



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

SKILLS COMMITTEE

Date: Monday, 07 November 2022

Democratic Services

Edwina Adefehinti
Deputy Monitoring Officer

72 Market Street
Ely
Cambridgeshire
CB7 4LS

10:00 AM

**Civic Suite, Pathfinder House, St Mary's Street,
Huntingdon PE29-3TN
[Venue Address]**

AGENDA

Open to Public and Press

Part 1 - Governance Items

1.1 Apologies for Absence and Declarations of Interest

1.2 Skills Committee Minutes - 5 September 2022

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1.3 Public Questions

Arrangements for asking a public question can be viewed here

- [Public Questions - Cambridgeshire & Peterborough Combined Authority \(cambridgeshirepeterborough-ca.gov.uk\)](https://www.cambridgeshirepeterborough-ca.gov.uk/public-questions)

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COVID-19

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

The Skills Committee comprises the following members:

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

Councillor Lynne Ayres

Councillor Sam Carling

Councillor Lis Every

Councillor Peter McDonald

Councillor Lucy Nethsingha

Councillor Chris Seaton

Councillor Sam Wakeford

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**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Skills Committee

Meeting: Monday 5 September 2022

Venue: Civic Suite, Pathfinder House, St Mary's Street, Huntingdon

Time: 10.00 am - 12.08 pm

Present:

Cllr Lucy Nethsingha - Chair and Member for Cambridgeshire County Council

Cllr Lis Every - East Cambridgeshire District Council

Cllr Lynne Ayres - Peterborough City Council

Cllr Sam Carling - Cambridge City Council

Cllr Peter McDonald - South Cambridgeshire District Council

Apologies:

Cllr Chris Seaton - Fenland District Council

Cllr Sam Wakeford - Huntingdonshire District Council

Part 1 - Governance Items

76. Apologies for Absence and Declarations of Interest and Announcements

Apologies received from Councillors Chris Seaton and Sam Wakeford. No declarations of interest were made.

The Chair gave an update to the Committee in relation to item 2.3 on the agenda "Multiply – the approach to programme delivery". She explained that following the report to the Combined Authority Board on 8 June 2022 about the new Multiply programme, the Combined Authority (CA) had expected to receive a grant funding letter on the week commencing 29 August 2022. At the time of writing the report to Skills Committee the grant funding letter from the Department for Education (DfE) had not been received. Given the timelines for delivery within this financial year, it was critical to obtain the necessary approvals and delegations to proceed with awarding grants and contracts to providers, to maximise delivery of learning within the financial year and prevent the risk of under-performance. The Combined Authority had subsequently been notified that to ensure payment could be processed

in September 2022, the grant funding agreement had to be signed and returned by Friday 2 September 2022 if payment was to be received in September 2022. The Special Urgency procedures set out in the Combined Authority Constitution were therefore enacted to meet these deadlines and the report was taken directly to Board on 31 August 2022 for approval. She explained therefore that this report was now for noting only.

77. Minutes of the Skills Committee meeting on 4 July 2022 and Actions

The minutes of the meeting on 4 July 2022 were approved as an accurate record.

A Member queried why the Deep Dive report outlined in action 50 had taken so long to come back to Committee. The Interim Associate Skills Director explained that it had been an iterative process and since the departure of the previous Director there had been a different focus on the process. She explained that the draft report would be circulated to the Committee prior to the Committee meeting in November.

ACTION

The action log was noted.

78. Public Questions

Questions from the Overview and Scrutiny Committee were taken at the relevant items on the agenda.

Part 2 – Recommendations to the Combined Authority Board

79. Adult Education Budget: Contract Awards to Independent Training Providers and proposals for further commissioning

The Committee received a report that provided an update following the conclusion of a successful open and competitive, procurement exercise for new Independent Training Providers (ITPs).

The Committee received two questions from the Overview and Scrutiny Committee on this report. The written responses were read out and can be found at appendix 1 of the minutes. The geographical targeted mapping work of provision would be shared with the Committee when available. **ACTION**

In particular, the presenting officers highlighted:

- The report sought authority and delegations to the Interim Associate Skills Director to enter and sign contracts for services with the ITPs set out in Table B of the report.

- The proposed allocation of approximately £4.5m from the Adult Education Budget (AEB) and National Skills Fund, to contract provision with ITPs for the academic year 2022-23. Funding for future years would be subject to performance.
- The positive outcome of the procurement process for Lots 1-3, in building additional delivery capacity to meet local skills needs and enabling and developing a mixed and diverse provider marketplace in the sub-region.
- The approach to commissioning for Lots 4 and 5, where the market did not respond sufficiently.
- The different approach for commissioning smaller third sector (charities and voluntary and community sector providers) within the mayoralty.
- The implications for staffing capacity in the Combined Authority's Skills Service, as the provider-base grew as a positive result of the procurement. This was being addressed as part of recruitment.

Discussing the report Members:

- Expressed concern that the third sector was not sufficiently represented and that this was key to ensuring providers were able to successfully promote and get take up of courses in particular in cold spots and how the Committee could work with officers to increase engagement. Officers stated that this would be part of the contract management arrangements in terms of a more targeted provision and how providers were directed to work with the communities, geographies and sectors of interest. Officers welcomed greater co-production with the constituent councils including local insight into communities and any local partnerships that could be utilised. Officers reiterated that it was very much the beginning of the process with the providers and being able to direct the providers to work with the communities of interest was key. Officers explained that a report outlining how the Combined Authority would work with the third sector providers would be brought to the next meeting.
- Questioned how the Combined Authority would be ensuring the quality of provision as the contracts had been commissioned for a five-year period with an annual break clause. Officers explained that there was detailed contract management and performance procedures and that he would circulate the document to the Committee. **ACTION** The Interim Associate Skills Director stated that grant providers were paid on profile and contracted providers were paid monthly in arrears, relation to their performance. The Chair stated that the five-year contract period had been beneficial in giving providers longer term proposals and that it was crucial that break clauses were used to ensure that performance against contract was adhered to.
- Highlighted that various local voluntary organisations sub-contracted with AEB Providers. If they had direct contracts rather than sub-contracted, through a grant

provider, then they would be subject to OFSTED inspections. Officers explained that this was a challenge if voluntary organisations had their own contracts and that they also faced challenges in relation to their capacity to fulfil the procurement process and meet data and contract management requirements, hence why many went through sub-contracting arrangements. Officers reiterated that a paper would be brought to the next meeting setting out the proposals for working with third sector organisations.

- Queried if the Learning Support Fund was always used up by AEB Providers. Officers explained that the fund was not ringfenced and that it was down to providers to determine themselves what the spend would be. Officers stated that there was historic data setting out what had been spent and this information could be provided to the committee. **ACTION**

It was resolved unanimously to:

- a) Recommend that the Combined Authority Board approve the contract awards to Independent Training Providers for the 2022/23 academic year, from the devolved Adult Education Budget (AEB) and National Skills Fund as set out in Table B to the report and increase the commission from £3.8m, to up to £4.5m
- b) Recommend the Combined Authority Board delegates authority to the Interim Associate Director of Skills in consultation with the Chief Finance Officer and Monitoring Officer, to enter into and sign contracts for services with the Independent Training Providers set out in the paper
- c) Note the significant progress made through this procurement process to broaden the training provider market and widen choice and learning opportunities for our citizens and businesses

80. Addressing Further Education 'Cold Spots' in East Cambridgeshire and St Neots

The Committee considered a report which sought approval for the creation of a new budget line in the Medium-Term Financial Plan (MTFP) for the Further Education (FE) Cold Spots programme, allocating £225,000 for 2022/23, as per the allocated budget profile, shown in Table A of the report. The report also sought approval to delegate authority to the Interim Associate Skills Director, in consultation with the Chief Finance Officer and Monitoring Officer to procure, enter into and sign contracts with suitable consultants to produce business cases for the two projects.

The Committee received two questions from the Overview and Scrutiny Committee on this report. The written responses were read out and can be found at appendix 1 of the minutes. An action arose from the response to the second question in relation to data on Further Education enrolments who either studied or lived in the Combined Authority area. Further detailed information to be provided in a paper that would be circulated outside of the meeting. **ACTION**

In particular, the presenting officers highlighted:

- At the July Skills Committee Members received the Project Initiation Document for Further Education cold spots in East Cambridge and St Neots.
- The proposal was to create two new Further Education provisions subject to feasibility and business cases.
- The report sought formal approval to go forward with stage one of the project which was to create a new budget line in the MTFP for the Further Education Cold Spots Programme £225,000 for 2022/23.
- Two local advisory groups would be set up to provide insight and advice to steer the project. Officers were working with Huntingdonshire District Council and East Cambridgeshire District Council to look at membership of these groups. The groups would first meet in October 2022.
- Consultants would be contracted to produce the feasibility study and business cases.
- The County Council input into the 16-18 and 19-25 SEND aspects of the new provisions. This was key in ensuring suitable places in education and training with a focus on technical training.
- For the Adult Education component, a high-level summary of the cold spots data for 2020-21 was included in the report by parish.
- The feasibility study and business cases are scheduled to be presented at the March 2023 Committee.

Discussing the report Members:

- Expressed their support of the programme and the data provided and acknowledged that the feasibility study would be crucial in understanding where learners are and the provision they require, and the barriers to learners including cost and transport. The Chair congratulated the officers on their progress in relation to the programme to get it to this stage.
- Queried whether if there had been concerns with provision in St Neots historically why nothing had been done previously to tackle this as Huntingdonshire Regional College and Cambridge Regional College had worked in the area and had there been a need for an outlier position then this should have already been picked up. Members noted the increased housing and development in the area and acknowledged that this would be picked up in the Business Case. The Interim Associate Skills Director stated that unless there was a clear-cut sustainable demand highlighted in the feasibility study and business case then the provision would not go ahead. She stated that the terms of reference would be critical for the feasibility study before any

investment was agreed to ensure the study was accurate and reflects the questions that needed to be answered.

In bringing the debate to a close the Chair thanked the officers for bringing the work forward quickly. She explained that there had been a demand on Cambridgeshire County Council's Capital Programme to build a large number of schools across the County and that there had been particular growth in the St Neots area and Ely and that there was predicted growth in Soham. She explained in parallel the Combined Authority had responsibility for post 16 education in these areas. She stated that members needed to remain open minded about how the provision should be delivered. She looked forward to the report coming back to Committee in November.

