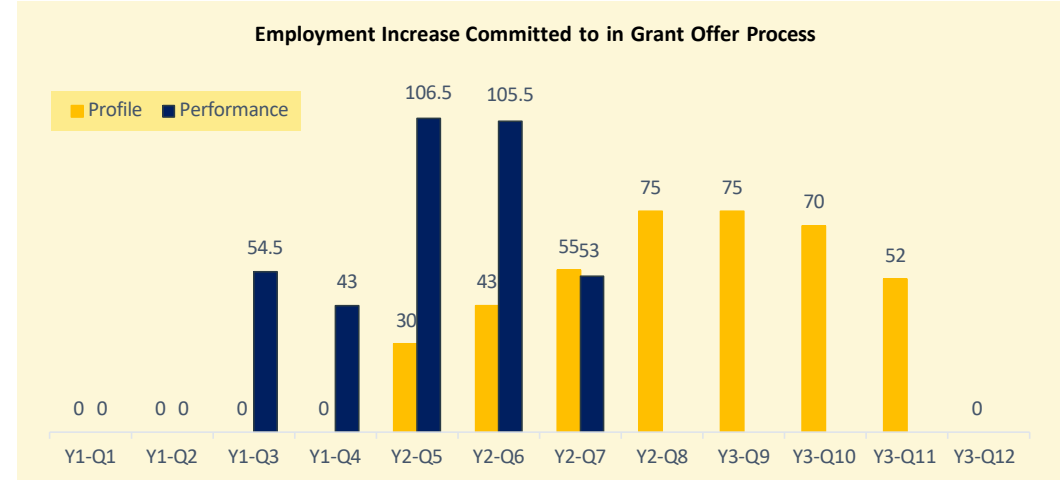
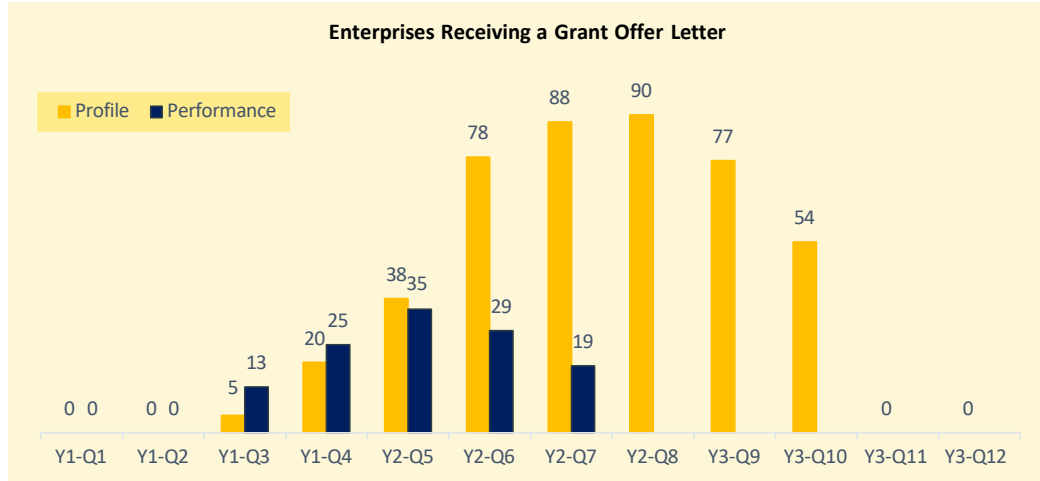
Performance to Date	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Diagnostics	96	348	737	1,318	1,738	1,981					
Enrolments	76	135	218	304	367	436					
Conversion Rate	1.3	2.6	3.4	4.3	4.7	4.5					

This line graph plots the Growth Coaching conversion rate – forecast vs performance. It highlights that the actual conversion rates achieved in Q2-Q5 were better than prediction. However, while performance to date at the end of Q6 is on target/forecast, the trend line suggests a direction of travel not aligned with the forecast, although Q7 data is incomplete.



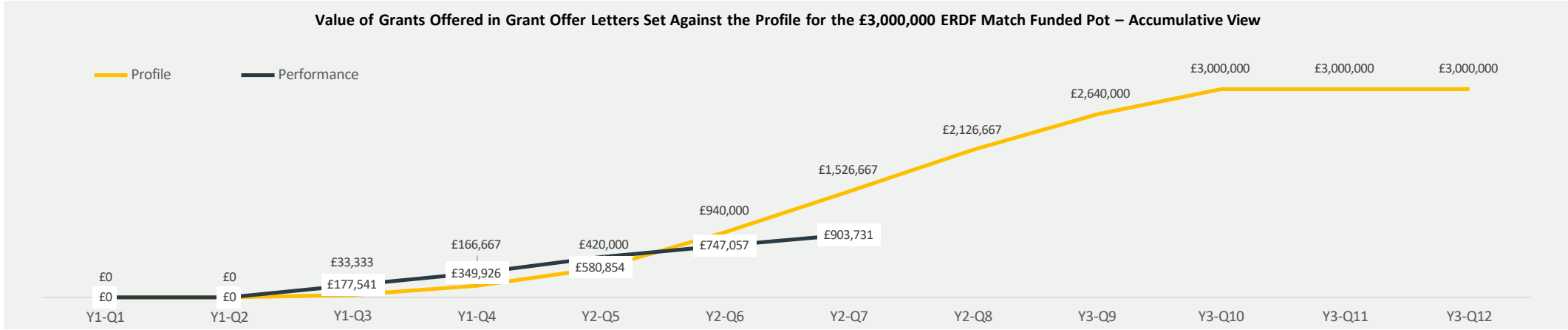
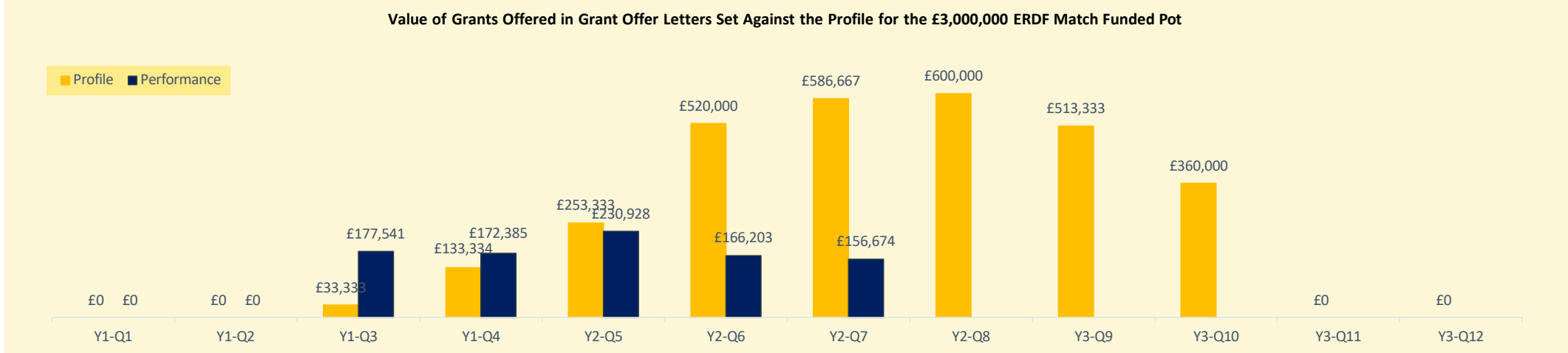
# SERVICE LINE DASHBOARD VIEW: Growth Coaching Service – ERDF Revenue / Nudge Grants (1/2)

NOTE: Q7 data is to 30<sup>th</sup> September 2022.



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

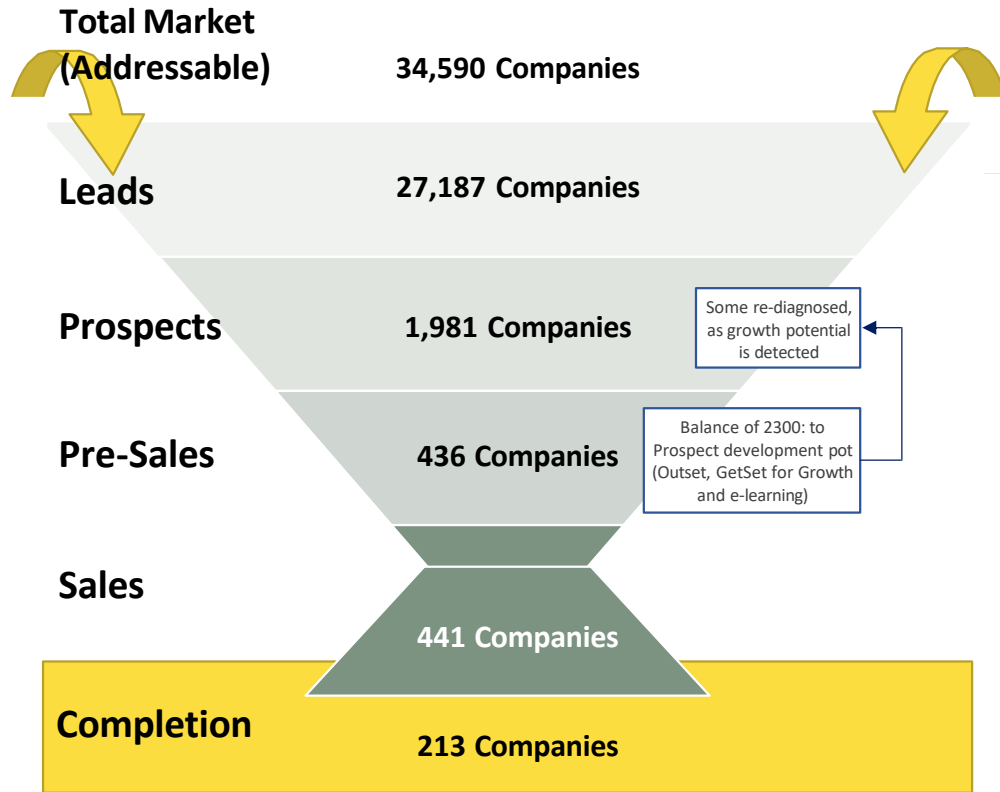
NOTE: Q7 data is to 30<sup>th</sup> September 2022.



# SERVICE LINE PIPELINE VIEW: Growth Coaching Service

NOTE: the data illustrated is to 30<sup>th</sup> September 2022 and shows the totals for businesses within the CPCA / LEP area.

## PIPELINE STAGE VIEW



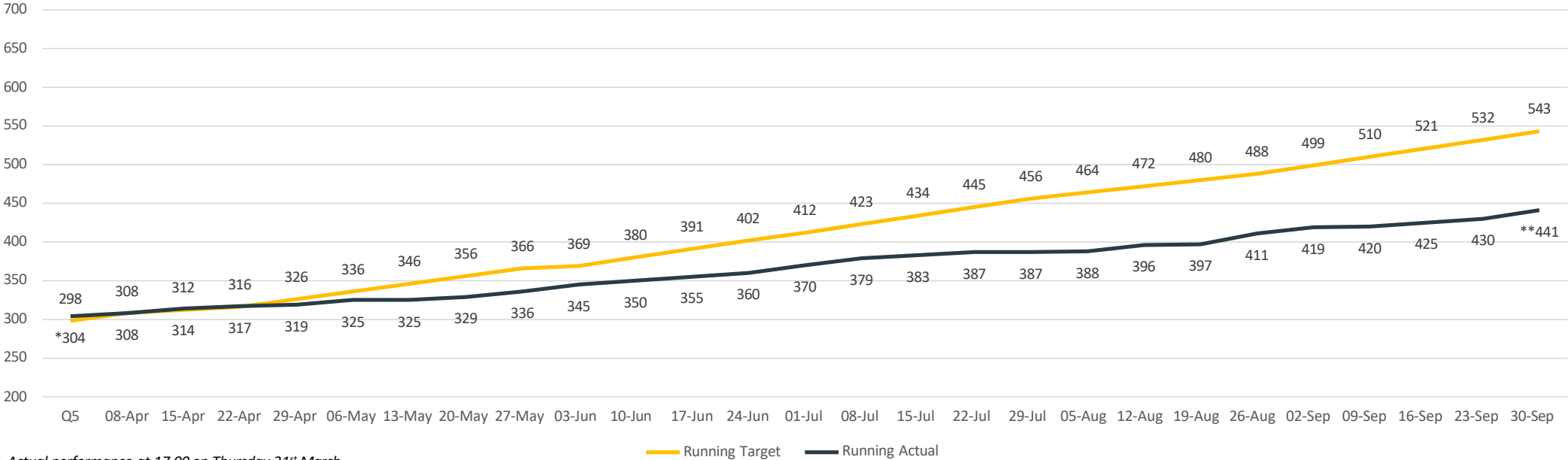
Pipeline Stage	Definition of Stage	Performance Indicator (whole of contract)	Monthly Performance	Contract to Date Performance
Total Market (Addressable)	34,590 SME companies in CPCA region (with 5+ employees) (ONS2020)	N/A • Awareness Raising • Marketing		
Leads	Evidenced connections with 8,062 mostly cold / unqualified businesses	8,062 SMEs Reached	1,872 this month	27,187 to date
Prospects	Marketing and qualification / diagnosis to 3,305 companies	3,305 SMEs Diagnosed	98 this month	1,981 to date
Pre-Sales	Enrollment into GetSet Accelerate	1,005 Enrolled	20 this month	436 to date
Sales	Client starts coaching journey	1,005 starts	25 this month	441 to date
Completion	Client completes coaching journey	1,005 completions	31 this month	213 to date

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

NOTE: Q7 data is to 30<sup>th</sup> September 2022.