It was resolved unanimously to:

- a) Recommend to the Combined Authority Board, approval for the creation of a new budget line in the Medium-Term Financial Plan (MTFP) for the FE Cold Spots programme, allocating £225,000 for 2022/23, as per the allocated budget profile, shown in Table A in this report.
- b) Recommend the Combined Authority Board, to delegate authority to the Interim Associate Director of Skills in consultation with the Chief Finance Officer and Monitoring Officer to procure, enter into and sign contracts with suitable consultants to produce business cases for the two projects.
- c) Note the timelines and delivery milestones for the two projects.

81. Multiply - the approach to programme delivery

The Committee received a report about the new Multiply programme, and the proposed creation of a new budget line in the Medium -Term Financial Plan (MTFP) to manage and administer the three-year grant funding allocation of £3,999,186 from the Department for Education (DfE). The report also outlined the necessary delegations for entering in to and signing grant and contracts for services with suitable providers.

The Interim Associate Skills Director updated the Committee on the requirement to take the report straight to Board for approval following the publication of the report as there was a need to submit the agreement by Friday 2 September.

The Committee received a question from the Overview and Scrutiny Committee on this report. The written responses were read out and can be found at appendix 1 of the minutes.

In particular, the presenting officers highlighted:

- Mayoral Combined Authorities and upper-tier local authorities in England were expected to submit an Investment Plan for their allocation of funding for the new Multiply - adult numeracy programme. The Investment Plan was shared with the Skills Committee on 4 July 2022, having firstly been approved by the Combined Authority Board on 27 June 2022. The DfE had subsequently approved the Investment Plan.
- Cambridgeshire and Peterborough had been allocated £3,999,186 over three financial years
- The over-view of proposed delivery 'On-Menu' Interventions could be found at 2.4 of the report, and additional 'Off-Menu Activities' at 2.5
- The proposed funding allocation could be found at 2.8 of the report.
- The DfE had allowed ten per cent of the total allocation to be claimed for programme management by the accountable body. This equated to £399,920 over the three-year period.
- Cambridgeshire Insights had undertaken a detailed analysis which would help the Combined Authority to direct the delivery of the provision.

Discussing the report Members:

- Highlighted that the key to the success of the programme would be how it was delivered as a different style of learning would need to be adopted to support learners coming on to the programme. The Interim Associate Skills Director stated that family learning was key and that the programme would be going into schools and the workplace, taking learning to the learners, targeting provision in a very different way.
- Requested that prisoners, those that had left care and the armed forces were included in the programme. Officers explained that as they mobilised delivery partners, delivery plans would be developed and a high-level summary of interventions would be produced and reported to the Committee. **ACTION**
- A Member commented that the Cambridgeshire and Peterborough Region of Learning was not included in the list of Strategic Partnerships and this had been mentioned at the Combined Authority Board meeting. He commented that in particular their Digital Badging provided a method for employers to look at how individuals had undertook learning. He requested that the Region of Learning be invited to one of the informal Committee sessions. **ACTION**
- Questioned whether the full Management fee identified in the paper would be required and requested a breakdown of the costs required. Officers explained that the figure was an estimate made before the approval of the funding and that officers would now produce a breakdown of the required costs across the three years. **ACTION**

- Sought clarification on why half of the potential delivery time had lapsed. Officers stated that this was due to how the DfE had administered the fund and when funding was received by the authority.
- Highlighted that the data in the report showed low attainment in some schools and requested further information, in particular in the area of Peterborough, about what was being done to tackle this at school level. Officers stated that this was not on the remit of the Skills Committee as this sat with the education responsibilities of the City and County Councils. Officers acknowledged that there was a need to create a joined-up system. Officers explained that there was a proposal in the Employment and Skills Strategy delivery plan to establish an Education Committee which had been identified as part of the devolution deal.
- A Member queried why grant funded colleges received less than the ITPs and why more money was not going to the Peterborough area, where it was needed. Officers reiterated that ITP funding was based on performance. Officers explained that the initial funding allocations were based on past delivery of numeracy in order to make the initial award. Officers stated that with the contracts management process in place the money could be moved around based on actual delivery and that further information could be provided once the operational plans were in place. **ACTION**

It was resolved to note the report.

Part 3 - Delivery

82. Department for Education (DfE) Funding and Accountability Consultation

The Committee received a report that gave an update on the latest funding and accountability consultation being undertaken by the Department for Education (DfE) and the potential risks and opportunities for the Combined Authority's devolved skills programme. The consultation closes on 21 September 2022 and Members were invited to provide input into the Combined Authority's response in writing, to the Skills Team following discussion at Committee.

In particular, the presenting officers highlighted:

- A summary of the key reforms included: Simplifying the funding system process and rules including multi-year funding allocations. Funding is currently allocated on an annual basis; a Fairer funding system – moving towards a needs-based funding system supporting levelling up, looking at deprivation and mortality and outcomes for learners and employers and value for money for tax payers, by reforming the funding rates.

Discussing the report Members:

- Queried whether a requirement for a Needs Based Analysis would be included as part of the submission. Officers stated that in the first consultation response, they had strongly lobbied for a needs-based formula and the inclusion of deprivation and rurality to be taken into account and for modelling of data to be done across the country to feed into how the money would be distributed. The Interim Associate Skills Director commented that the DfE had not gone far enough in creating a single-pot and thereby simplifying the funding system. Feedback on this would be included in the Combined Authority's response.
- Requested an item on the Local Skills Improvement Plans at an informal Skills Committee session. **ACTION**
- Queried whether there were any alternative, more holistic methods of inspection available other than OFSTED to look at how well providers were doing to meet skills need. Officers explained that there were other data sources that could be used including the new FE Dashboard that will be published by the DfE. Officers stated that as well as this there is a diagnostic process that the FE Commissioner undertakes and under the proposals there would be an increase in preventative diagnostic work with colleges, and potentially local authority Adult Education providers being able to access this support from the FE Commissioner.
- The Chair encouraged the Combined Authority not to be restrained in its response.

It was resolved unanimously to:

- a) Note the Department for Education's second Funding and Accountability Consultation and the implications for the Combined Authority.
- b) Delegate sign off, of a formal response to the consultation, to the Interim Associate Director of Skills in consultation with Chair of the Committee.

83. Skills Bootcamps

The Committee received a report that gave an update on the contracts awarded to Training Providers for the delivery of the Wave Three Skills Bootcamp programme, following a competitive procurement exercise, since grant funding was secured for the Cambridgeshire and Peterborough area funded by the Department for Education (DfE) through the National Skills Fund. This paper outlined how the Skills Bootcamps would be delivered.

The Committee received a question from the Overview and Scrutiny Committee on this report. The written responses were read out and can be found at appendix 1 of the minutes.

Discussing the report Members:

- Questioned if there were any outcome statistics available and if this could be reviewed by area. The Interim Associate Skills Director stated that the providers did not get funding if they were not able to demonstrate the outcomes. She explained that some of the current AEB providers were not wanting to enter in to this area due to the tough requirements. Members queried whether this would have a major impact on the future delivery of bootcamps. The Interim Associate Skills Director stated that in time providers would be more prepared to enter into these arrangements particularly if longer- term funding cycles were agreed.
- A Member queried if the 'Region of Learning' could be involved on the Bootcamps programme. The Associate Skills Director explained that they already worked with Growth Works for Skills and therefore they could publicise the bootcamps on their platform.

It was resolved to:

Note the update of contracts awarded to Training Providers following a competitive Procurement exercise.

84. Employment and Skills Strategy Implementation Plan - Final Draft

The Committee received a report that provided an update on the development of the Employment and Skills Strategy Implementation Plan. The plan would be taken into consideration as the Implementation plan for the Economic Growth Strategy Implementation Plan which would be developed in the Autumn.

In particular, the Interim Associate Skills Director highlighted:

- How the governance for the strategy could be taken forward . The CA were undertaking a full governance review and any of the recommendations would be considered as part of the overall review. An Education Committee had been included as part of the review; this was in the devolution deal but had not yet been enacted. This is where the triangulation would happen in terms with the work with schools. The Associate Skills Director explained that the terms of reference for the Education Committee were in development which would come back to Committee for discussion and would need to be approved by CA Board. She explained that she would circulate the relevant paragraph from the Devolution Agreement to the Committee. **ACTION**
- Long term outcomes and system change projects were highlighted in the action plan. Working with partners in different ways, working alongside the LSIP and it had been announced that the Cambridgeshire Chamber of Commerce were now the Employer Representative Body (ERB) for the Cambridgeshire and Peterborough region and officers were working closely with them to ensure that the LSIP is a success. A member of staff would be seconded to the Cambridgeshire Chamber of Commerce on a part time basis.

Discussing the report Members:

- Queried if there would be any modelling done in relation to the proposed congestion charging in Cambridge and what impact that might have for employment and access to skills. The Associate Skills Director stated that they would be able to commission some work to look at this. There was also a proposal for a joint Transport and Skills Group to look further at these issues, recognising that one of the biggest barriers into accessing skills provision was connectivity.
- Queried if this was the final implementation plan and if further input could be made. The Associate Skills Director confirmed that the implementation was an iterative document and changes would be made to it as and when required.
- A Member questioned what Districts would be doing in terms of their own plans and if Peterborough had a plan. The Associate Skills Director stated that a number of districts had developed their own plans aligned to the strategy. She explained that Peterborough currently didn't have a plan developed but that they would work with colleagues on this.
- Highlighted that SMEs were mentioned in the plan but needed to include more specifically. The Associate Skills Director noted this.

It was resolved unanimously to:

Approve the draft Employment and Skills Strategy implementation Plan.

85. A Summary of the Employment and Skills Board Meeting 12 July 2022

The Committee considered a report that summarised the meeting of the Cambridgeshire & Peterborough Combined Authority Employment and Skills Board (ESB), which includes the role of The Combined Authority's Skills Advisory Panel (SAP), which took place on 12 July 2022.

It was resolved to:

- a) Note the paper which provides an overview of the recent Employment and Skills Board held on 12 July 2022.

86. Budget and Performance Report

The Committee received a report that gave an update on the outturn position for 2021/22 and to provide a first analysis of the 2022/23 budgets. The report also provides a performance update on Skills projects and a trajectory of expected performance against devolution deal objectives.

The Committee received a question from the Overview and Scrutiny Committee on this report. The written responses were read out and can be found at appendix 1 of the minutes.

It was resolved to:

- a) Note the updated 2021/22 forecast outturn position for Skills related budgets.
- b) Note the 2022/23 Skills related budgets.

87. Skills Committee Agenda Plan – September 2022

Members requested that the Growth Works Update Report was added to the agenda plan. **ACTION**

It was resolved to note the agenda plan.

Skills Committee – 5 September 2022

Overview and Scrutiny Questions

	Question from:	Question to:	Question
1.	Overview and Scrutiny Committee	Skills Committee	<p>Agenda Item 2.1 – Adult Education Budget (AEB)</p> <p>a) Although it is good to now see an increase in the number of providers, can officers clarify what was done to offer support to applicants who submitted applications that were eventually rejected?</p> <p>b) Some of the new providers do not seem to have a footprint in Cambridgeshire and Peterborough. Would part of the proposals be to ensure that they had a local footprint?</p>
	Response from:	Response to:	Response
	Councillor Lucy Nethsingha – Chair of the Skills Committee	Overview and Scrutiny Committee	<p>a) All unsuccessful applicants are always offered feedback on their application and on how they could improve future applications. The AEB and Skills Bootcamp teams have been working together to see whether any of the unsuccessful bidders could be suitable to deliver Skills Bootcamps – discussions are ongoing. This is due to being over subscribed for the AEB procurement.</p> <p>b) Yes. As part of the application process, providers specified where their provision would be delivered. Some of the tender specifications set out the geographic targeting of potential learners – weighted towards Peterborough and Fenland. In addition, during contract negotiation, discussions about geographic focus across</p>

			Cambridgeshire and Peterborough were undertaken. The outcome will be better geographic targeting. This mapping work will be shared with Skills Committee once finalised. (Action- in the minutes to circulate to the Committee once finalised)
2.	Question from:	Question to:	Question
	Overview and Scrutiny Committee	Skills Committee	<p>Agenda item 2.2 – Addressing Further Education ‘Cold Spots’ in East Cambridgeshire and St Neots.</p> <p>a) Will the building of two £40m (?) FE colleges actually deliver what is proposed and will it have a negative impact on existing FE providers, both inside and outside of the CPCA area?</p> <p>b) What do we know about our FE learners who receive their FE education outside of the CPCA area?</p>
	Response from:	Response to:	Response
	Councillor Lucy Nethsingha – Chair of the Skills Committee	Overview and Scrutiny Committee	<p>a) The first stage of the Addressing Further Education ‘Cold Spots’ programme is to undertake a feasibility study. This will take in consideration a number of factors to assess whether there is a need for new provision which is sustainable. The study will analyse scope and purpose as well as consider the wider system impact.</p> <p>b) We hold data on both FE enrolments who either study or live in the CPCA area. Further detailed information can be provided in a paper if this is required. (Action in the minutes to circulate to the Committee)</p>

3.	Question from:	Question to:	Question
	Overview and Scrutiny Committee	Skills Committee	<p>Agenda item 2.3 – Multiply – the approach to programme delivery (additional question)</p> <p>Can officers please explain why the allocation of funds doesn't appear to fit the regions in most apparent need for funding? (Comment from Cllr Coles - Having looked more closely at the figures I'm concerned that Peterborough and Fenland have significant needs for numeracy training but the funding is not aligned to the analysis and providers in these areas. In the meeting Cllr Coles gave an example of the Military Academy – MPCT and queried whether this organisation had a footprint in Cambridgeshire and Peterborough)</p>
	Response from:	Response to:	Response
	Councillor Lucy Nethsingha – Chair of the Skills Committee	Overview and Scrutiny Committee	<p>At the time of writing, the report does not specify the specific geographies where Multiply will be delivered. As shown in the Numeracy data analysis shared with members, Peterborough and Fenland are areas of focus for Multiply. Now that DfE has confirmed acceptance of the Investment Plan, Providers will be submitting detailed delivery plans, including geographies to be targeted. A similar model to AEB, identifying a 'hive of delivery' is being taken forward to ensure equitable coverage across the sub-region.</p> <p>MPCT are a 16-18 Study Programmes provider, judged 'outstanding' by Ofsted, who prepare young people for careers in the uniformed public services including armed forces. They have been acquired by the Learning Curve Group, who do have delivery in Cambridgeshire and Peterborough.</p>

4.	Question from:	Question to:	Question
	Overview and Scrutiny Committee	Skills Committee	Agenda Item 3.2 – Skills Bootcamp We've significantly underspent in the past – what reassurance do we have that this will not happen again and that the bootcamps will be delivered?
	Response From:	Response to:	Response
	Councillor Lucy Nethsingha – Chair of the Skills Committee	Overview and Scrutiny Committee	Wave Two provision is still being funded and outcomes are expected until December 2022 where completion payments will be paid. Wave Three provision is different and provides the CPCA with more flexibility and control over delivery. We have recently concluded a procurement exercise to contract with new providers. Wave three provision is also in the CPCA region only. A new project team has been established and we are implementing a new mechanism to contract manage all training providers.
5.	Question from:	Question to:	Question
	Overview and Scrutiny Committee	Skills Committee	Agenda Item 3.3 – Employment and Skills Implementation Plan What specifically is being done to focus on the 50+ cohort?
	Response From:	Response to:	Response
	Councillor Lucy Nethsingha – Chair of the Skills Committee	Overview and Scrutiny Committee	There is significant support across the system to support 50+ cohort. For instance DWP have recently created a new role in all regions to focus on the 50+ cohort. The CPCA will, as with a number of other areas of focus, partner with key organisations to ensure a system wide approach to coordinate the provision available to this cohort. At this stage there is no additional funding to support this work at the CPCA and therefore it will require more joined up approach to ensure greater impact.

6.	Question from:	Question to:	Question
	Overview and Scrutiny Committee	Skills Committee	<p>Agenda Item 3.5 - Budget and Performance Report</p> <p>With the current financial situation is there a risk of current funds being clawed back by central Government if there is underspend?</p>
	Response From:	Response to:	Response
	Councillor Lucy Nethsingha – Chair of the Skills Committee	Overview and Scrutiny Committee	<p>The AEB is a devolved and ring-fenced budget. Therefore this is not at risk of clawback.</p> <p>Other programmes are based on performance and therefore either funds will only be received on delivery or where funds have been received already, clawback is a possibility. Any provision for clawback will usually be set out in the grant funding terms and conditions.</p>



Skills Committee Action Log

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

Minutes of the meeting on 4 July 2022					
Minute	Report title	Lead officer	Action	Response	Status
66.a	Multiply Local Investment Plan	Cllr Nethsingha/Fliss Miller	The Chair stated that she would as Chair contact other Combined Authorities or other Council Networks to highlight to Government that this was not good governance.	Letter being drafted	In progress
68.d	Growth Works Management Review to 31 May 2022 (Q6 is April to June 2022)	Steve Clarke	Officers stated that there was an independent survey carried out, one carried out in January and one in March and Officers would circulate the results of the surveys.	Circulated to Committee on 20.10.22	Complete

Minutes of the meeting on 5 September 2022

Minute	Report title	Lead officer	Action	Response	Status
77.	Minutes of the Skills Committee meeting on 4 July 2022 and Actions	Fliss Miller/Parminder Singh Garcha	A Member queried why the Deep Dive report outlined in action 50 had taken so long to come back to Committee. The Interim Associate Skills Director explained that it had been an iterative process and since the departure of the previous Director there had been a different focus on the process. She explained that the draft report would be circulated to the Committee prior to the Committee meeting in November.	The Deep Dive was focussed on examining the historic underspend in the Adult Education Budget (AEB) and proposing mitigations and process improvements for future academic years. A progress update was provided at the Informal Skills Committee meeting on 7 October 2022.	Complete
79.a	Adult Education Budget: Contract Awards to Independent Training Providers and proposals for further commissioning	Parminder Singh Garcha	The geographical targeted mapping work of provision would be shared with the Committee when available	On-boarding of the 17 new ITPs across AEB and Multiply is currently underway. Mapping of the geographic focus of each provider will be shared once the on-boarding process has concluded. Some of the providers are establishing new premises and/or delivery sites across the sub-region. This information will be shared as it become available.	In progress

79.b	Adult Education Budget: Contract Awards to Independent Training Providers and proposals for further commissioning	Parminder Singh Garcha	Questioned how the Combined Authority would be ensuring the quality of provision as the contracts had been commissioned for a five-year period with an annual break clause. Officers explained that there was detailed contract management and performance procedures and that he would circulate the document to the Committee.	An update was provided at the Informal Skills Committee meeting on 7 October 2022.	Complete
79.c	Adult Education Budget: Contract Awards to Independent Training Providers and proposals for further commissioning	Parminder Singh Garcha	Queried if the Learning Support Fund was always used up by AEB Providers. Officers explained that the fund was not ringfenced and that it was down to providers to determine themselves what the spend would be. Officers stated that there was historic data setting out what had been spent and this information could be provided to the committee	Learner and Learning Support Funds are included within the funding allocations to colleges and providers and are administered by them. It is none-ring-fenced, ensuring providers have flexibility for increasing or decreasing their budget. Each college or provider is required to publish a policy for the equitable distribution of the funding based on need. An update was provided at the Informal Skills Committee meeting on 7 October 2022.	Complete
80.	Addressing Further Education 'Cold Spots' in East Cambridgeshire and St Neots	Parminder Singh Garcha	An action arose from the response to the second question in relation to data on FE enrolments who either studied or lived in the CPCA area. Further detailed information to be provided in a paper that would be circulated outside of the meeting.	Information about wider FE enrolments were provided at the Informal Skills Committee meeting on 7 October 2022.	Complete

81.a	Multiply - the approach to programme delivery	Parminder Singh Garcha	Requested that prisoners, those that had left care and the armed forces were included in the programme. Officers explained that as they mobilised delivery partners, delivery plans would be developed and a high-level summary of interventions would be produced and reported to the Committee.	On-boarding of the 14 Multiply providers (8 ITPs and 6 Grant providers) across AEB and Multiply is currently underway. A high-level summary of interventions at programme level is included in Table B to the paper. These outputs are being allocated to the 14 providers as part of the project will be shared with Members, once collated.	In progress
81.b	Multiply - the approach to programme delivery	Parminder Singh Garcha	A Member commented that the Cambridgeshire and Peterborough Region of Learning was not included in the list of Strategic Partnerships and this had been mentioned at the Combined Authority Board meeting. He commented that in particular their Digital Badging provided a method for employers to look at how individuals had undertaken learning. He requested that the 'Region of Learning' be invited to one of the informal Committee sessions.	A meeting will be arranged with Region of Learning.	In progress