Week Ending	Year-1	Q5	Q6 - 2022 (Target 105)													Q7 - 2022 (Target 105)												
	(to 16 Dec'21)	(to 31 Mar'22)	08-Apr	15-Apr	22-Apr	29-Apr	06-May	13-May	20-May	27-May	03-Jun	10-Jun	17-Jun	24-Jun	01-Jul	08-Jul	15-Jul	22-Jul	29-Jul	05-Aug	12-Aug	19-Aug	26-Aug	02-Sep	09-Sep	16-Sep	23-Sep	30-Sep
<b>Targets</b>	193	298	10	4	4	10	10	10	10	10	3	11	11	11	10	11	11	11	11	8	8	8	8	11	11	11	11	11
<b>Actuals</b>	216	*304	4	6	3	2	6	0	4	7	9	5	5	5	10	9	4	4	0	1	8	1	14	8	1	5	5	**11

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



\* Actual performance at 17.00 on Thursday 31<sup>st</sup> March  
 \*\*Actual performance at 17.00 on Friday 30<sup>th</sup> September

# SERVICE LINE VIEW: Growth Coaching Service – Business Challenges

Business challenges cited by companies on their diagnostic forms. Data shown is to 31<sup>st</sup> August 2022 as total to date.  
 (New additions for the month 1<sup>st</sup> to 30<sup>th</sup> September in brackets).



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

The table opposite lists the reasons and the number of recorded entries against each (where a company may record more than one reason). There are 5,244 in total, an increase of 250 entries in the month 1<sup>st</sup> to 30<sup>th</sup> September.

- Green bars indicate people and talent challenges. These make up 26.0% of entries.
- Grey bars indicate operational and infrastructure efficiency and effectiveness challenges. These make up 21.3% of entries.
- Purple bars indicate growth specific challenges. These make up 32.0% of the entries.
- The brown bar indicates finance as a challenge. This makes up 16.1% of entries
- Others (blue bar) make up 4.6% of entries.



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

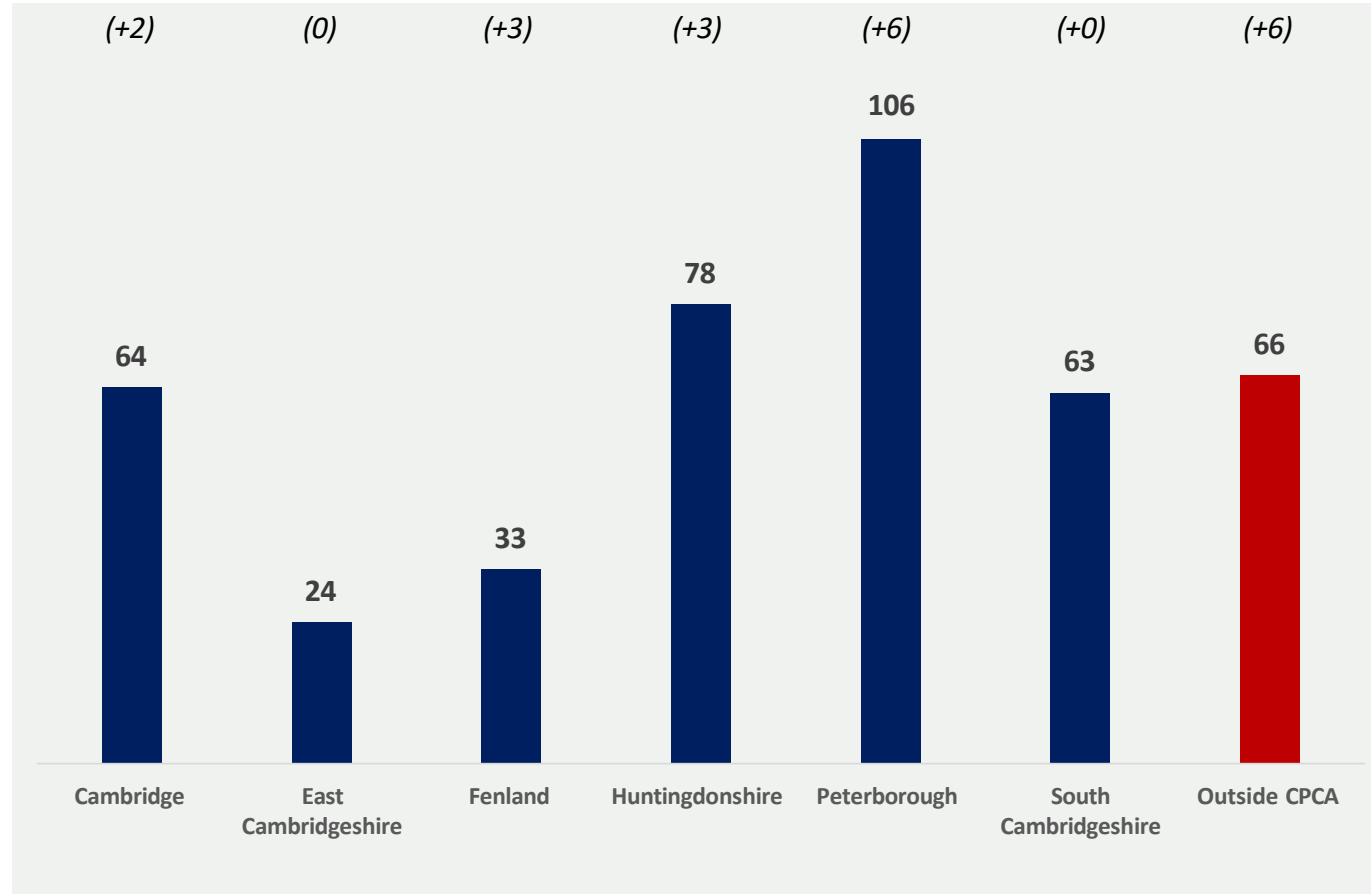
Business challenges cited by companies on their diagnostic forms, for businesses in the six CPCA partner areas. Data shown is to 30<sup>th</sup> September 2022 as total to date. The coloured bar coding is the same used on the previous page. A total of 4,155 challenges out of a total of 4,994 recorded, 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	108	52	55	157	176	127
Need to find the right new people	100	47	55	160	188	131
Need to improve skills deficits in current team	33	20	20	66	75	30
Need more effective people development strategy	24	7	10	35	51	30
Need new equipment	52	40	50	115	119	60
Need bigger premises	44	28	24	57	55	35
Need to improve productivity	30	19	19	60	63	29
Need more effective marketing	70	21	29	135	172	95
Need more effective sales	50	15	22	70	100	73
Need more effective growth strategy	51	17	26	86	99	61
Need more effective leadership and management	19	13	4	28	45	14
Other	27	10	15	55	46	31

<b>TOTAL BY GEOGRAPHY</b>	608	289	329	1,024	1,189	716
<b>Variance from previous month</b>	(+36)	(+2)	(+24)	(+33)	(+68)	(+24)

## SERVICE LINE VIEW: Growth Coaching Service

Businesses starting coaching journeys (enrolled in Growth Coaching) by CPCA district. Data shown is to 30<sup>th</sup> September 2022 as total to date.



District	Count	Share
Cambridge	64	14.7%
East Cambridgeshire	24	5.5%
Fenland	33	7.6%
Huntingdonshire	78	18.0%
Peterborough	106	24.4%
South Cambridgeshire	63	14.5%
Outside CPCA	66	15.2%
<b>Total</b>	<b>434</b>	<b>100.0%</b>

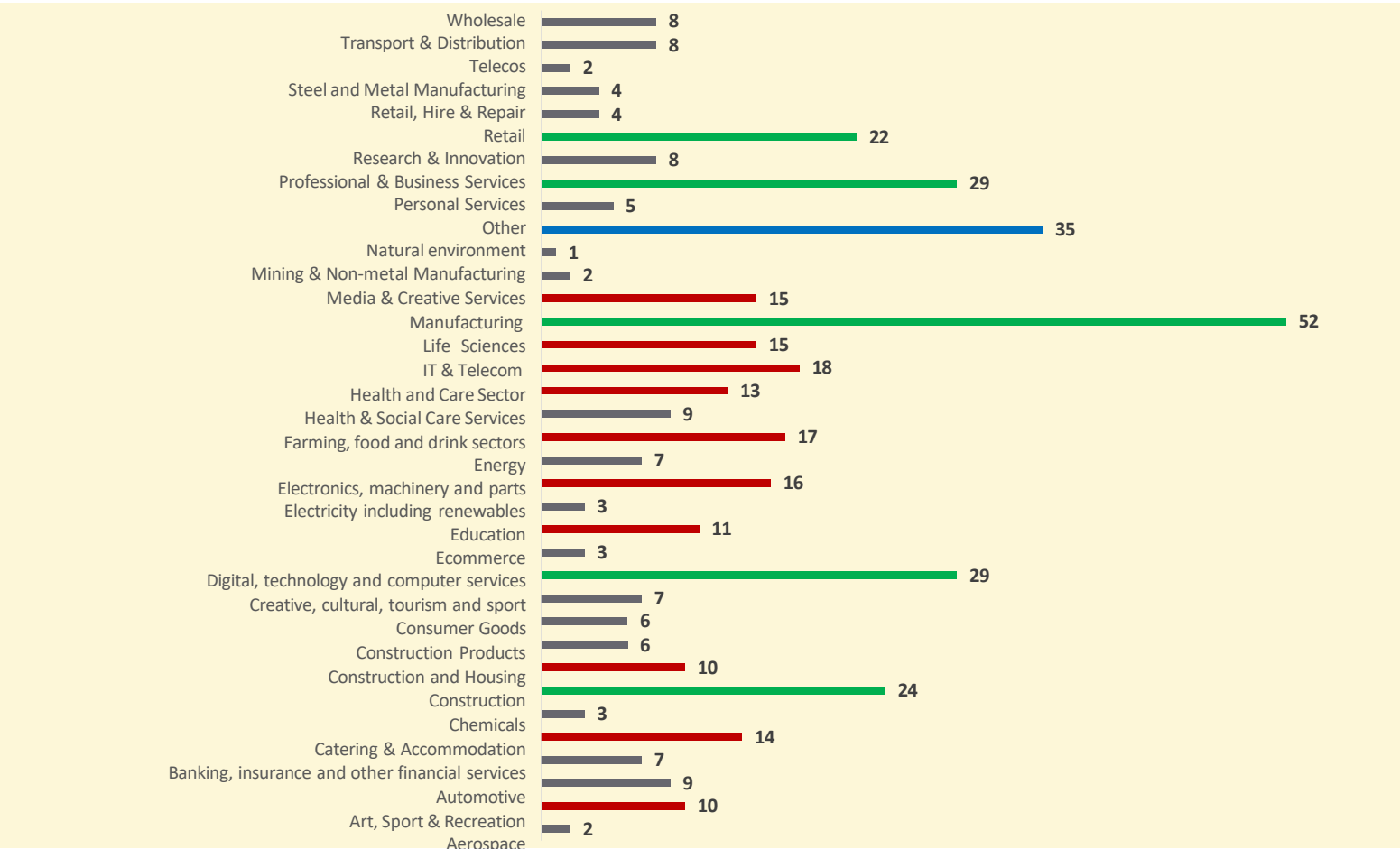
At 30<sup>th</sup> September 2022 a total of 434 companies had started their coaching journeys through enrolment in Growth Coaching. The table above and chart opposite lists the number of companies by CPCA district.

Kings Lynn and West Norfolk	6
North Hertfordshire	1
Rutland	10
South Holland	4
South Kesteven	27
Uttlesford	5
West Suffolk	11
Out of CPCA/LEP area	2

Of the 60 companies listed as being outside the CPCA area, two are outside the wider LEP area.

# SERVICE LINE VIEW: Growth Coaching Service

Businesses starting coaching journeys (enrolled in Growth Coaching) by sector. Data shown is to 30<sup>th</sup> September 2022.



At 30<sup>th</sup> September 2022 a total of 434 companies had started their coaching journeys through enrolment in Growth Coaching.

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'.

## SERVICE LINE REPORTING: Growth Coaching Service

Community Renewal Fund Pilot – Update on “Start & Grow”, with data to 30<sup>th</sup> September 2022

**CRF Headline: the grant pot size is £2.48m. Of this, by close of business 30<sup>th</sup> September 2022, £1.34m has been defrayed and there is an estimated value of up to £1.1m in the engaged pipeline.**

Please see Start & Grow Monitoring Form, dated 30 September 2022 for full details.

### Core Team

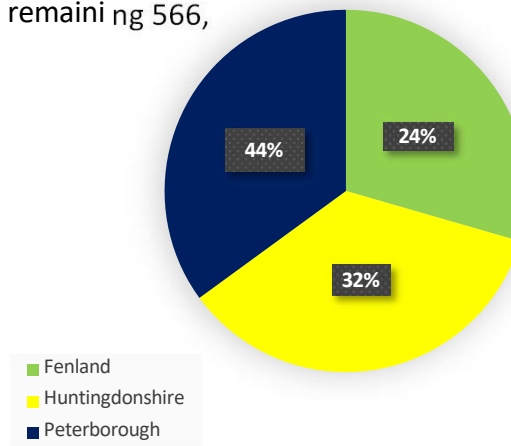
- The core team is in place: 1x Programme Director, 1x Business Advisor, and 1x Grant Administrator (as reported previously, this team was up and running 14<sup>th</sup> February).

### Demand Generation

- 720 expressions of interest, of which 100 Expired, 46 were ‘Withdrawn by Applicant’ and 8 were declined. Of the remaining 566, 305 are from micro-businesses and 261 from pre-starts.