81.c	Multiply - the approach to programme delivery	Parminder Singh Garcha	Questioned whether the full Management fee identified in the paper would be required and requested a breakdown of the costs required. Officers explained that the figure was an estimate made before the approval of the funding and that officers would now produce a breakdown of the required costs across the three years.	An over-view of Programme Costs was provided at the Informal Skills Committee meeting on 7 October 2022.	Complete
81.d	Multiply - the approach to programme delivery	Parminder Singh Garcha	A Member queried why grant funded colleges received less than the Independent Training Providers and why more money was not going to the Peterborough area where it was needed. Officers reiterated that ITP funding was based on performance. He explained that the initial funding allocations were based on past delivery of numeracy in order to make the initial award. He stated that with the contracts management process in place the money could be moved around based on actual delivery and that further information could be provided once the operational plans were in place.	See 8.1a above.	Complete
82.	Department for Education (DfE) Funding and Accountability Consultation	Parminder Singh Garcha	Requested an item on the Local Skills Improvement Plans at an informal Skills Committee session	The Interim Associate Director for Skills covered this item at the Informal Skills Committee meeting on 7 October 2022.	Complete

84.	Employment and Skills Strategy Implementation Plan - Final Draft	Fliss Miller	The Interim Associate Skills Director explained that the terms of reference for the Education Committee were in development which would come back to Committee for discussion and would need to be approved by CA Board. She explained that she would circulate the relevant paragraph from the Devolution Agreement to the Committee	Paragraph from The Devolution Deal To ensure continued collaboration the Combined Authority will establish an Education Committee with the Regional Schools Commissioner and other key local education stakeholders. The Regional Schools Commissioner will work with the committee to provide strategic direction on education across the Combined Authority area.	Complete
87.	Skills Committee Agenda Plan – September 2022	Tamar Oviatt-Ham	Members requested that the Growth Works Update Report was added to the agenda plan.	Added	Complete



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 2.1

Careers Hub Operational Plan

To: Skills Committee

Meeting Date: 7 November 2022

Public report: Yes

Lead Member: Councillor Lucy Nethsingha, Lead Member for Skills and Chair of the Skills Committee

From: Laura Guymer, Strategic Careers Hub Lead

Key decision: No

Forward Plan ref: n/a

Recommendations: The Skills Committee is recommended to:

Note the performance and future plans of the Cambridgeshire & Peterborough Careers Hub and to provide feedback to shape the provision of the Careers Hub.

Voting arrangements: No vote required.

1. Purpose

- 1.1 To provide members with an update on the Cambridgeshire & Peterborough Careers Hub and outline the wider ambition of the Combined Authority relating to Careers support within the region. Following the expansion of the Careers Hub in September 2022, this paper will provide members with an update on performance and future planned activities and provide members the opportunity to shape future provision.

2. Background

- 2.1 The Employment and Skills Strategy recognises the need for access to good careers support and education at any age, aligned to local labour market requirements
- 2.2 Currently there are two national programmes that fund Careers provision; National Careers Service (NCS) and Careers and Enterprise Company (CEC)
- 2.3 In the Cambridgeshire and Peterborough, the Combined Authority hold the contract for the CEC, who fund the Cambridgeshire & Peterborough Careers Hub, which offers careers education support to secondary schools and post 16 FE provision. NCS offers impartial careers advice and guidance primarily to adults, though the digital support has recently expanded to include those aged 13+. This service has recently been recommissioned and is delivered by Futures.
- 2.4 The Skills for Jobs White Paper makes reference to an all-age careers system and needing clearer alignment between the two government funded careers services; The National Careers Service (NCS) and the Careers and Enterprise Company (CEC).
- 2.5 The Combined Authority's Employment and Skills Strategy sets out the ambition of an All-Age Careers Service, which seeks to go further than aligning the services of CEC and NCS but seeks to lobby for devolved funding allowing for children in primary schools to be exposed to careers, at a time in their lives prior to bias or stereotype being formed. This ambition will ensure a seamless careers service for every resident, regardless of age, allowing for agility within the labour market, tailored to local needs.
- 2.6 The Combined Authority is currently working with Futures to ensure alignment of the NCS contract to the wider regional needs.

3.0 Cambridgeshire & Peterborough Careers Hub

- 3.1 The Cambridgeshire and Peterborough Careers Hub was established in September 2021 and 30 schools applied for a place within the Hub.
- 3.2 At the end of the 2021/22 academic year, performance in the Hub exceeded contractual KPI's and was one of the highest performing Hubs in the country, with schools averaging six Gatsby Benchmarks
- 3.3 The Hub expanded to include all eligible schools in September 2022. The expansion resulted in additional funding which has funded the post of an Operations Manager and a budget of £400 per school to fund activities that are aligned to regional priorities, driven by

the Employment and Skills Strategy within the careers space.

- 3.4 The Operations Manager started in post in October 2022 and has in excess of 20 years of working within careers education. His expertise will be used to drive the delivery of the Careers Hub plan.
- 3.5 A Careers Steering group has been identified with representation from FE, HEI, schools, industry, careers providers and business representative organisations. The Steering Group will ensure a whole system approach to Careers across the region, reporting into the Employment and Skills Board. The group will be used to be the voice of Careers in the region and to drive continuous improvement as well as forming part of the wider governance structure.
- 3.6 The Careers Hub continues to secure additional funding opportunities through multiple sources to fund additionalities aligned to strategic priorities. During this academic year, to date, £19,600 has been secured via a competitive tender process with the Careers and Enterprise Company, which will fund CPD for subject teachers to understand career pathways and technical education options related to their subject areas
- 3.7 The operating plan for 2022/23 can be viewed in the Appendices and feedback and comments are sought to drive performance of the Careers Hub.

Significant Implications

4. Financial Implications

- 4.1 There are no financial implications that are not already included in the MTFP.

5. Legal Implications

- 5.1 There are no legal implications.

6. Public Health implications

- 6.1 There are no public health implications.

7. Environmental and Climate Change Implications

- 7.1 There are no environmental or climate change implications.

8. Other Significant Implications

- 8.1 There are no other significant implications.

9. Appendices

- 9.1 Appendix 1 – Delivery Plan

10. Background papers

10.1 None.

Mission		Vision		
To help every young person find their best next step		High quality, 21st Century careers education for everyone; everywhere.		
Aim	Objective	Locally Aligned Objective	Planned strategic activity	Outcome
We aim for a careers system that has a measurable impact on young people - now and in the future	Increase awareness of and interest in technical education and apprenticeships	The Hub is committed to raising awareness of technical education pathways. This includes Apprenticeships, T levels and HTQ's. Cambridgeshire and Peterborough have seen a decline in the uptake of Apprenticeships, have experienced a slow roll out of T levels and there is a current trend in the North of the area for young people to go in to technical education at level 1. New investments in the area including the University of Peterborough and North Cambridgeshire Apprentice Centre are key strategic investments that the Hub will work with to support. Growth Works with Skills, a delivery partner of the CPCA are targeted with creating an additional 1400 Apprenticeships by December 2023 and the Careers Hub will be working hand in glove to ensure the alignment of supply and demand.	Careers Conference. Support and influence T level roll out in the region. Continued working relationships with ASK and the Apprenticeship Ambassador Network. Mapping of technical provision to understand gaps, duplication and opportunity.	Career readiness skills Career management skills Personal development skills Employability skills: essential & technical
	Deliver the Gatsby Benchmarks, understand the impact of their work and set priorities for improvement.	Achievement and progression of the Gatsby Benchmarks are a core focus of all EC activity and wider Hub activities.	Analysis and individual school planning has allowed for targeted interventions to be designed. Monthly webinars will be delivered to support schools in the achievement of the GBM. Ensuring awareness and access to providers via the Digital Talent Platform and encouraging the use of the interactive calendar will support schools in progressing and achieving the GBM.	Employee engagement Engagement Purpose Development Mental health & wellbeing
We include all young people in careers education - working to remove barriers	Support young people most at risk through transitions	The Careers Hub will continue to develop relationships at County level. This will support system working and increase the effectiveness of the Hub. The appointment of a SEND SEC will allow for targeted activity to support those most in need.	Mapping of provision available for post 16/18 transitions to understand where gaps exist, allowing for us to influence future provision. Cambridgeshire and Peterborough have low NEET numbers and as a result have gaps in provision. This work will support the influence of future funding.	Career readiness skills Career management skills Personal development skills Employability skills: essential & technical
	Tackle disadvantage in partnership with Cornerstone Employers	Cambridgeshire and Peterborough are reflective of the wider UK. An affluent South, with pockets of deprivation set against a less affluent North, which is an education cold spot and home to two education investment areas. In line with the CPCA's Employment and Skills Strategy, the Hub will support the aspirations and increase the opportunities open to young people across Peterborough and Fenland.	The Cornerstone group, and wider employer engagement will support the wider planned activities including the first Careers Hub conference, events with ARU and promoting of the interactive schools calendar.	Education Improvements in education levels & vocational pathways
We build leaders and institutions who can sustain the mission in the long term	Elevate the status of Careers Leaders	Ensuring all Careers Leaders have access to CPD and wider support via the Careers Hub.	Campaign and continued promotion of Careers Leader training to all schools. End of year reporting of the outcome of Gatsby Benchmarks and interaction with the Hub to Head Teachers. Relationship building with link governors to gain greater exposure and support of CEIAG.	Social mobility Reduced disadvantage gaps, equality in employment
	Engage with emerging local skill improvement plans and employers to position careers education in the context of the local labour market	To have the Careers Hub at the heart of LSIP development	SHL to be seconded to the Chamber of Commerce for a day a week to support the development of the LSIP in Cambridgeshire & Peterborough.	Economy Stronger skills, growth, productivity & skill gaps filled
	Work hand in glove to develop the talent pipeline and opportunities needed to meet skills gaps and future jobs	Utilising wider networks to influence the development of careers education ensuring relevance to the current labour market	Development of the Cornerstone Group and expansion of the current EA base. Ensuring the Hub is represented at wider networks and committees, including Employment and Skills Board, Business Board, SIP, Apprentice Ambassador Network	Economy Stronger skills, growth, productivity & skill gaps filled

National coordinated action	Locally aligned objective	Local action/activity	Output	Outcome
1. Amplifying technical and vocational routes	People understand how their ambitions can be realised through learning and training and are connected to opportunities, experiences and role models	Greater engagement and use of wider established networks to promote technical and vocational opportunities to other employers, pupils, teachers and parent	Creation of digital resource for CL to access. Support in promotion and speaking at Careers Conference	Improvements in educators understanding more about technical pathways
	Increasing Careers Leaders knowledge of the labour market, post 16 options and employer talent requirements	Hosting first Careers Conference, launching the C&P Careers Hub	100 Careers Leaders, employers and SLT attending a conference showcasing skills demand in the region and the options available to young people.	Inspired educational professionals with increased networks and an understanding of the current careers landscape, resulting in better careers programmes for young people.
	Enhancing exposure to role models, work experience, and understanding of various training routes into sectors and occupations	Mapping of early talent careers	Resource created for CL to access that provides information of early talent pathways aligned to the CPCA Growth Sectors	Improved understanding of pathways and progression routes available. More school leavers accessing technical education
	Driving up and sustaining employers' engagement with and influence on education and training	Influence and development of	Creation of an LSIP with Careers Education central to technical education	Widening of options, aligned to the local labour market.
	Improving careers education, specifically around STEM and green skills, as well as information, advice and guidance	Launch Enthuse Partnership	Work with STEM network to launch an Enthuse partnership in Huntingdonshire, Fenland and Peterborough	Inspiring young people in STEM careers. Exposure to role models with a better understanding of technical pathways associated with specific STEM occupation
	Improving careers education, information, advice and guidance and widening education access and participation, increasing school achievement, and progression into technical education.	ATEP project supporting the	15 schools / 30+ teachers upskilled and supported in increasing access to technical education/pathways	Improvements in exposure of careers to students. Increase in students receiving IAG relating to technical education. Increase in compliance of PAL.