They are split across the three DCs:

- Peterborough City Council – 249 (44%)
- Huntingdonshire District Council – 179 (32%)
- Fenland District Council – 138 (24%)
- Work with JCP paying off - 40% (229) of all referrals from Fenland, Peterborough, and Hunts JCP’s
- 78% (440) have engaged in introductory workshop
- 49% (276) have attended all workshops

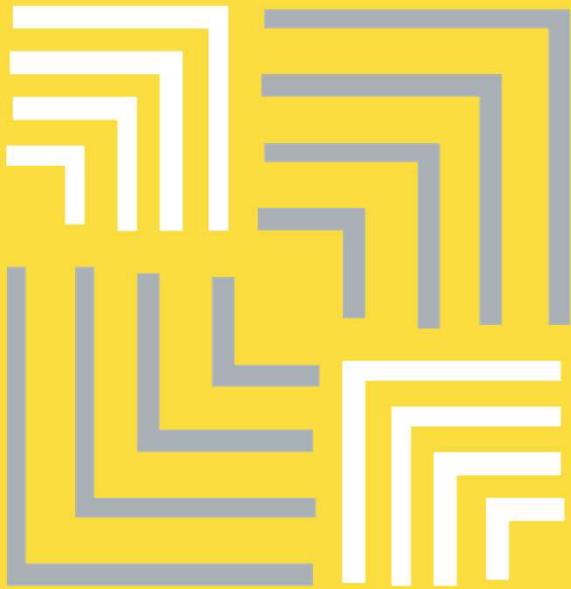


### Community Renewal Fund Pilot – “Start & Grow”

- Total Contract Value - £3.86m
- £1.38m match from ARG / SMEC:
  - Peterborough City Council - £400,000
  - Huntingdonshire District Council - £200,000
  - Fenland District Council - £200,000
  - SME Contribution - £586,000

“Start” Strand	“Grow” Strand
<ul style="list-style-type: none"> <li>224 individuals supported</li> <li>103 new business starts</li> <li>103 grants @ 90%</li> </ul>	<ul style="list-style-type: none"> <li>293 SMEs supported (less than 3 years trading / less than 3 employees)</li> <li>161 grants @ 80%</li> </ul>

- Maximum grants £30k either strand
- Mobilisation and contract discussions underway ready for January delivery (until the end of June).



## 2. Inward Investment

The content in this section covers Performance Indicators and Pipeline. Campaign Management, and the Marketing Plan and Activity, have been moved to an integrated section.

## SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Q7 data is to 30<sup>th</sup> September 2022.

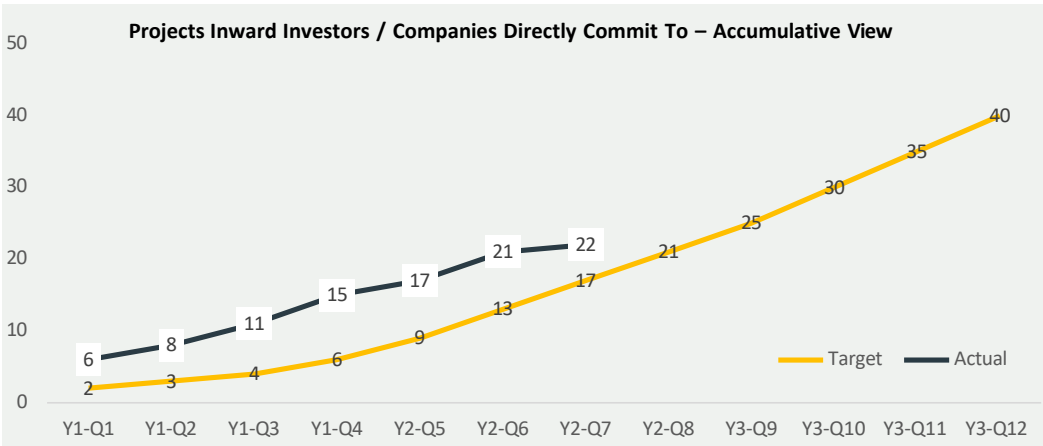
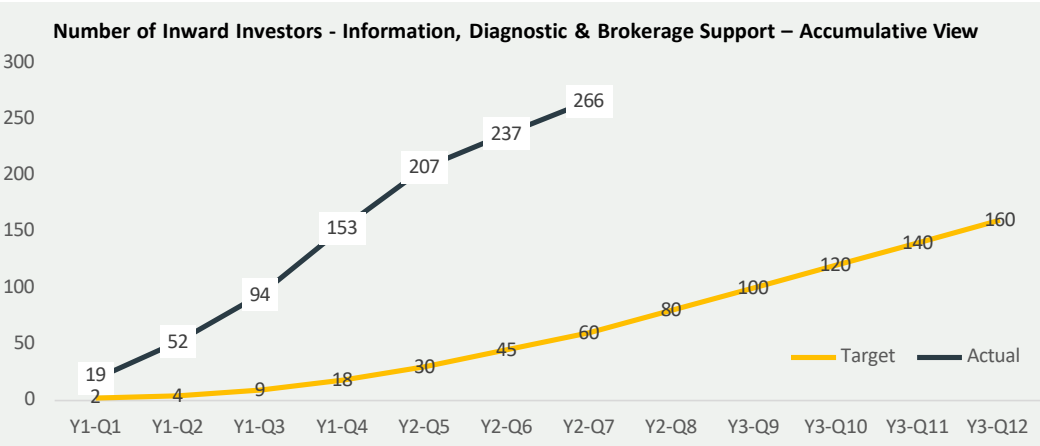
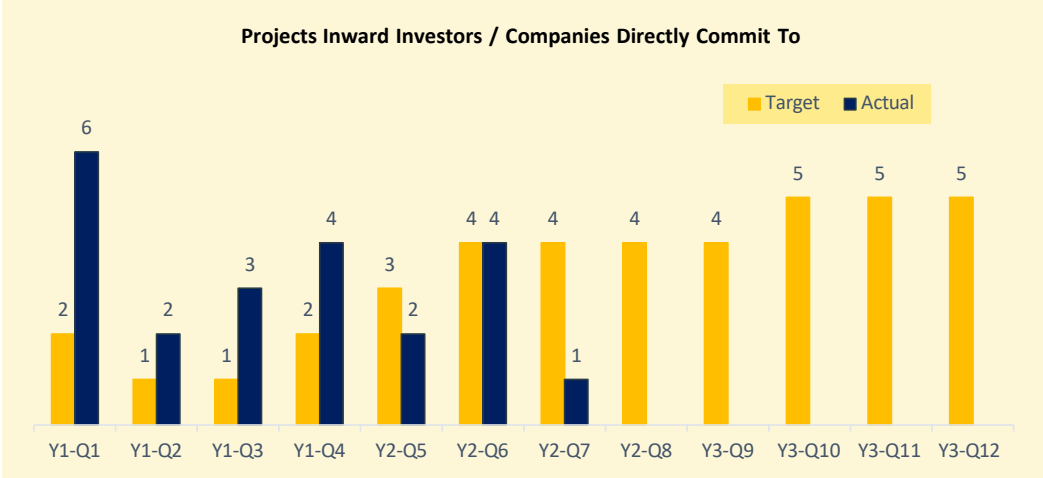
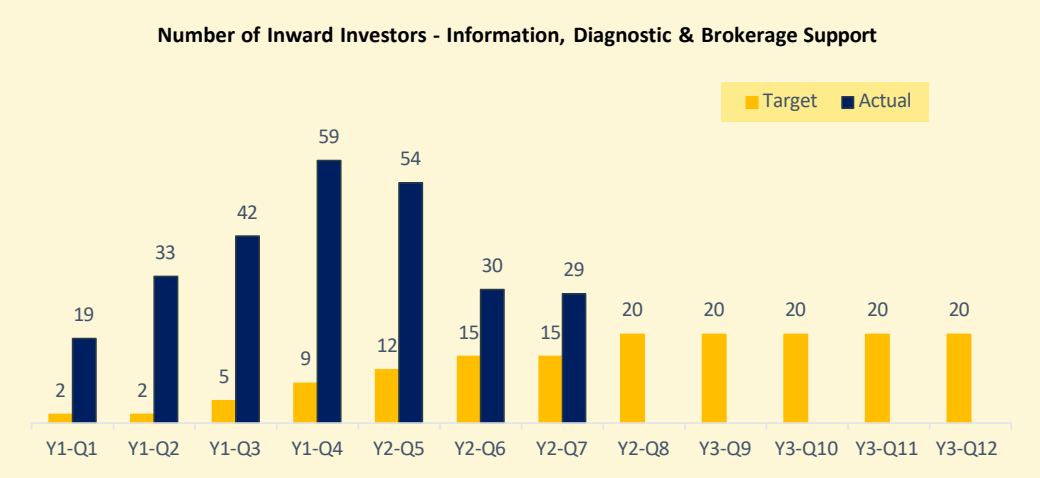
Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q5 Actual	Q6 Actual	(Q7) This Quarter					Q8 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual (01-Jan 2022 to 30-Sep 2022)	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 30-Sep 2022)			Q7 Target (01-Jul to 30-Sep)	Actual (31/07)	Actual (31/08)	Actual (30/09)	Q7 Total to 30/09	
Jobs created (forecast / committed)	75	263	470	808	*323	304		627	18	**166	67	0	120	0	120	77
Inward investors receiving information, diagnostics, and brokerage support)	18	62	80	160	153	113		*266	54	30	15	7	14	8	29	20
Inward investor commitments to expand or for new investments	6	15	19	40	15	7		22	2	4	4	0	1	0	1	4

### NOTES:

- 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 808.
- The jobs total to date has increased net +4 in Year-1 (denoted by \*) due to a June 2021 reported 'win' creating more jobs than originally thought
- Jobs created (committed) in April were as follows: two wins (Quibim - 10 jobs, Stemcell Technologies – 6 jobs) plus 10 additional jobs for the Tumeric Company that landed in Fenland earlier this year. The (\*\*) denotes that the number given accounts for all three of the companies
- Inward Investors receiving information pipeline adds up to 274 companies – 266 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.

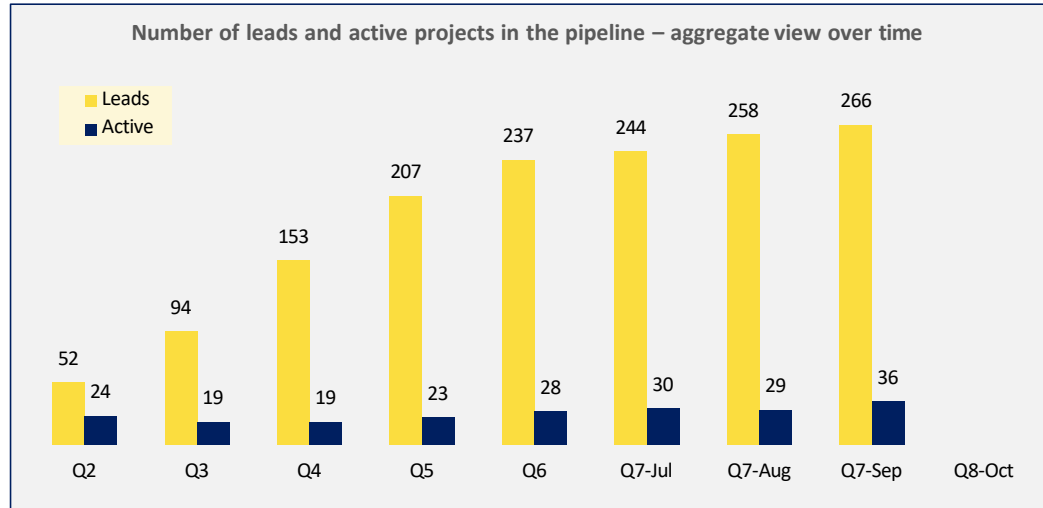
# SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Q7 data is to 30<sup>th</sup> September 2022.



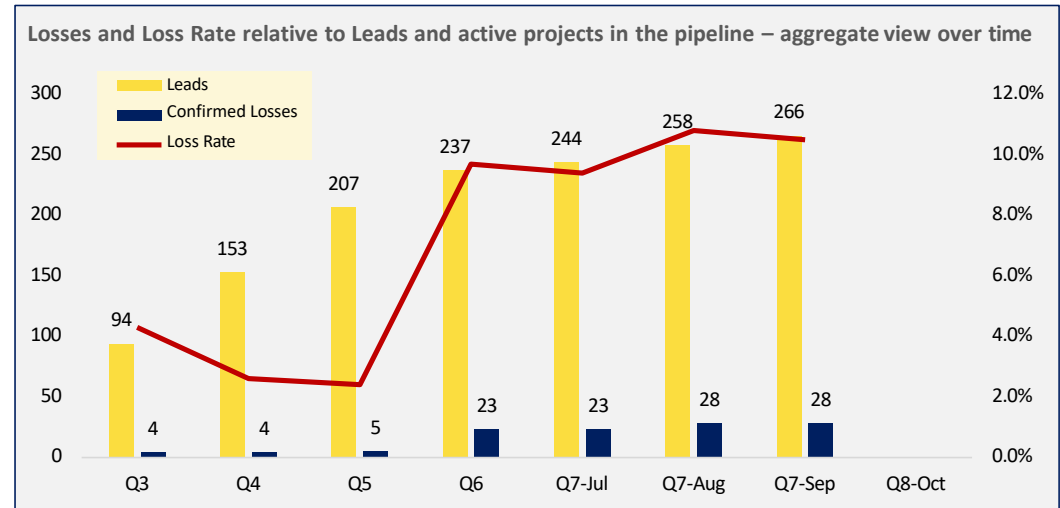
## SERVICE LINE DASHBOARD VIEW: Inward Investment Service – opportunity cost

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.