National coordinated action	Locally aligned objective	Local action/activity	Output	Outcome
2. Secure an improving system through review and support and providing careers support and training to the education workforce	Improving careers education, information, advice and guidance. Support achievement/progression against the Gatsby Benchmarks	Campaign to be ran through term 1. Continued promotion by EC's to CL	Improved Compass scores	Higher quality CEIAG in schools, leading to better outcomes for young people. Better GBM performance
	Teacher Encounters Project - Improving careers education, information, advice and guidance.	Reverse work experience project to be delivered offering teachers the opportunity of accessing experiences of the work place, aligned to key priority sectors.	Increased confidence and contextualisation of careers support.	Improved quality of IAG. Teachers have a better understanding of local jobs that relate to their subject
	Increase in Compass + upgrades	Increase in schools upgrading and accessing Compass +	Increase in schools upgrading and accessing Compass + and using planning tools for more effective delivery	Better data. More effective planning resulting in improved outcomes.

National coordinated action	Locally aligned objective	Local action/activity	Output	Outcome
3. Support young people most at risk through transitions	Reduction of NEET	Continue to build of the relationships established at county level with the NEET and inclusion teams to ensure coordinated working	creator system coordination	reduction in duplication of effort.
	Reduction of NEET, more inclusive FE provision.	Continue to be a part of the regional NEET Steering group, using Hub resources where appropriate to support. Participate in regional project mapping app post 16 and post 18 provision, identifying support for those at risk of transitioning at 16+	Clear understanding of routes available and ability to influence providers where gaps in provision exists	Reduction of those NEET
	Ensuring inclusion in continued and community learning and support for disadvantaged people, those with SEN, care leavers and ex-offenders	Newly appointed SEND role within the team will allow for greater access to SEND resources and activities for SEND schools and pupils. Projects to be defined.	Creation of specific SEND resources and information space within the Digital Portal. Expand the EA support for SEND schools with EA that can offer support suitable to the needs of the pupils and schools.	Access to more information to support SEND schools. Increased EA appointment to SEND schools. Increased GBM achievements

National coordinated action	Locally aligned objective	Local action/activity	Output	Outcome
4. Remove barriers for disadvantaged young people, in partnership with employers	Continue establishment and development of ARU Peterborough	Joint events with ARU-P and Growth Works with Skills in increase Apprenticeship provision and uptake	2 events - 1 employer focused informing of future provision. 1 pupil focused, showcasing the opportunities through the new ARU-P	better informed curriculum, aligned to local labour market. Young people from Peterborough and Fenland having access to HEI in an educational cold spot.
	Ensuring inclusion in continued and community learning and support for disadvantaged people, those with SEN, care leavers and ex-offenders	SEND Work Experience	3 events delivered in partnership with Cornerstone Employers	SEND students inspired by jobs that are attainable in the local area
	Providing support for disadvantaged groups to access the labour market	Identification of employers actively targeting disadvantaged pupils.	Active promotion by EC's in identified schools of employer offers	Widening of participation by disadvantaged students
	Providing support for disadvantaged groups to access the labour market	Hub alignment and close working with the Education Investment Area	System working	Ability to influence activity

National coordinated action	Locally aligned objective	Local action/activity	Output	Outcome	Measure and Measurement
5. Support leaders across the system through training and development	Improving careers education, information, advice and guidance. Support achievement/progression against the Gatsby Benchmarks. Increase the engagement with SLT to raise the profile of Careers Education and drive outcomes.	Reporting to SLT on schools progression at the end of each year	Report per school	More engagement. Drive performance	Improved GBM. Head teacher meetings attended
	Improving careers education, information, advice and guidance. Support achievement/progression against the Gatsby Benchmarks	Campaign to be ran through term 1. Continued promotion by EC's to CL	Improved Compass scores	Higher quality CEIAG in schools, leading to better outcomes for young people. Better GBM performance	Increase in GBM performance. Number of CL upskilled.
	Improving careers education, information, advice and guidance. Support achievement/progression against the Gatsby Benchmarks	Careers Link Governor engagement	Contact established with Careers Link Governors to share the work of the hub and drive performance of the schools. Use the Governors to influence where needed.	Better engagement with the school. Increase Careers Hub profile.	Attendance at Governors meetings

Impact story	
In no more than three sentences please provide a brief summary of your impact story, including the challenge identified, the actions taken and the outcomes.	
What challenge did you face and how was this identified?	
What actions did you take to address this challenge?	
What were the outcomes of the actions you took?	
Think about the impact on young people/ the school or college/ employers/ wider community. If available, please include data to support the case study e.g. number of students reached or percentage improvement in GBMs.	
What are your next steps?	
For example, how do you intend to maintain the momentum of the action you have taken so far, how will you monitor the success of your actions, how can you build on your success?	

Locally led/CEC supported?	By when?

(Where applicable) Number of local FE COP meetings that have taken place this term	Headline impact from activity

National coordinated action	Inputs	Locally aligned objective	Local action/activity	Output	Outcome
6. Make sure careers education is part of local economic strategies	Local Hub Fund	Enhancing exposure to role models, work experience, and understanding of various routes into sectors and occupations	Delivery of monthly Careers Webinars	Careers webinars to be delivered to Careers Leaders, in line with the GBM, available to view via Digital Platform.	Careers Leaders have more exposure to local economic information, framed within Careers
	Cornerstone Employers	Improving careers education, specifically around STEM and green skills, as well as information, advice and guidance	Increase the understanding of green and digital jobs with teachers and Careers Leaders. Create a road map to support CL in articulating what green and digital careers are within the context of the local labour market	Resource developed for schools	Students understand green jobs and the skills required
	Local Hub Fund	Students making informed decision based on labour market information	Termly updates to the Labour Market Information to ensure teachers, parents and pupils have access to current LMI to inform of decision making	User friendly website with current and relevant information	positive destinations
	Careers Hubs	Careers education aligned to labour market needs	Collaboration and partnership working between Hub and LA Economic Development teams.	Meeting with EDO's to ensure the alignment of the Careers Hub with the local area and using employer relationships to benefit the wider district.	Better employer links. Raising the profile of Careers Hub, increased opportunities identified
	Careers Hubs	Post 16 vocational education is aligned to local needs. Development of regional curriculum	Careers Hub Lead seconded a day a week to support the development of the LSIP	Support the development of the LSIP with Careers Education central to technical education	Widening of options, aligned to the local labour market.

National coordinated action	Local action/activity	Output	Outcome	Measure and (Measurement)
7. Help employers deliver high quality outreach work, including through ‘employer standards’	EA Matched to each school. Ambition to match more than one per institute	EA Matched per school	Schools can access industry experience and wider networks through the EA	EA matched via EANR
	Development of an interactive calendar allowing schools to upload their events and businesses to indicate a willingness to support	Calendar function matching employers to school events	Employers and schools engaging on wider scale	number of events uploaded and businesses engaging
	Development of the Careers Hub page within the talent platform	Dedicated space for careers leaders to access information supporting their role as a CL, including sourcing employer specific information, such as outreach offers	Ease of accessing information	Interaction with platform



**CAMBRIDGESHIRE
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Agenda Item No: 2.2

Working Together with the Third Sector

To:	Skills Committee
Meeting Date:	7 November 2022
Public report:	Yes
Lead Member:	Councillor Lucy Nethsingha, Lead Member for Skills and Chair of the Skills Committee
From:	Parminder Singh Garcha, Senior Responsible Officer – Adult Education
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Skills Committee is recommended to:</p> <ul style="list-style-type: none">a) Approve the allocation of £300,000 from the devolved Adult Education Budget (AEB) Local Innovation Fund and £100,000 from the Multiply budget for the 2022/23 academic year, to pilot a new approach to commissioning local third sector organisations to deliver learning in the community.b) Delegate authority to the Interim Associate Director of Skills in conjunction with the Chief Finance Officer and the Monitoring Officer, to enter into and sign grant funding agreements for AEB Local Innovation Fund and Multiply with the nominated providers, once selected.c) To note the different models for commissioning the Third Sector and proposal to consider Model two or Model four subject to further scoping with providers and the sector.
Voting arrangements:	A simple majority of all Members present and voting

1. Purpose

- 1.1 In furtherance of the Combined Authority’s Business Plan 2022/23 and the Employment and Skills Strategy 2022 - 2025, this report seeks to strengthen partnership and co-production with local third sector organisations to deliver adult education and skills courses.
- 1.2 This report seeks approval for an allocation of £300,000 from AEB Innovation Fund and £100,000 from Multiply for the 2022/23 academic year to pilot a different approach to commissioning of local third sector organisations who have a base within the Cambridgeshire and Peterborough Combined Authority area.
- 1.3 To note the four potential models for piloting a different approach to Third Sector commissioning for learning and skills provision and proposal to pursue models two and four.

2. Background

2.1 At the Skills Committee of 5 September 2022, contract awards were approved for 15 Independent Training Providers (ITPs) for a five-year commissioning cycle from 5 September 2022 until 31 July 2027, following a two-stage procurement process. Funding of up to c£4.5m was approved for the 2022/23 academic year. The absence of local third sector organisations, both as applicants in the procurement process and as successful contractors were noted. Although three of the providers could loosely be defined as ‘not-for-profit’ organisations, they are:

- Futures Group Ltd
- Ixion Holdings Ltd (part of the Shaw Trust)
- Seetec Business Technology Centre Ltd

2.2 There are three existing Third Sector providers that were commissioned by the Combined Authority. Nacro have taken a decision to withdraw from AEB nationally, New Meaning Foundation – based in Cambridge did not bid and The College of Animal Welfare were unsuccessful. All three providers struggled to meet the expected performance levels in 2021/22 academic year.

2.3 It should be noted, through sub-contracting, various third sector organisations receive funding through our main AEB providers, in particular Cambridgeshire Skills and the FE Colleges sub-contract their AEB to other local providers. A summary of third sector providers who were sub-contractors in 2021/22 is included in Table A below. To note that Academy Trusts (including Village Colleges) have been excluded from the list below:

Table A: Third Sector Subcontracted Organisations – Q3 2021/22 as at R10				
Subcontracted Organisation	Lead Provider	Learners	Enrolments	Subcontracted Contract Value*
Cambridge Community Arts	Cambridge Regional College	162	272	£210,000
Gladstone District Community Association	Inspire Education Group	291	435	£207,000

Groundwork East	Cambridgeshire County Council	35	35	£32,707.96
Romsey Mill Trust	Cambridgeshire County Council	33	37	£28,945.77
Social Echo North Huntingdonshire CiC	Cambridgeshire County Council	16	17	£5,867
Switch Now Community Interest Company	Cambridgeshire County Council	20	50	£33,228.72
Worker's Educational Association	Cambridgeshire County Council	101	130	£71,962.01
Total:				£589,711
Source – Individualised Learner Record 2021/22 (R10). * Enrolments data is from R10, but contract values are from different sources and the actual paid amounts for this view at R10 will differ. Data from Cambridgeshire County Council is from actual paid amounts at R13. The others are taken from subcontractor declarations prior to R01.				

- 2.4 The role of the local third sector is recognised in reducing inequalities and reaching citizens in the relatively most deprived communities across Cambridgeshire and Peterborough Mayoralty. However, given the capacity of many volunteer-led organisations, many struggle with the expected processes and compliance requirements of the Education and Skills Funding Agency, which the Combined Authority has adopted.
- 2.5 The Skills Committee at its meeting on 5 September 2022, approved our proposition to revisit and develop a different and proportionate approach for further commissioning of local third sector providers. The Combined Authority is working in co-production with Peterborough and Cambridge Councils for Voluntary Services and Hunts Forum (CVSs), who are ‘umbrella’ organisations for the local Third Sector, to develop a bespoke local model.
- 2.6 Conversations with the CVSs, have highlighted that local voluntary groups would like to see:
- Small grants up to £25K for local organisations rooted in communities to bid for
 - Grants that recognise core costs are as important as project costs, especially from those organisations whose activities most align with the Combined Authority priorities around skills
 - Groups want multi-year grants so they can plan, and so that they develop more sustainable learning (three year minimum)
 - Grants need to reflect both provision of existing successful delivery and the development of new and innovative learning opportunities. This means that some projects might not work and there should not be punitive clawback of grants for innovative projects that do not deliver ‘hard’ outputs
 - Simple and proportionate application and reporting, particularly for smaller more specialised groups to apply.

2.7 Local Best Practice

There is a long history of local, community focused Third Sector organisations delivering learning and skills opportunities across the sub-region. This includes access to funding from the Adult Skills Budget under a fund called the Community Adult Learning Fund (CALF). This allowed groups to apply directly to the County Council to fund community learning opportunities. The ending of this fund left many organisations unable to deliver learning opportunities, thus reducing learners’ choices. The best elements of this fund could inform a new model that enables small local providers to offer innovative opportunities to learners in need of the most support.

2.8 Local Third Sector organisations that provide skills and employability services across Cambridgeshire have been coming together to share best practice and build relationships for many years, under the GET Group. This enabled Third Sector to collaborate with statutory partners, business, and learning providers. This network has led to numerous partnership projects and ensures that learner progression works as providers are informed of local opportunities.

2.9 National Best Practice

Over the years there have been many attempts to build sector consortia to enable them to access larger funding streams. While some have proved successful such as the London Learning Consortium, most have closed as the core costs were too high to make them competitive, such as Right People – Right Skills and the BEST Network in the West Midlands. What works is where organisations have come together to co-produce work or form less formal and more flexible partnerships.

2.10 The following options have been considered:

- **Model 1 – Establish a new Local Third Sector Consortium**

To facilitate the creation of a new Incorporated Company Ltd By Guarantee wholly owned and managed by its members (local Third Sector organisations). The Company would manage the AEB grant, and other contracts/grants awarded to the Consortium who would in-turn contract or grant-fund its members. A management fee (up to 15% as per current Combined Authority funding rules) may be taken to administer the AEB grant. Some of the funding may be used for capacity building – upskilling of volunteers and Third Sector staff and quality assurance. This model has failed in other regions (e.g. BEST Network) and is arguably not sustainable in the longer term.

- **Model 2 – Appoint a Lead organisation to administer small grants**

Identify and appoint an existing local organisation with the capacity and expertise to manage the AEB grant and administer small grants to local Third Sector. A 15% management fee may be taken, providing capacity building and quality assurance. For example, Cambridgeshire ACRE is taking a similar role for the Wisbech Community-Led Local Development Programme Learning and Skills project, funded by the European Social Fund (ESF). To note that the Combined Authority are providing public 'match' to enable the extension of this project in Wisbech.

- **Model 3 – Directly commission through a bidding process**

Run a bespoke bidding process for local Third Sector organisations to bid for small grants. This could build on best practice from CALF funding. Combined Authority officers currently do not have capacity to administer such a scheme.

- **Model 4 – Provide additional flexibilities to enable Cambridgeshire Skills to re-design sub-contracting with local Third Sector organisations**

As stated in the Combined Authority's AEB Funding Rules, up to 25 per cent of providers funding allocation may be sub-contracted. For local authority providers such as Cambridgeshire Skills this may be increased to up to 35% subject to approval of a Business Case. Further flexibilities could be provided to streamline some of the processes and requirements to make this model more suitable for the

local Third Sector. Cambridgeshire Skills are already set-up to administer such a scheme. This would be piloted through the Local Innovation Fund for 2022/23 academic year and then implemented for future years.

It is recommended that **Model 2** or **Model 4** are explored further with Third Sector partners. Initial discussions with the CVSs indicate a preference for Model 2 and there are several local organisations who may wish to take the lead organisation role.

Targets

- 2.11 The focus of funding commissioned through this route will be to target:
- disadvantaged residents in the relatively most deprived wards across the sub-region and those who are furthest away from learning or employment
 - individuals who may live in rural areas who have additional barriers e.g. mental health, disability, language, low essential skills, travel, connectivity etc
 - potential learners that have been missed by 'traditional' providers
 - progression to higher level skills to access local job opportunities
- 2.12 The overall outputs and outcomes to be delivered are:
- Improved engagement in learning and building confidence
 - Improved health and wellbeing
 - Improved community connection and civic engagement
 - Building capacity and capability within the Third Sector
 - Achievement of 'first step' qualifications (as appropriate)
 - Achievement of Essential Skills (literacy, numeracy, digital, work readiness) qualifications (as appropriate)
 - Progression to formal learning and/or volunteering
 - Formal qualifications (as appropriate).

Significant Implications

3. Financial Implications

- 3.1 The Combined Authority received its Section 31 Grant Determination Letter for Devolution of the Adult Education Budget for the Financial Year 2022-23: No. 31/6040 (DfE Grant Reference: AEBDEVO-22-23) on 24 March 2022, which confirmed the 2022/23 financial year budget for 2022/23 of £11,973,20 and academic year budget of £11,977,722.
- 3.2 At the Skills Committee of 14 September 2020, the Innovation Fund was created as a recurrent annual budget of £500,000 and this is reflected in the MTFP of 2022/23 and 2023/24. There is an estimated underspend of £501,000 in the Innovation Funding budget lines. This creates an estimated budget of £1,001,000 for the 2022/23 academic year. It is proposed to allocate £300,000 of this budget for Third Sector commissioning. The figure of £300,000 has been estimated based on past patterns of delivery, capacity and consultation with CVSs.
- 3.3 At the Skills Committee of 5 September 2022, the approach to delivering Multiply was considered. The DfE have approved the Multiply Investment Plan, which includes £372,608

within the c£4m budget up to 2024/25 for delivering numeracy courses in partnership with community organisations.

4. Legal Implications

- 4.1 Under orders made from the Local Democracy, Economic Development and Construction Act 2009, adult education functions from the Apprenticeships, Skills, Children and Learning Act 2009 were transferred from the Secretary of State for Education to Cambridgeshire and Peterborough Combined Authority from August 2019 as part of the Devolution Agreement. The recommendations within this report support the discharging of these functions.
- 4.2 The Combined Authority discharges its devolved adult education functions with due regard the DfE Statutory Guidance for Devolved AEB for Combined Authorities (July 2018) ensuring that all underspent AEB is 'recycled' and utilised for adult education.

5. Public Health implications

- 5.1 The recommendations outlined in this report have positive implications for public health. Participation in adult learning improves the health and wellbeing of participants and wider society. Additionally, AEB funds skills training for professionals in the health care sector as well as short courses for adults on managing physical, mental health and wellbeing.

6. Environmental and Climate Change Implications

- 6.1 The recommendations outlined in this report have positive implications for the environment. Environmental Conservation courses and Carbon literacy are some of the courses that are funded by AEB. In addition, training for retrofit occupations (in construction trades) and electric vehicle maintenance and charging are also funded by AEB. Delivery of learning at local settings, potentially reducing travel may reduce carbon emissions.

7. Other Significant Implications

- 7.1 The recommendations outlined in this report have due regard to the Combined Authority's Equalities duties under the Equality Act 2010 in implementing funding policies which seek to widen participation and make learning opportunities more accessible for all citizens including all protected characteristics.