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 end of contract period	Q2	Q3	Q4	Q5	Q6	Q7-Jul	Q7-Aug	Q7-Sep	Q8-Oct
Actives (% of Leads)	46.2%	20.2%	12.4%	11.1%	11.8%	12.3%	11.2%	13.5%	



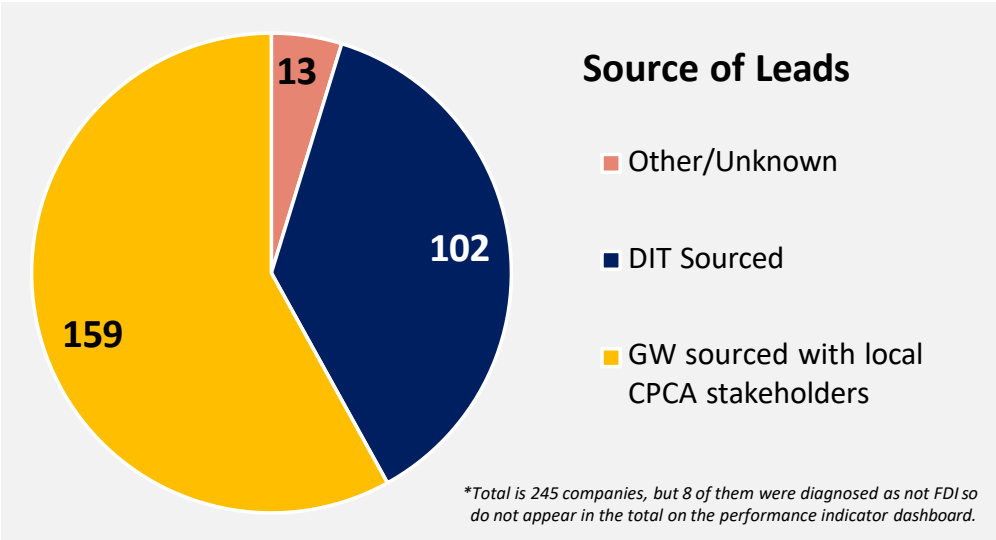
Building *Locate Cambridge* brand equity has positively impacted lead generation. However, capacity limits prior to the completion of the CCN reallocating LGF funds meant not every lead generated could be actively pursued, so choices and trade offs had to be made, which resulted in a higher loss rate.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

Aggregate position at end of contract period	Q2	Q3	Q4	Q5	Q6	Q7-Jul	Q7-Aug	Q7-Sep	Q8-Oct
Losses (% of Leads)	3.8%	4.3%	2.6%	2.4%	9.7%	9.4%	10.8%	10.5%	



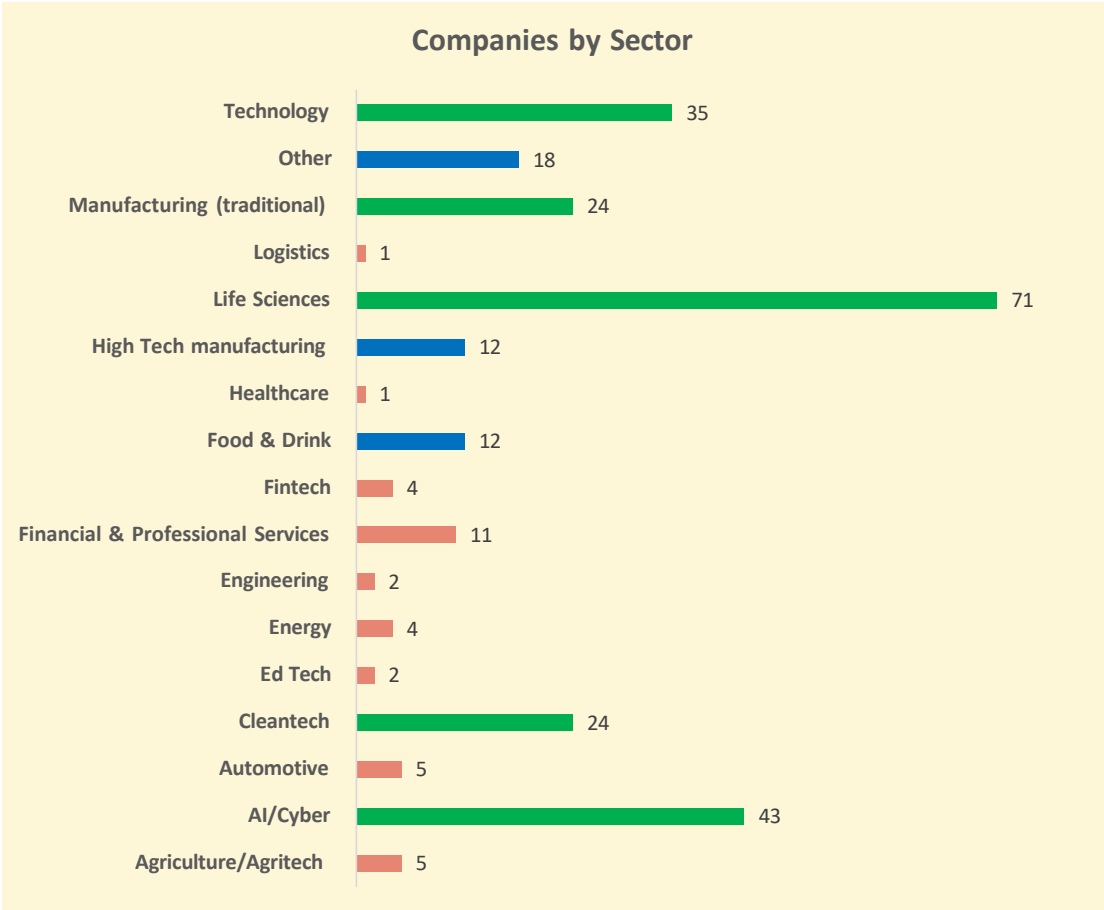
# SERVICE LINE VIEW: Inward Investment Service – origin of leads and sector coverage of leads

NOTE: Q7 data is to 30<sup>th</sup> September 2022.



GW/CPCA/Local Partner Channel	Number
Competition	56
Commercial Partner	24
CPCA	10
Growth Works Sourced	55
External Event	9
Direct	4
Huntingdonshire District Council	1

- The data shows for every DIT inbound lead, Growth Works sources just over 1.5 leads through its own efforts. It was over 2:1 at the start of 2022.
- Life Sciences, AI/Cyber, Tech and Cleantech companies account for over 63% of leads.



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

NOTE: Q7 data is to 30<sup>th</sup> September 2022.

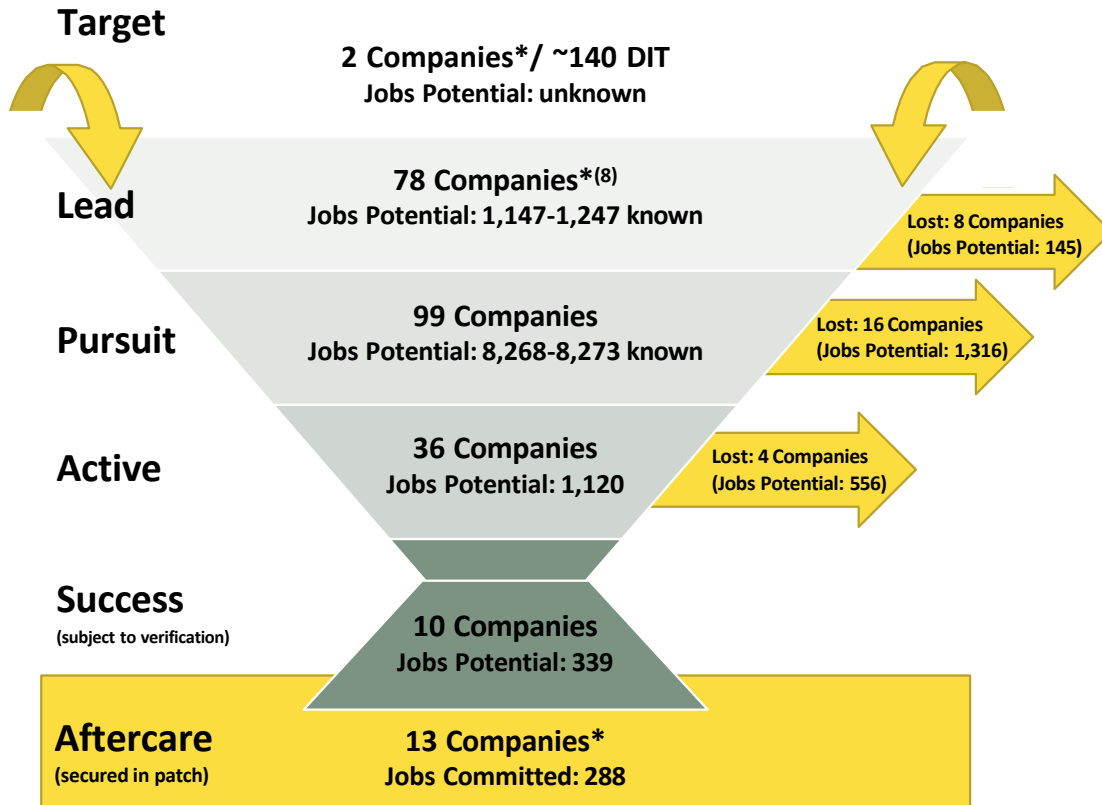
District	Successes	Jobs Committed (+Grants*)	Sectors	Countries of Origin
Cambridge	6	304 (+5 Grants*)	<ul style="list-style-type: none"> <li>Financial Services</li> <li>Life Sciences x2</li> <li>Technology x2</li> <li>Food &amp; Drink</li> </ul>	<ul style="list-style-type: none"> <li>Netherlands</li> <li>Netherlands, South Korea</li> <li>Germany, USA</li> <li>Turkey</li> </ul>
Peterborough	5	20 (+27 Grants*)	<ul style="list-style-type: none"> <li>AI/Cyber</li> <li>Financial Services x2</li> <li>Manufacturing (traditional) x2</li> </ul>	<ul style="list-style-type: none"> <li>New Zealand</li> <li>Canada x2</li> <li>Canada, UK inbound</li> </ul>
Huntingdonshire	1	7	<ul style="list-style-type: none"> <li>Life Sciences</li> </ul>	<ul style="list-style-type: none"> <li>Argentina</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>22</b>	<b>627 (+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.

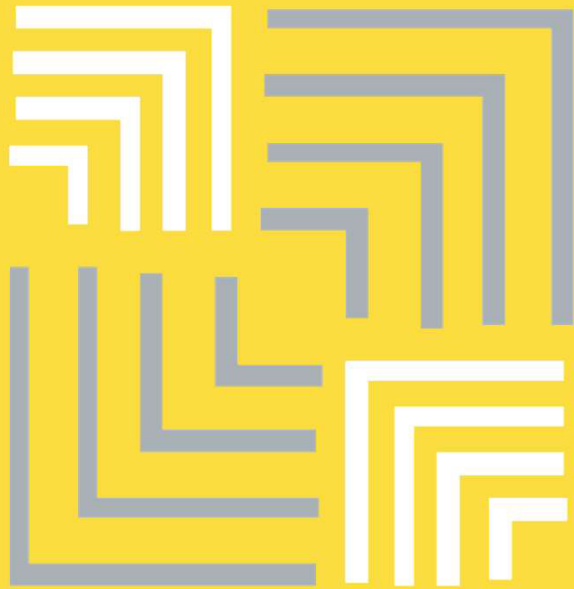
# SERVICE LINE PIPELINE VIEW: Inward Investment Service

NOTE: the data illustrated is to 30<sup>th</sup> September 2022.

## PIPELINE STAGE VIEW



PIPELINE	
Stage	Notes
Target	2 companies: one to be actively engaged.
Lead	Jobs potential on 69 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>
Pursuit	Jobs potential on 42 of these is currently unknown, while the jobs potential on the top thirteen (13) of the other 57 is 6,701, as follows: DIT Historical Leisure Park (2,500), Confidential Modern Methods of Construction Manufacturing Centre (1,000), Herald Hotels (750), iDesignLab (300), DIT Confidential Project 1 (Indian Fashion – 300) and Project 2 (Swedish Tech – 300) Converting Technologies (261), Weert (250), Confidential DIT Food Manufacturing Company (240), and the next four (4) are 200 jobs each – Amplinno, Enteruptors, Hong Leong Manufacturing Group, and The Serum Institute.
Active	Jobs potential on the top three (3) of these account for over 57% of the total, as follows: Rockwool (225), Paragraf (200), and Leadzen (100).
Success	No wins this month, following Getir (120 jobs) last month. All jobs are still reported as potential until such time as they land in patch on a payroll. Twelve (12) wins reported have now moved into aftercare.
Aftercare	When companies have landed and set up successfully in patch they will be account managed through the IIS aftercare process – 1 company (Mibin*) is being supported but not claimed as a ‘win’ because it landed through DIT (3 jobs) whilst still having been supported by the Growth Works IIS Managing Director.



### **3. Skills**

The content in this section covers Performance Indicators and Pipeline. Campaign Management, and the Marketing Plan and Activity, have been moved to an integrated section.

## SERVICE LINE DASHBOARD VIEW: Skills Service

NOTE: Q7 data is to 30<sup>th</sup> September 2022.

Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q5 Actual	Q6 Actual	(Q7) This Quarter					Q8 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual (01-Jan 2022 to 30-Sep 2022)	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 30-Sep 2022)			Q7 Target (01-Jul to 30-Sep)	Actual (31/07)	Actual (31/08)	Actual (30/09)	Q7 Total to 30/09	
Apprenticeships created	51	449	900	1400	66	200		266	75	60	125	5	20	40	65	149
Additional training / learning outcomes (excludes apprenticeships)	209	748	748	1705	257	393		650	166	107	220	35	44	41	120	165
CO23s/ SME Engagement	11	114	151	276	34	51		85	25	13	30	5	4	4	13	35
R9s (CO23 action plans completed)	3	75	129	207	9	26		35	11	6	25	3	1	5	9	30

### Skills Update:

- In September we have seen another month-on-month improvement in the figures achieved for both Apprenticeships, Learning Outcomes, and R9s. This was anticipated as new processes, structure, and fully resourced team expands our reach and outcomes.
- We continue to make in-roads with the KAM target businesses. We have held initial and secondary meetings in September, with more anticipated in October. We have obtained outcomes from KAM customers following conversations over recent months.
- Business and Skills Relationship managers are continuing to utilise both Growth Coaching Diagnostic Data and Referrals, with a revised approach planned for October.
- Team meetings have included focus on Marketing and Events Attendance.
- We are starting to introduce guest speaking slots into our team meetings, including sessions in September regarding the latest round of Bootcamps, Regions of Learning and Digital Badges.

### NOTE: Pipeline Building in Q8

GWwS is targeting 32,000+ stakeholders, all in key decision-making roles, in a Q8 LinkedIn district level awareness campaign. GWwS has adopted a phased approach, building audience figures and using insight to create data driven campaigns. Phase 1 launched in the market on 29<sup>th</sup> September.

Target numbers of stakeholders have been identified in each DC and in key sectors so that messaging can be nuanced to be relevant to specific audiences. See Section 6 of this report for more details.

### NOTE: Apprenticeships

GWwS is measured on apprenticeship starts above a baseline across the patch. The numbers shown here reflect apprenticeship starts where GWwS have had a direct touchpoint / impact on the decision to create an apprenticeship. Baseline data from CPCA, with which GWwS and PMO can calculate apprenticeship starts, is due at the end of July 2022.

## SERVICE LINE REPORTING: Skills Service – ESF KPIs

NOTE: Q7 data is to 30<sup>th</sup> September 2022.

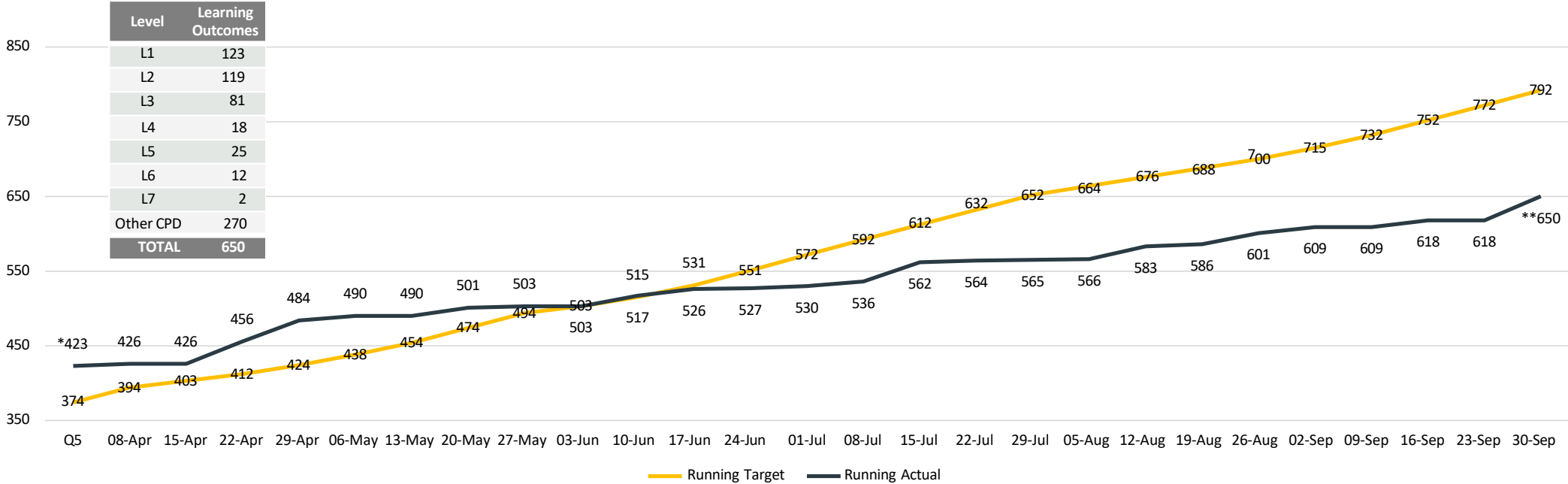
Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q5 Actual	Q6 Actual	(Q7) This Quarter					Q8 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual (01-Jan 2022 to 30-Sep 2022)	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 30-Sep 2022)			Q7 Target (01-Jul to 30-Sep)	Actual (31/07)	Actual (31/08)	Actual (30/09)	Q7 Total to 30/09	
CO23s / SME Engagement	11	114	151	276	34	51		85	25	13	30	5	4	4	13	35
R9s (CO23 action plans completed)	3	75	129	207	9	26		35	11	6	25	3	1	5	9	30

- At the time of reporting, four CO23 (Elements Training, Faux Creation, EML Electrical, NFamily Club) and two R9 (Twisters, Zitko) were awaiting the final client signature so could not be included in the numbers shown.
- We are progressing with our automated customer journey option that links platform activity with Hubspot. This will support when we have significant numbers, allowing us to monitor activity, trigger supportive communications and offer direct support if required. Current expectation is it will be live by mid-October.
- We have had 12 new registration on the platform.
- 38 communications sent to new and warm leads utilising the Growth Coaching data.
- We have further supported staff to use CRM / HubSpot automation to help build and track portfolios and pipelines.
- We are implementing a revised approach with coaching diagnostic leads with an email & phone call combination for key customer groups.

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

NOTE: Q7 data is to 30<sup>th</sup> September 2022. The table top left shows number of learning outcomes by level and type.

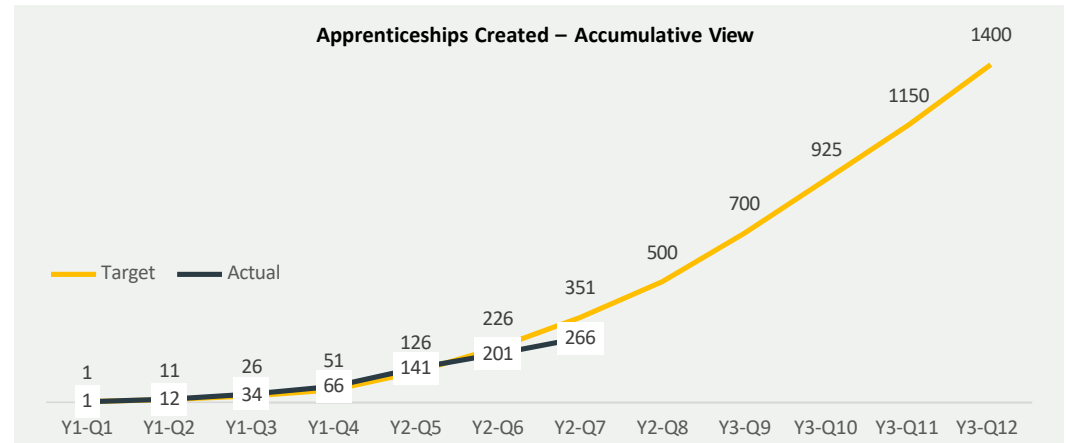
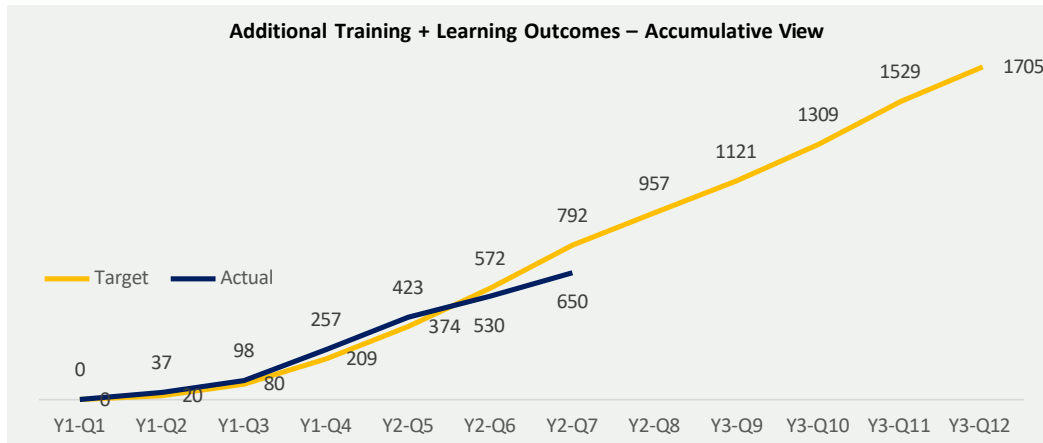
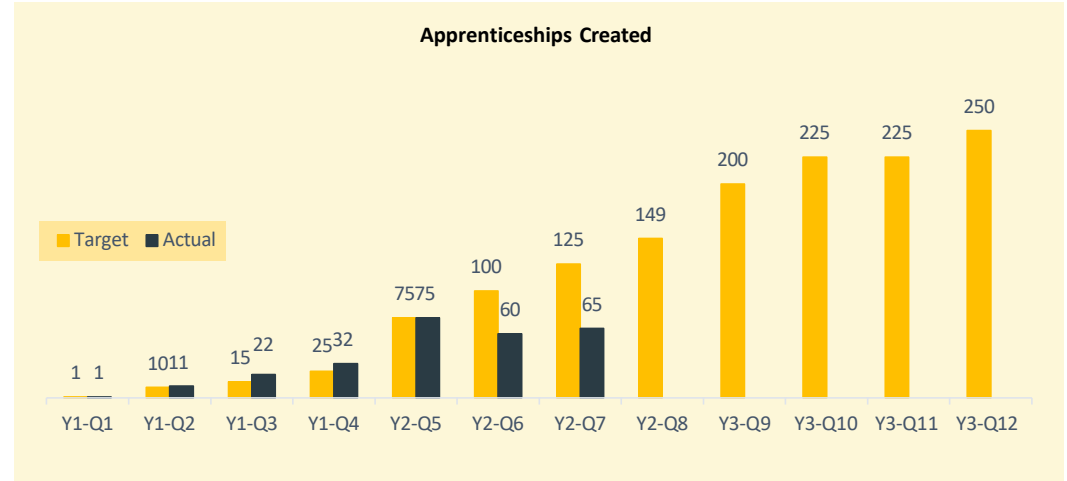
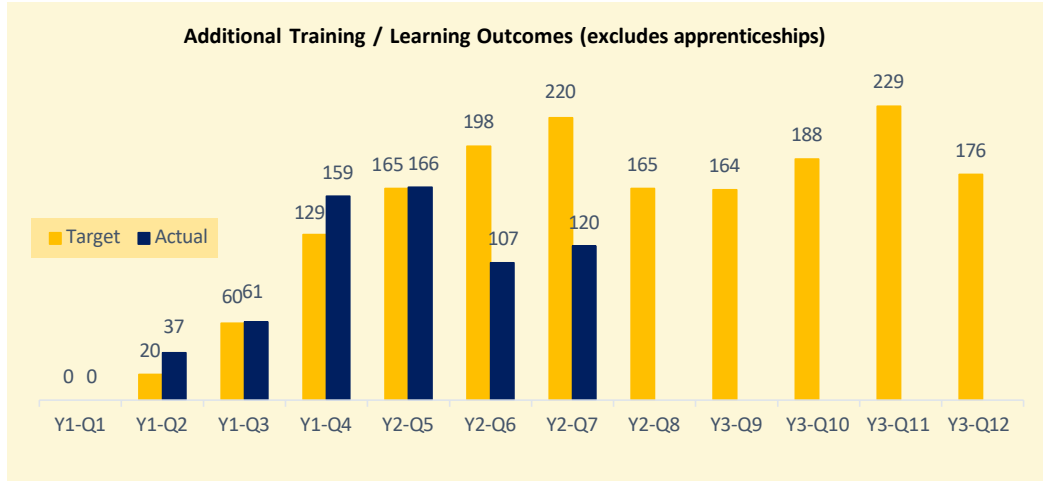
Week Ending	Year-1	Q5	Q6 - 2022 (Target 198)													Q7 - 2022 (Target 220)												
	(to 16 Dec'21)	(to 31 Mar'22)	08-Apr	15-Apr	22-Apr	29-Apr	06-May	13-May	20-May	27-May	03-Jun	10-Jun	17-Jun	24-Jun	01-Jul	08-Jul	15-Jul	22-Jul	29-Jul	05-Aug	12-Aug	19-Aug	26-Aug	02-Sep	09-Sep	16-Sep	23-Sep	30-Sep
<b>Targets</b>	209	374	20	9	9	12	14	16	20	20	9	12	16	20	21	20	20	20	20	12	12	12	12	15	17	20	20	20
<b>Actuals</b>	257	*423	3	0	30	28	6	0	11	2	0	14	9	1	3	6	26	2	1	1	17	3	15	8	0	9	0	32



\* Actual performance at 17.00 on Thursday 31<sup>st</sup> March  
 \*\*Actual performance at 17.00 on on Friday 30<sup>th</sup> September

# SERVICE LINE DASHBOARD VIEW: Skills Service

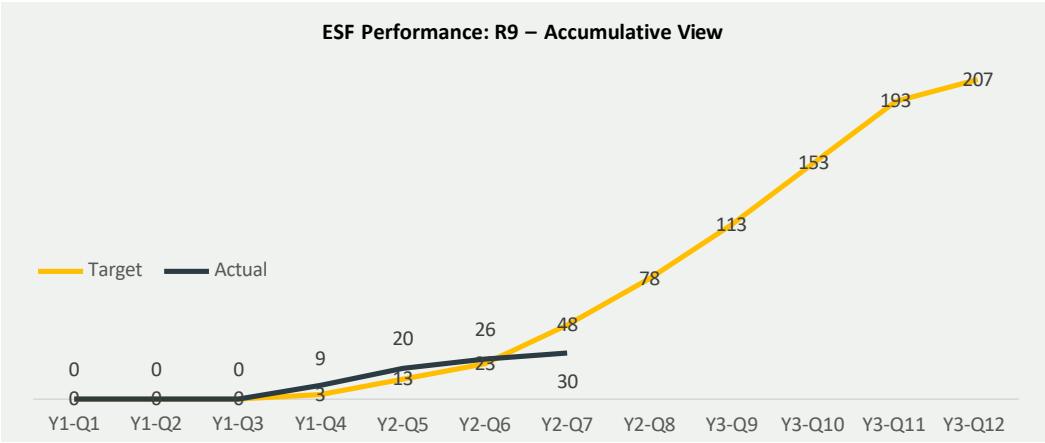
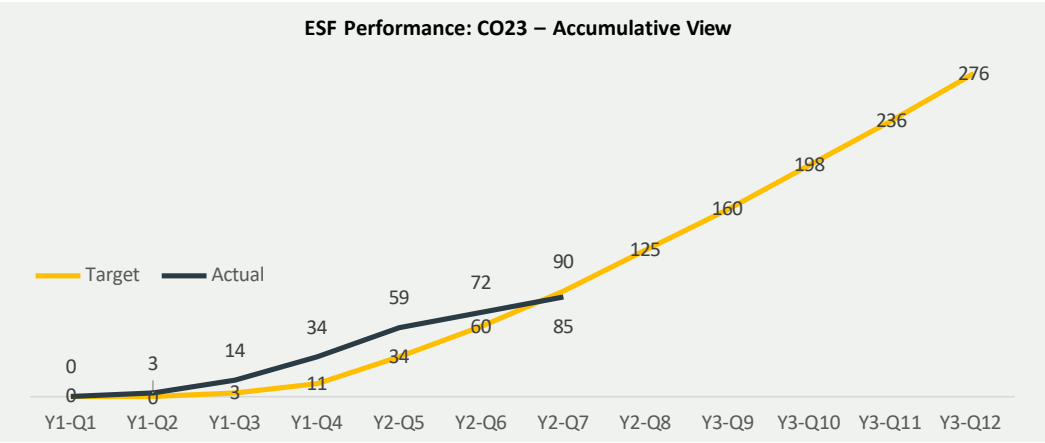
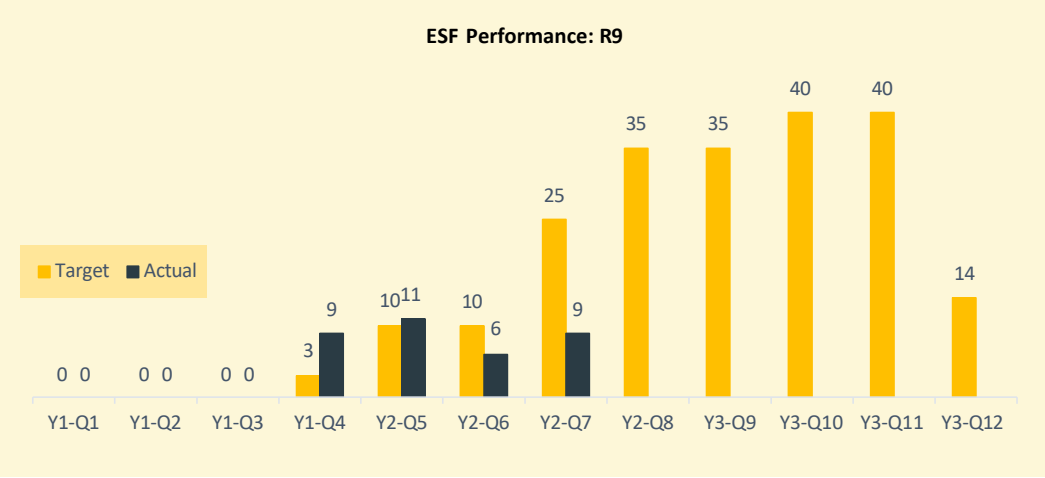
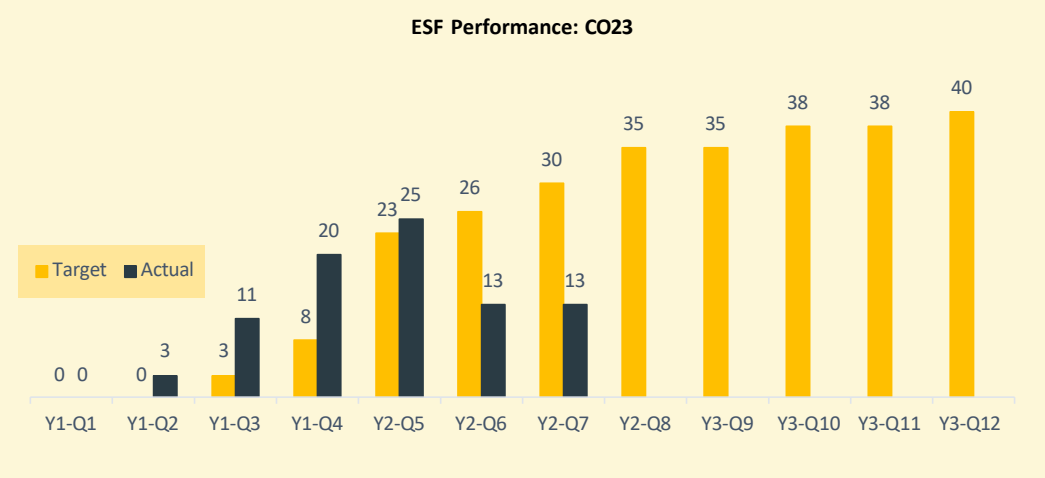
NOTE: Q7 data is to 30<sup>th</sup> September 2022.





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

NOTE: Q7 data is to 30<sup>th</sup> September 2022.

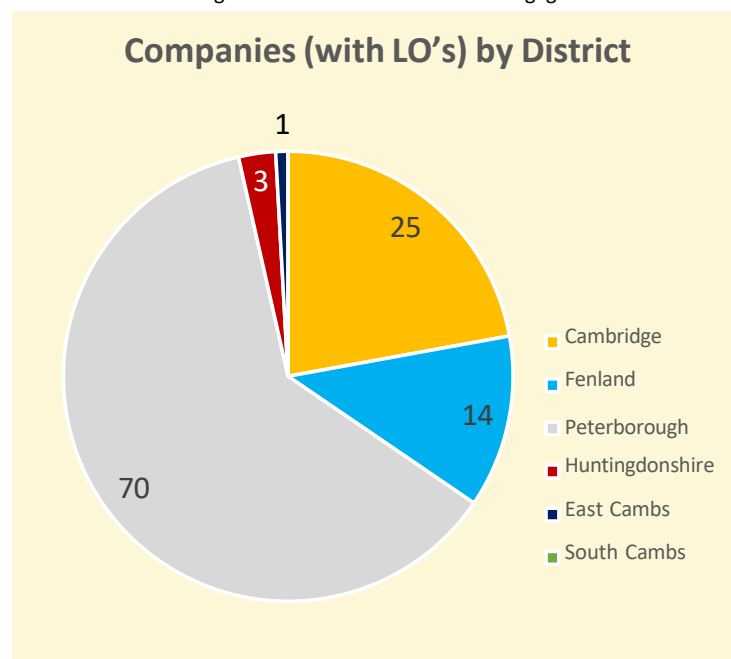
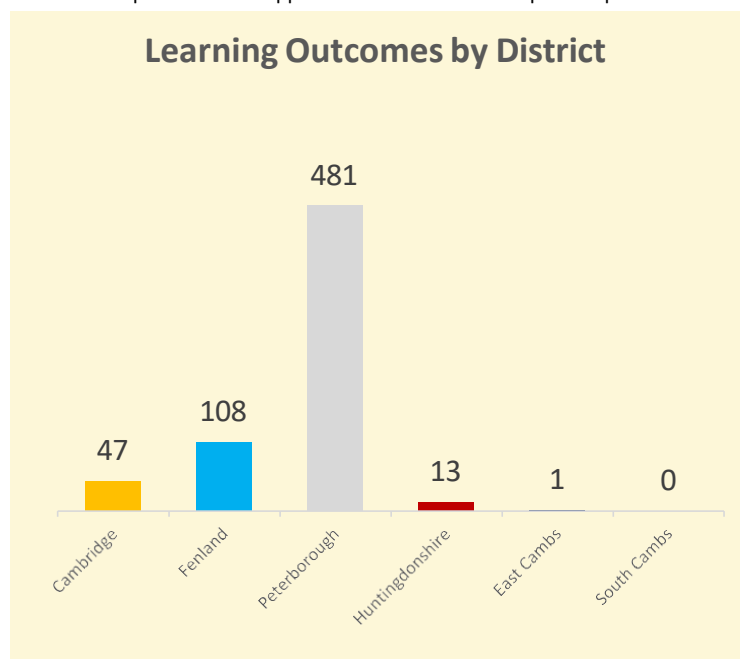


## SERVICE LINE : Skills Service – Learning Outcomes and companies (with LOs) by district

NOTE: Q7 data is to 30<sup>th</sup> September 2022 as contract performance to date. There is a breakdown by sector at appendix.

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

1. The team continue to build on geographic portfolios and in the month of September. Diagnostic referrals from Growth Coaching decreased however a new approach to following these up will be implemented.
2. Continuing and attempting to work with each district council and respective EDO's to understand their top employers, to drive impact in the Learning Outcomes delivered and Apprenticeships created across all the districts within the region
3. Work has continued to focus on districts that have fewer reported learning outcomes and apprenticeships
4. Plans to host Geographic and Sector based Apprenticeship Events in Q8 to further strengthen the team's approach in areas requiring focuses – This will also help elevate the appointed BSRM in their respective patches and introduce them to existing businesses and draw in new engagement



**NOTE:** at 30<sup>th</sup> September 2022 a total of 113 companies had created 650 learning outcomes.

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

District	Learning Outcomes	Companies
Cambridge	47	25
Peterborough	481	70
Huntingdonshire	13	3
East Cambridgeshire	1	1
South Cambridgeshire	0	0
Fenland	108	14
<b>Total</b>	<b>650</b>	<b>113</b>

Table-2 shows the number of learning outcomes in each of the months so far in Q7, by DC.

District	Q6	Jul'22	Aug'22	Sep'22
Cambridge	1	7	9	
Peterborough	106	28	29	22
Huntingdonshire	0			11
East Cambridgeshire	0			
South Cambridgeshire	0			
Fenland	0		6	8
<b>Total</b>	<b>107</b>	<b>35</b>	<b>44</b>	<b>41</b>

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

NOTE: Q7 data is to 30<sup>th</sup> September 2022.

Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q5 Actual	Q6 Actual	(Q7) This Quarter					Q8 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual (01-Jan 2022 to 30-Sep 2022)	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 30-Sep 2022)			Q7 Target (01-Jul to 30-Sep)	Actual (31/07)	Actual (31/08)	Actual (30/09)	Q7 Total to 30/09	
<i>GVA generated (£ 000)</i>	TBD	TBD	TBD	TBD	TBD	TBD		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD
<i>Jobs (new starters in company as new apprenticeships)</i>	20	130	200	350	4	59		21	8	3	TBD	5	1	42	48	TBD
<i>Levy Employers signed up to pledge (£ 000)</i>	3,000	5,500	6,500	15,000	£614	£3,803.35		£4,429.35	£3,803.35	£12	1,500	0	0	0	0	1,500
<i>Levy Employers increasing utilisation of Levy (£ 000)</i>	2,170	3,272	4,008	9,450	£0	0		0	0	£0	640	0	0	0	0	752
<i>SME's accessing Levy transfer (£ 000)</i>	1,750	4,690	6,040	12,480	£1.50	£10.90		£12.40	£3.35	£3.15	1,090	£1.00	0	£3.40	£4.40	1,100

### NOTES:

- Qualitative and delayed measurements (in italics) are reported separately with GVA recorded with relevant National Government department formulas provided at calendar year end
- These statistics have been called out separately to simplify the previous view for reporting
- In total an additional 42 new Jobs created in the month of September
- 33 positions with current internship organisations and 5 new job not with internship organisations = total of 38 positions offered
- Additional 10 new Jobs through apprenticeship creation 24/7 Care through Levy Transfer from Paragon
- Interns: Breakthrough Therapy, Energy Evolution Ltd, Evolving Network x 2, Greenway Rethink Ltd
- Continuing discussions with Cambridge Quay Mill who are looking to create 20 apprenticeships

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

NOTE: CEC reporting slide for September 2022.