8. Background Papers

- 8.1 [Link to The Get Group website](#)
- 8.2 [Skills Committee Report – AEB Innovation Fund 14 Sept 2020](#)
- 8.3 [Skills Committee Report – ITP Contract Awards 5 Sept 2022](#)

9. Accessibility

- 9.1 An accessible version of the information contained in this report is available on request from democratic.services@cambridgeshirepeterborough.ca.gov.uk



**CAMBRIDGESHIRE
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Agenda Item No: 2.3

Review of Innovation Fund and Proposals for 2022-23

To:	Skills Committee
Meeting Date:	7 November 2022
Public report:	Yes
Lead Member:	Councillor Lucy Nethsingha, Lead Member for Skills
From:	Parminder Singh Garcha, SRO – Adult Education
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	<p>The Skills Committee is recommended to:</p> <ul style="list-style-type: none">a) Note the rapid review of the Adult Education Budget Innovation Fund programme for 2020/21, the current position with the 2021/22 and the next stepsb) Note the Innovation Fund(s) budgets and approve the allocations to the Local Innovation Fund project themes proposed in this report for 2022/23 academic year.
Voting arrangements:	No vote required.

1. Purpose

- 1.1 To share early findings from a rapid desk-top review of the Adult Education Budget (AEB) Innovation Fund projects which were approved in 2020/21 with the Committee. For members to note the projects funded in 2021/22 and the recommendations arising from the review.
- 1.2 To note the Innovation Fund budget(s) and approve the Local Innovation Fund project themes proposed in Table D to this report.

2. Background

- 2.1 The decision to create a new and recurrent AEB Innovation Fund was approved by the Skills Committee at its meeting on 27 April 2020 with the process agreed on 14 September 2020. A separate budget line for the Innovation Fund was created for the 2020/21 financial year. The budget included an additional allocation from the Local Growth Fund of £323,700 to be spent on capital expenditure plus £336,700 to be spent on revenue expenditure (taken from AEB unallocated funds from 2019/20) making a total of £660,400 available for existing AEB funded providers to bid into through a grant funding process.
- 2.2 The stated purpose of the Innovation Fund for 2020/21 was to invest in innovative projects that supported and maximised learning participation, including:
 - Supporting distance learning for disadvantaged learners
 - Creative ways for accessing the internet and short course digital skills training
 - Specific innovation pilots and change programmes that meet the AEB Commissioning Strategy priorities for skills and training, delivering tangible outcomes such as:
 - Different approaches for delivering English for Speakers of Other Languages
 - Addressing sectoral priorities in Cambridgeshire & Peterborough
 - Support for those affected by job displacement and redundancies
- 2.3 Table A sets out the revenue projects that were supported in 2020/21, the grants agreed, and the total claimed. The maximum grant size was £50K but providers could bid for up to four projects each. Nine revenue projects were funded:

TABLE A: Funding Round 2020/21 and Provider		Location	Project Name	Revenue Awarded	Total Claimed / Paid
1	College of West Anglia	Fenland	Enhancing Digital Literacy	£25,160	£13,481.00
1	Inspire Education Group	Peterborough	Peterborough City Skills Hub	£43,250	£38,047.54
1	City College Peterborough	Peterborough	Peterborough City Skills Hub	£38,400	£35,039.00
1	Cambridge Regional College	Cambridge	New Business Start Up Programme	£45,200	£45,148.27
2	College of West Anglia	Fenland	Community ESOL, Pop Up Classroom/Van	£32,652	£24,903.00
2	Inspire Education Group	Peterborough	Response to Redundancy Hub	£23,000	£23,000.00
2	Inspire Education Group	Peterborough	Response to Redundancy Hub	£26,935	£21,848.48
3	Inspire Education Group	Peterborough	Intensive English and Maths	£39,000	£38,974.28
3	Cambridge Regional College	Cambridge	Strengthening Adult Careers Pilot	£35,000	£1,886.51
				£308,597	£242,328.08

2.4 The main areas of capital expenditure were to purchase specialist equipment and small-scale enhancements to facilities. All the providers reported that these enhancements would not have gone ahead without Innovation Fund support and that the investment will continue to be used by learners for many years. TABLE B sets out the capital projects that were approved and the expenditure claimed:

TABLE B: Funding Round And Provider		Location	Project Name	Capital Awarded	Total Claimed / Paid
1	College of West Anglia	Fenland	Enhancing Digital Literacy	£15,150	£14,666.82
1	West Suffolk College	Huntingdon	Construction Training Hub	£50,000	£42,000.00
1	City College Peterborough	Peterborough	Peterborough City Skills Hub	£9,850	£9,913.00
3	West Suffolk College	Huntingdon	Construction Hub Equipment	£50,000	£44,721.20
3	City College Peterborough	Peterborough	Development of specialist HCSWA Lab	£150,000	£95,662.48
1	Inspire Education	Peterborough	Peterborough City Skills Hub	£4,800	£4,800.00
2	Cambridge Regional College	Cambridgeshire	Overcoming Disadvantage Through Digital	£30,300	£30,300.00
3	Inspire Education	Peterborough	Intensive English & Maths pilot	£9,000	£9,000.00
3	West Suffolk College	Fenland	North Cambridgeshire Training Centre	£78,000	£78,000
				£397,100	£329,063.50

2.4.1 Main findings from the desk-top review:

- For a modest allocation of £0.6m there has been a generous investment in facilities, equipment, and capacity building across the main Further Education Colleges and one Institute of Adult Learning (City College Peterborough)
- The simple process for applying for the Innovation Fund and the ability to discuss project ideas prior to submission was welcomed, to ensure success
- Flexibility in delivery was welcomed, particularly as the projects were being delivered during the tail-end of the lockdowns and the partnership approach was supported
- Revenue funding to improve teaching and learning and test different approaches were welcomed, and providers reported that activities would not have been funded
- As payments were made based on evidence of 'actual costs' incurred, not all the awarded funding was claimed, and unspent funding was 'recycled' into 2021/22
- Positive feedback for the Innovation Fund was evidenced by Cambridgeshire Insights during provider and their independent evaluation of 2020/21 AEB
- Local Authority Institutes of Adult Education are usually ineligible for FE Capital funding from DfE – so a larger grant was awarded to City College Peterborough
- Peterborough based providers received the most funding in 2020/21.

2.4.2 Recommendations:

- Process and system improvements for the under-pinning administrative infrastructure for distributing small grants within the Combined Authority are required. Some of this is in-hand with the implementation of a new payments system
- Further independent evaluation of outputs and outcomes are required to assess the value for money, impact and lessons learnt for the programme and to inform continuous improvement of future programmes. This will be included in the tender specification for the Impact Evaluation of the first three-years of devolved AEB
- Given that the DfE is consulting on creating an 'innovation' strand within the new Skills Fund for non-devolved areas, it would be useful for the Combined Authority to share and showcase our approach to demonstrate the impact of devolution
- Further case-studies from the Innovation Fund and dissemination of the findings would help to improve practice across all providers Given that the aim was to test and learn from new approaches, there is a need to cascade the lessons learnt to improve the education and skills system more broadly. This also includes sharing learning from projects that did not meet their intended outputs and outcomes

2.5 The £1m Innovation Fund(s) in 2021/22

The Skills Committee of September 2021 approved the creation of two additional strands within the Innovation Fund, for 1) Provider Capacity Building and 2) Strategic Partnership Development and allocated £250,000 from unallocated AEB from 2020/21 to each fund. This created a fund of £1m available for the Innovation Fund for 2021/22. The purpose of the fund was refined with the following objectives:

- Support the Innovative engagement of atypical learners in disadvantaged areas
- Piloting employer responsive approaches that result in job outcomes
- Environmental sustainability/net zero projects
- Continuation funding for a small number of successful projects from 2020/21, that require an additional year of funding to test.

The specific objectives of the additional funds were:

- **Provider Capacity Building** - The expansion of provision and connectivity within growth and foundational sectors: Construction including Green Skills, Engineering and Manufacturing Technologies, Sciences including Life Sciences, Health and Social Care, Digital and Artificial Intelligence and Agri-tech
- **Strategic Partnerships** - Projects that facilitate and underpin partnership and collaboration across providers in the Combined Authority area - working together to improve the local skills system.

2.6 **TABLES C1 and C2** set out the successful projects that received Innovation funding for 2021/22, which took place across two funding rounds:

Table C1 - Innovation Fund – Round One 2021/22 Approved Projects						
Provider	Project Name	Location	Fund	Revenue	Capital	Total
College of Animal Welfare	Learning Without Limits	Huntingdon	Capacity Building	£64,200	£4,100	£68,300
College of West Anglia	Campus within a Campus	Fenland	Capacity Building	£0.00	£26,400	£26,400
Cambridge Regional College	Electric Vehicle Training	Cambridge	Capacity Building	£37,460	£53,450	£90,910
Inspire Education Group (Peterborough College)	Capacity Building – Construction and Green Technologies	Peterborough	Capacity Building	£93,000	£4,000	£97,000
Inspire Education Group (Peterborough College)	ESOL for All	Peterborough	Innovation Fund	£74,000	£25,000	£99,000
Nacro	Engagement & Progress	Fenland	Innovation Fund	£38,452	£0.00	£38,452
Steadfast Training Ltd	Additional Support for Learners and Employers	Peterborough	Innovation Fund	£51,385	£850	£52,235
West Suffolk College	Fenland Train the Trainer Initiative (FTTI)	Fenland	Strategic Partnerships	£76,309	£20,000	£96,309
West Suffolk College	Fenland Skills Challenge (FSC)	Fenland	Innovation Fund	£73,668	£26,100	£99,768
Totals				£508,474	£159,900	£668,374

TABLE C2 - Innovation Fund – Round Two 2020/21						
Provider	Project outline	Location	Fund	Revenue	Capital	Total
Cambridge Regional College	Welfare Support for Adults	Cambridgeshire	Capacity Building	£23,323		£23,323
Inspire Education Group	Level 3 Demand	Peterborough	Innovation Fund	£50,000		£50,000
New Meaning Foundation	Supported Work Experience	Cambridge	Innovation Fund	£76,032	£13,200	£89,232

Cambridge Regional College	Enhancing Adult Careers Guidance	Cambridgeshire	Innovation fund -cont.	£13,000		£13,000
Cambridge Regional College	Successful Start-ups	Cambridgeshire	Innovation Fund -cont.	£42,500		£42,500
Cambridge Regional College	Overcoming disadvantage through Digital Learning	Cambridgeshire	Innovation Fund – cont.		£15,300	£15,300
Cambridge Regional College	Skills Bootcamp Capacity Building	Cambridge & Hunts	Strategic Partnerships	£79,545		£79,545
Totals				£284,400	£28,500	£312,900

Total approved projects for 2020/21 were **£981,274** out of the £1,000,000 allocation. Providers could bid for more than one project for a maximum of £100K each. Note that NACRO subsequently decided to withdraw from AEB and have returned their grant.