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

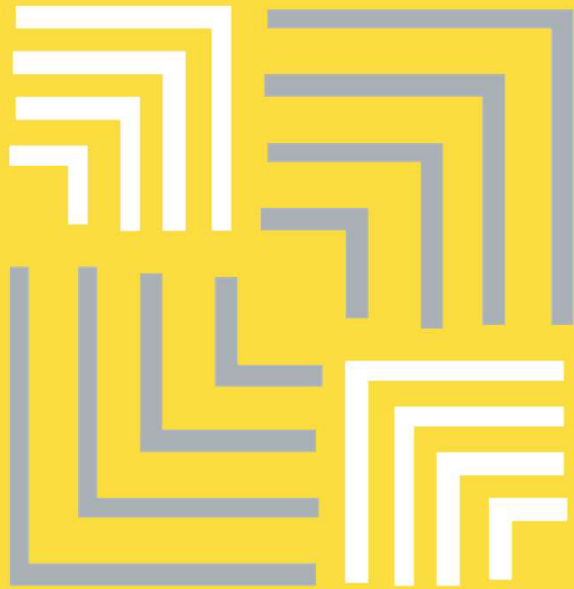
In the academic year 2021/22 the CPCA contract with the CEC introduced our regions first Careers Hub which incorporated 30 of our schools, with the other 42 remaining in the EAN. During academic year 2021/22 our reporting reflected this structure of two groups and their progress to associated targets.

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 contracted)	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*	Progress against BM6*	Upgrade to Compass +	Compass completed each term ** (all schools)
TARGET	100%	100%	90%	5	80%	*	*	90%	100%
ACTUAL	69	54	53	4.5	31			33	1
%	96%	75%	73.61%		48.61%	80%	76%	45.83%	1.39%
VARIANCE %	-4%	-25%	-26.39%	0.9	-51.39%			-54.17%	-98.61%

\* 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 December**



## 4. Grants and Equity

The content in this section covers Performance Indicators and Pipeline. Campaign Management, and the Marketing Plan and Activity, have been moved to an integrated section.

## SERVICE LINE DASHBOARD VIEW: Grants & Equity Service

NOTE: Q7 data is to 30<sup>th</sup> September 2022.

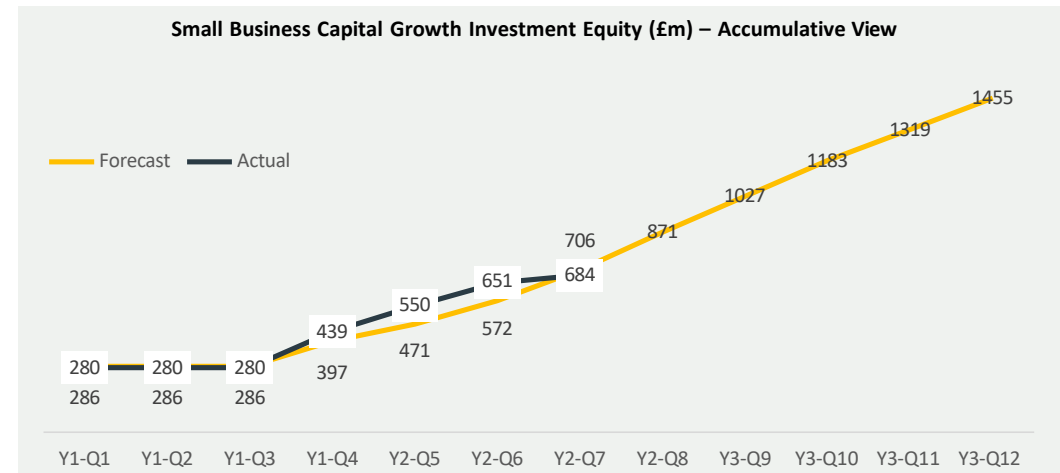
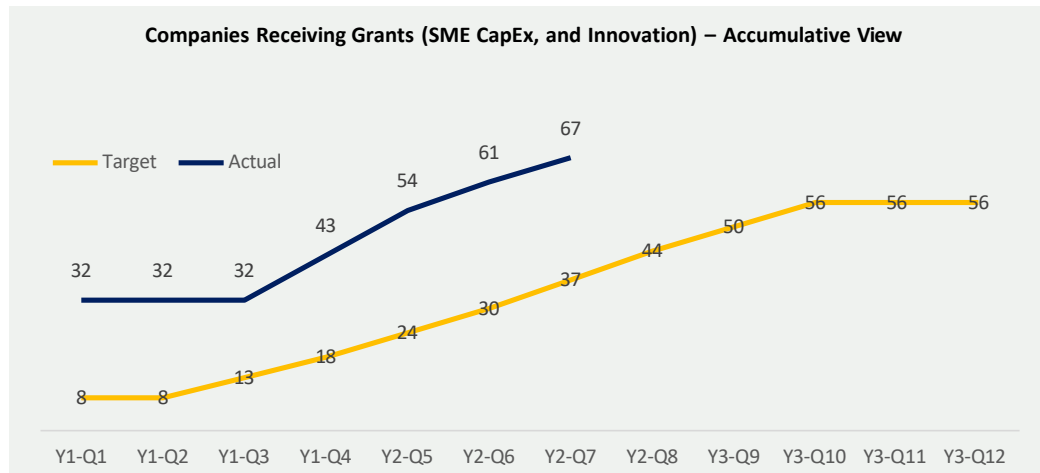
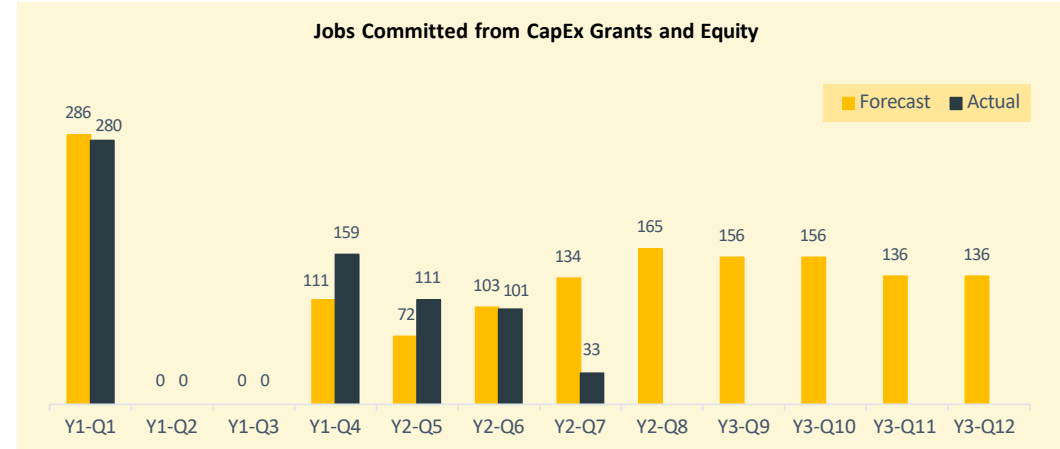
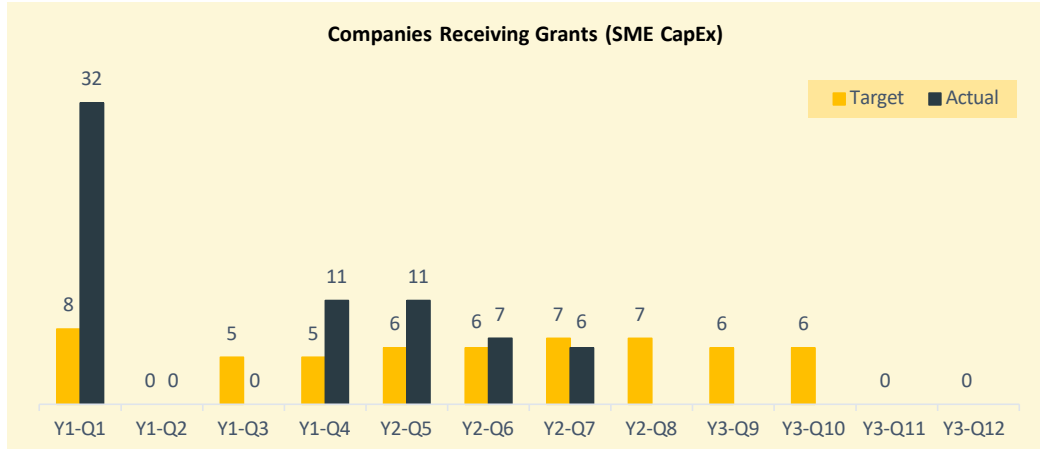
SME CapEx Grants Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q5 Actual	Q6 Actual	(Q7) This Quarter					Q8 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual (01-Jan 2022 to 30-Sep 2022)	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 30-Sep 2022)			Q7 Target (01-Jul to 30-Sep)	Actual (31/07)	Actual (31/08)	Actual (30/09)	Q7 Total to 30/09	
Jobs created (forecast / committed)	397	474	584	1455	439	245		684	111	101	134	12	11	10	33	165
Companies receiving grants Grants & Investments (Small Business Capital Growth Investment Fund)*	18	26	12	56	43	24		67	11	7	7	3	2	1	6	7
Small Business Capital Growth Investment equity (£ 000)	1,000	8,000	9,000	18,000	1,500	0		1,500	0	0	2,000	0	0	0	0	2,500
Number of equity investment projects between £150k and £250k	1	19	20	24-40	1	0		1	0	0	4	0	0	0	0	5
GVA generated - (£ 000)	1,000	14,000	30,000	45,000	4,050 est	TBD		TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD	TBD

### NOTES:

- The Change Control Note (CCN) for the redeployed equity service was finalised and signed by both parties in September 2022. Jonathan Finlay is the Steam Lead for Equity, with Ed Colman leading on market engagement. Following the signing of the CCN Jonathan and Ed have started to engage with VCs, Angel Investors, Fund Managers and prospective investee companies. A process flow has been designed and adopted including a bespoke risk management framework and qualification criteria reflecting the eligibility criteria within the CCN. The wider Growth Works programme have been informed of the process for referring potential applicants into Equity and the first applications should come to the Investment Panel in November.

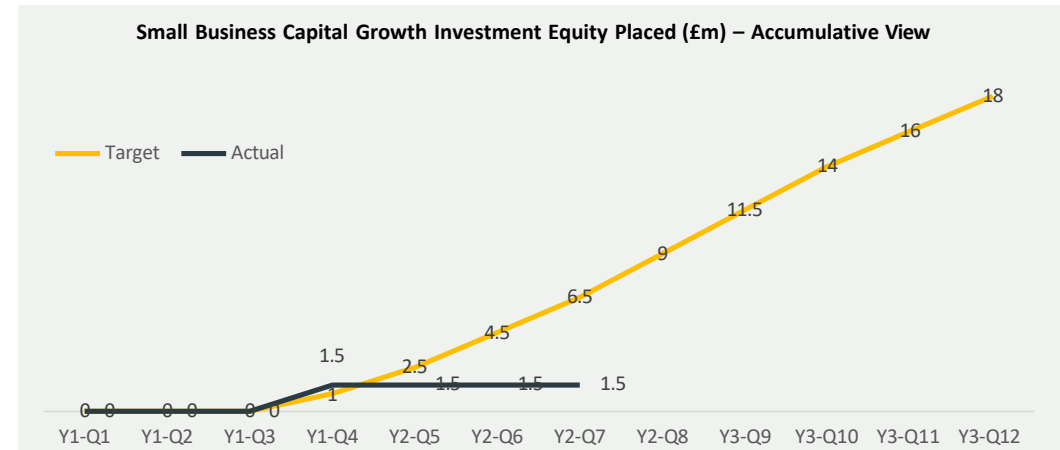
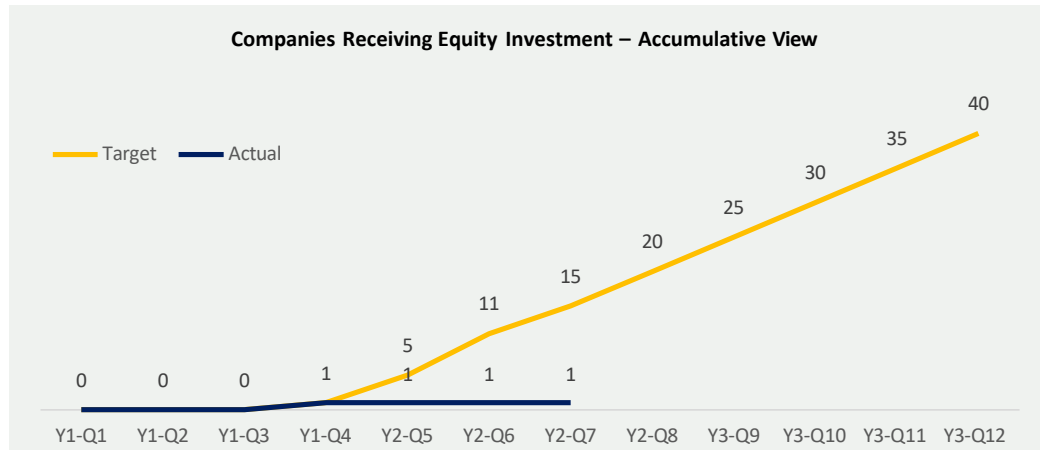
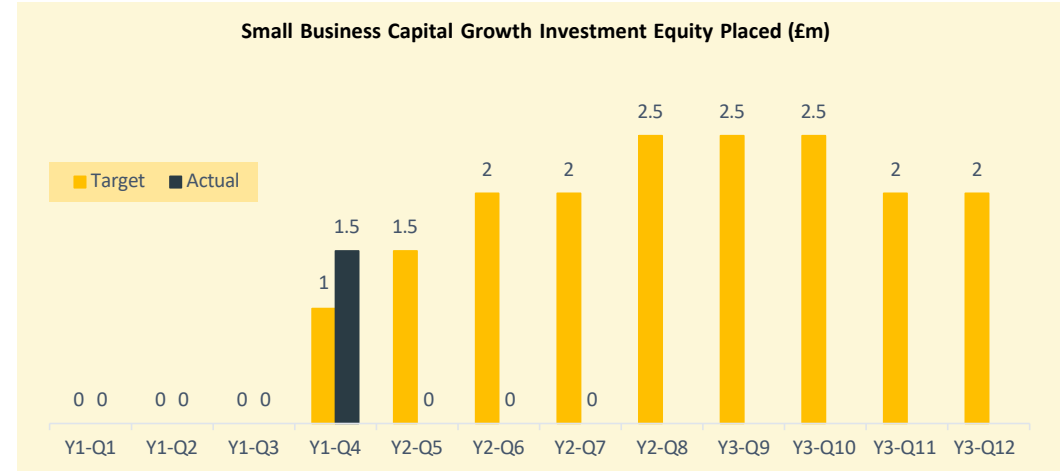
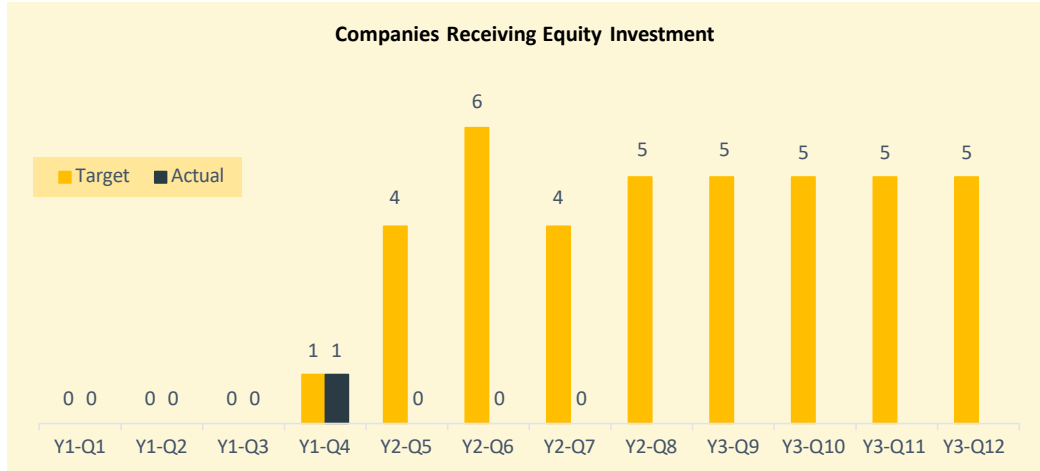
# SERVICE LINE DASHBOARD VIEW: Grants & Equity Service

NOTE: Q7 data is to 30<sup>th</sup> September 2022.



# SERVICE LINE DASHBOARD VIEW: Equity Service

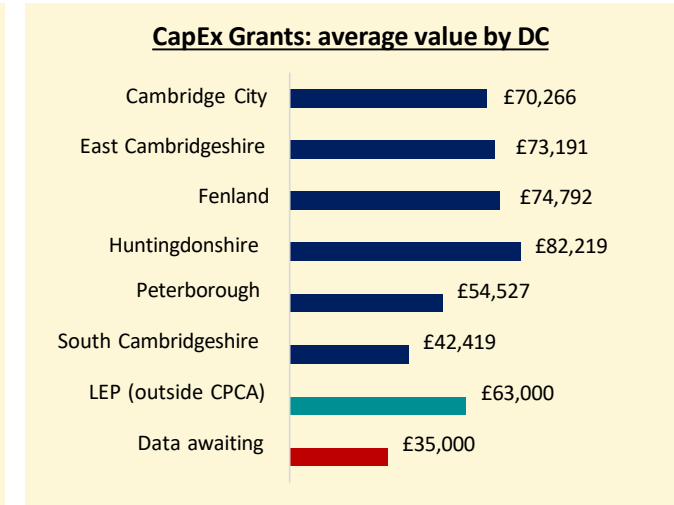
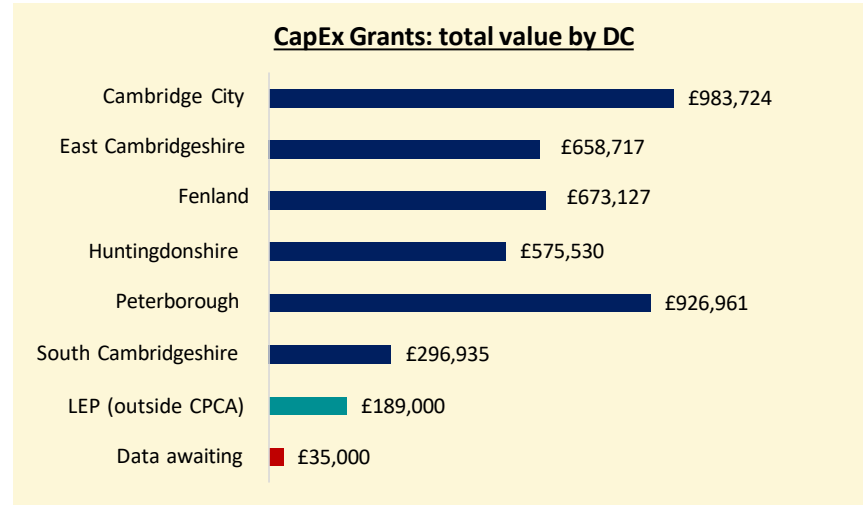
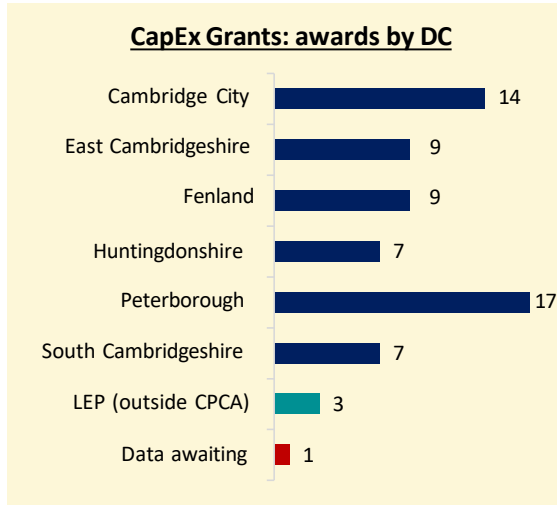
NOTE: Q7 data is to 30<sup>th</sup> September 2022.





## 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> September 2022.



Location	Number of Grant Awards	Total Value of Grant Awards	Average Value of Grant Awards
Cambridge City	14	£983,724	£70,266
East Cambridgeshire	9	£658,717	£73,191
Fenland	9	£673,127	£74,792
Huntingdonshire	7	£575,530	£82,219
Peterborough	17	£926,961	£54,810
South Cambridgeshire	7	£296,935	£42,419
LEP (outside CPCA)*	3	£189,000	£63,000
Data awaiting**	1	£35,000	£35,000
<b>TOTAL</b>	<b>67</b>	<b>£4,201,097</b>	<b>£63,653</b>

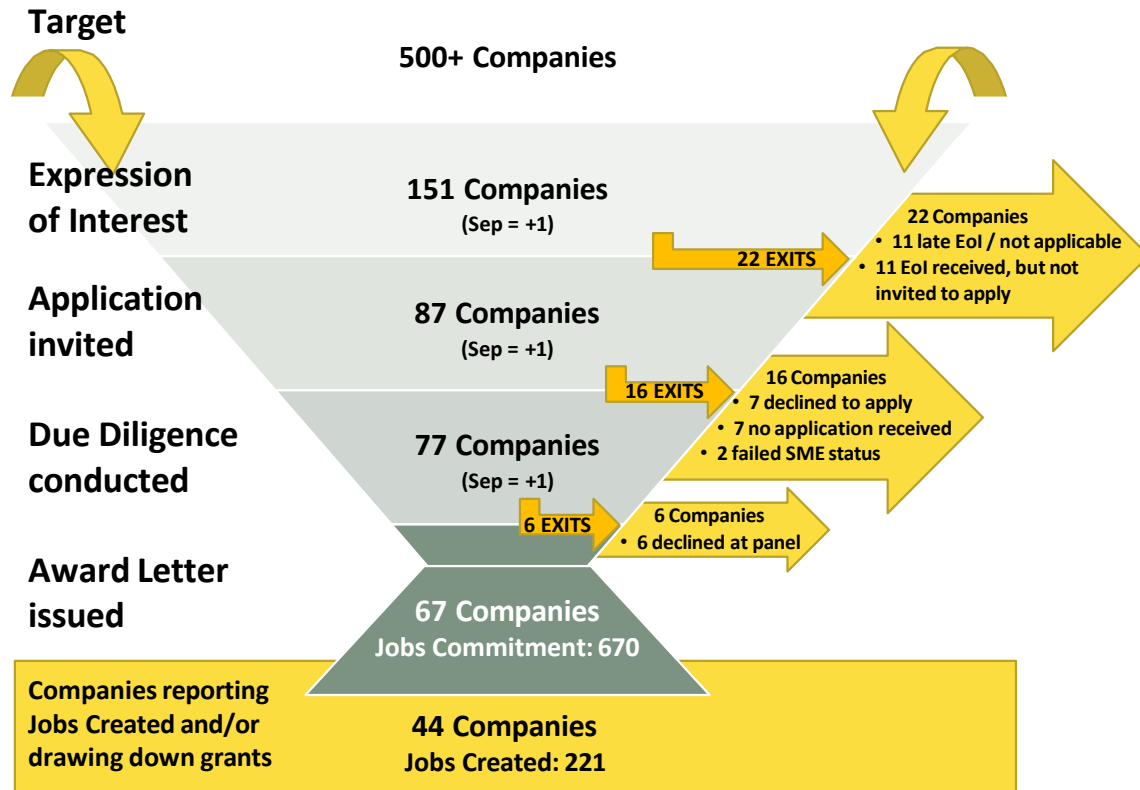
\* The LEP Area awards have been made in South Kesteven, North Norfolk & King's Lynn, and Uttlesford.

\*\* 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: the data illustrated is to 30<sup>th</sup> September 2022.

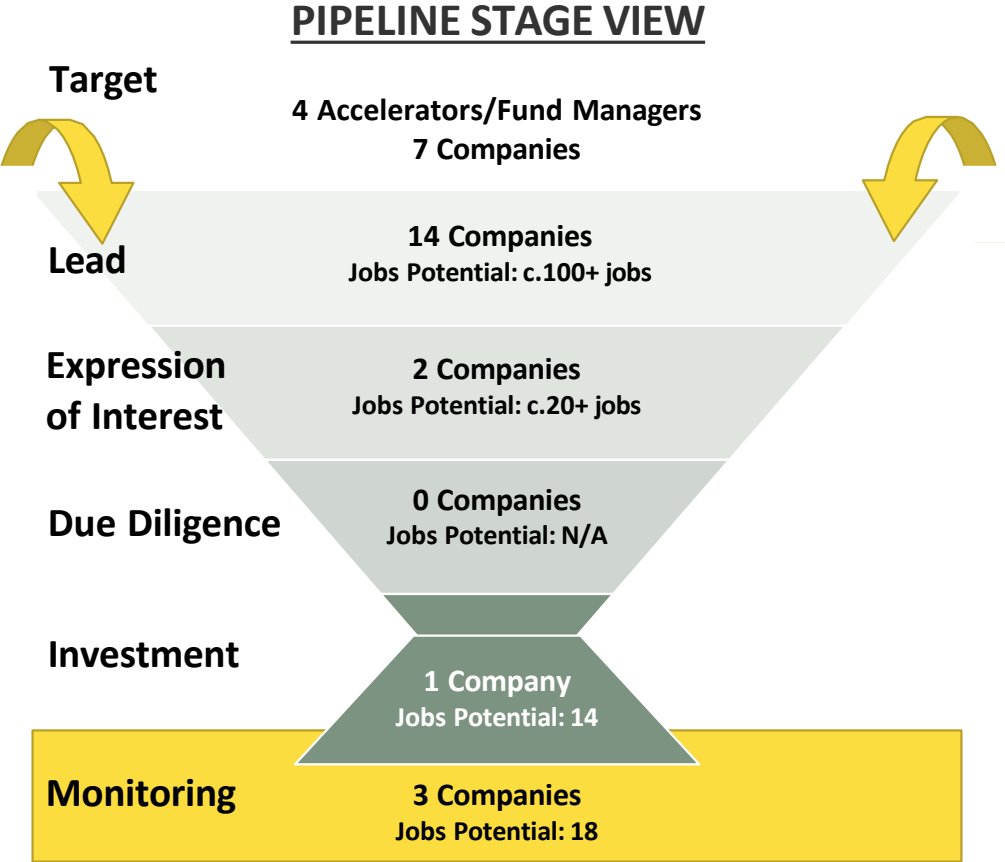
## PIPELINE STAGE VIEW



PIPELINE	
Stage	Notes
Target	Many companies were canvassed through our networks to build interest in the grant for the 31st March 2021 award. We are also now deploying a second award pot. Since then hundreds of companies are connected to through Coaching, Growth Hub, Growth Works Marketing etc.
Expression of Interest	To date, 151 companies have submitted an EoI for one of the two pots. 87 of these were invited to submit an application for a grant. 1 more EOI received in September.
Application invited	Of 87 companies invited to apply, 77 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	67 grant award letters issued for the two pots
Companies reporting jobs created and/or drawing down grants	Of the 67 companies awarded a grant to date, we have evidenced 221 permanent jobs created from the 684 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.

# SERVICE LINE PIPELINE VIEW: Equity Service

NOTE: the data illustrated is to 30<sup>th</sup> September 2022.





**GROWTH  
WORKS**

FUNDED BY  
 **CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

 **THE BUSINESS BOARD**

  
| **HM Government**

 **European Union**  
European Structural  
and Investment Funds