- 2.7 At the time of writing, £636,008 of expenditure has been evidenced and claimed by providers and there is £345,265 left to claim. Some projects have agreed small extensions to their projects so that they can fully complete. Final claims will be processed by the end of the calendar year, for inclusion in the DfE Annual Return at the end of January 2023.
- 2.8 Project evaluations for 2021/22 have been sent to each of the providers listed, to evaluate the impact of the funding, and to understand if the learning, employment and other outcomes each proposed activity had been achieved.
- 2.9 The DfE in their recent Funding and Accountability Consultation have proposed the creation of an Innovation Fund as part of non-devolved AEB. They are seeking examples of best practice to shape the development of the national approach.

2.10 The approach for 2022/23 - Local Innovation Fund

For the 2022/23 academic year, it is proposed to consolidate the programme to allow deeper findings from the Independent Impact Evaluation to be considered, when they report in March 2023.

In the MTFP for the **remaining 2022/23** financial year, it is **estimated** there will be c£501K of funding remaining once all final claims are received from extended projects. The recurrent allocation of £500,000 will also be made for 2023/24 financial year, resulting in a budget of £1.01m spanning the academic year. It is proposed to consolidate the three funding lines into one new 'Local Innovation Fund' line.

It is not proposed to have an 'open call' for projects this year, but to invest in the following strategic themes that will build overall system improvements in full support of the CPCA's Employment and Skills Strategy.

TABLE D Skills Strategy Themes	Local Innovation Fund Project Themes	Delivery	Proposed Allocation
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1	Life wide Learning and training	Pilot a different approach to Local Third Sector Commissioning	To be appointed as per Third Sector Report	£300,000
2	Pre-work learning and formal education and Life-wide learning and training	Enhancing Equity, Diversity, and Inclusion across the Skills System	Lead provider to be appointed to lead and co-ordinate capacity building and embed best practice to improve EDI across all providers	£50,000
3	Pre-work learning and formal education and Lifelong and Life wide Learning	Enhancing Environmental Sustainability, Carbon Literacy and Education for Sustainable Development across Skills providers	Continuation revenue funding to extend Strategic Development Fund project. Lead provider to be appointed to lead and co-ordinate capacity building, curriculum development and embed best practice across all providers in the region.	£50,000
4	Support into and between work	ESOL Local Planning Partnerships Capacity building and development of the Single Point of Contact	£10,000 allocated for each partnership and £50,000 for development of the ESOL Single Point of Contact	£70,000
5	Life-wide learning and training	Development of an Essential Skills Route Map (Adult Literacy, Numeracy, Digital and Work Readiness)	Review our approach to improving our Essential Skills offer and co-producing a Route Map, embedding national best-practice	£25,000
6	All themes	Festival of Learning and Lifelong Learning Learner Awards	Appoint a partner to arrange a high-profile and bespoke promotional campaign as part of the Festival of Learning and Awards for our sub-region, which aims to celebrate the best in adult learning and skills to inspire more adults to learn, retrain and upskill in the sub-region	£45,000
7	Life-wide learning and training	Wisbech Community-Led Local Development Programme (WCLLD)	Match-funding for Cambridgeshire ACRE to extend their ESF project in Wisbech to outreach to residents to access jobs and skills	£55,000*
8	All themes	Skills Strategy Delivery	Individual projects and interventions to be determined working together with providers and the wider skills system to deliver outcomes in the strategy	£406,000*
TOTAL (spanning 2022/23 and 2023/34 financial years)				£1,001,000**

- 2.11 Skills Committee are requested to approve the above proposals and further details of specific deliverables will be provided once agreed with the providers. Note: *This project has been approved through Officer Delegation Notice (ODN) process due to the urgency of securing ESF match-funding. ** Subject to final reconciliation.
- 2.12 As AEB is a ringfenced budget, any underspends will be 'recycled' into the AEB Reserve Fund, for future allocation or carried forward into the Local Innovation Fund.

Significant Implications

3. Financial Implications

- 3.1 The Combined Authority received its Section 31 Grant Determination Letter for Devolution of the Adult Education Budget for the Financial Year 2022-23: No. 31/6040 (DfE Grant Reference: AEBDEVO-22-23) on 24 March 2022, which confirmed the 2022/23 financial year budget for 2022/23 of £11,973,20 and academic year budget of £11,977,722.
- 3.2 At the Skills Committee of 14 September 2020, the Innovation Fund was created as a recurrent annual budget of £500,000 and this is reflected in the MTFP of 2022/23 and 2023/24.
- 3.3 As of 31 August 2022, there is an allocation of remaining funds in the budget for 2022/23 financial year as follows:
- £196,000 in Innovation Fund: Strategic Partnership Development
 - £156,000 in Innovation Fund: Capacity Building
 - £500,000 in the main Innovation Fund
- A total of £852,200. However, as noted in 2.7 above, there are invoices still being processed and this is estimated to leave a balance of £501,000. At the time of the Skills Committee, actual final figures may be available.

4. Legal Implications

- 4.1 Under orders made from the Local Democracy, Economic Development and Construction Act 2009, adult education functions from the Apprenticeships, Skills, Children and Learning Act 2009 were transferred from the Secretary of State for Education to Cambridgeshire and Peterborough Combined Authority from August 2019 as part of the Devolution Agreement. The recommendations within this report support the discharging of these functions.
- 4.2 The Combined Authority discharges its devolved adult education functions with due regard the DfE Statutory Guidance for Devolved AEB for Combined Authorities (July 2018) ensuring that all underspent AEB as a ringfenced budget is 'recycled' and utilised for adult education.

5. Public Health implications

- 5.1 The recommendations outlined in this report have positive implications for public health. Participation in adult learning improves the health and wellbeing of participants and wider society. Additionally, AEB funds skills training for professionals in the health care sector as well as short courses for adults on managing physical, mental health and wellbeing.
- 5.2 Do not delete this section. You should specify whether the report recommendations have positive, neutral or negative implications for public health.

6. Environmental and Climate Change Implications

- 6.1 The recommendations outlined in this report have positive implications for the environment. Environmental Conservation courses and Carbon literacy are some of the courses that are funded by AEB. In addition, training for retrofit occupations (in construction trades) and electric vehicle maintenance and charging are also funded by AEB. Delivery of learning at local settings, potentially reducing travel may reduce carbon emissions. The provision of a sustainability co-ordinator across all providers within the Mayoralty will help to improve the environmental impact of providers commissioned by the Combined Authority.

7. Other Significant Implications

- 7.1 The recommendations outlined in this report have due regard to the Combined Authority's Equalities duties under the Equality Act 2010 in implementing funding policies which seek to widen participation and make learning opportunities more accessible for all citizens including all protected characteristics. The provision of an Equity, Diversity and Inclusion co-ordinator across the Mayoralty will help to strengthen EDI practice across all providers.

8. Appendices

- 8.1 None

9. Background Papers

- 9.1 [Skills Committee Report – AEB Innovation Fund 14 Sept 2020](#)
- 9.2 [Skills Committee Report – AEB Reserve and Innovation Fund Sept 2021](#)

10. Accessibility

- 10.1 An accessible version of the information contained in this report can be obtained on request from democratic.servces@cambridgeshirepeterborough-ca.gov.uk



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Agenda Item No: 2.4

Health and Care Sector Work Academy

To:	Skills Committee
Meeting Date:	7 November 2022
Public report:	Yes
Lead Member:	Councillor Lucy Nethsingha, Chair of the Skills Committee
From:	Pat Carrington, Executive Principal - City College Peterborough
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	The Skills Committee is recommended to: a) note and scrutinise the contents of the report which gives progress to date of the Health and Care Sector Work Academy b) note the predicted performance for the remainder of the project
Voting arrangements:	No vote required

1. Purpose

1.1 This report is being presented to the Skills Committee to note the progress and performance of the Health and Care Sector Work Academy to date. This report will further give a performance prediction for the remainder of the project including any mitigation that is being undertaken.

2. Background

2.1 The Health and Care Sector Work Academy (HCSWA) is the DWP innovation pilot being delivered across Cambridgeshire and Peterborough designed to improve people's earnings that are on Universal Credit whilst also serving to help address the skills deficit within the health and care sector.

2.2 The programme is now approaching the final four months of direct delivery which then moves into a period of closedown and academic external evaluation that is expected to be undertaken in the following six month window.

2.3 This project was designed to be delivered by City College Peterborough (CCP) as the lead partner with other providers also delivering. Pre-Covid subcontracts were given to other FE providers delivering within the CPCA area. Unfortunately during this time none of the subcontractors were able to deliver against this project. Post Covid CCP continued to kickstart the delivery and sought other providers to sub-contract to.

2.4 Post-Covid five subcontractors were successful in completing the procurement process and contracts for their delivery were issued in July 2022 (with the exception of Skills Network who requested an October contract). Due to the contracts starting during the summer recess the providers have only now been able to recruit learners to undertake this programme. This is a slower start than anticipated however there is a pipeline starting to materialise. As a result of the slow start we have revised the contracts, with the providers agreement, to be more realistic in their delivery. With this in mind, working with the CPCA, further subcontracts have been identified and discussions are underway to agree a delivery profile with them. Table 1 below shows performance of CCP to date, table 2 shows the performance of the subcontractors to date and table 3 shows the targets and shortfall that is being used to identify numbers required for the potential new subcontractors.

Target	Actual	Pipeline	Total
1220	1091	81	1172

Table 1: City College Peterborough performance to date

Provider	Start Date	Original Target	Revised Target	Actual	Pipeline	Notes
SPS	July 2022	90	45	19	4	
Qube	July 2022	330	0	1	0	Withdrawn as unable to attract learners
Learning Curve	July 2022	426	160	9	85	Eligibility still being established for pipeline
Careshield	July 2022	215	101	0	1	
Skills Network	Oct 2022	195	170	0	20	
Total		1256	476	29	110	

Table 2: Subcontractors performance to date

Delivered by	Target	Notes
CCP	1220	Potential capacity to increase on this delivery
Current subcontractors	476	This includes pipeline figures and therefore there is a risk associated to this figure as to date delivery numbers are light
Shortfall	404	Four further subcontractors have been identified to deliver on this shortfall

Table 3: Overall targets

2.5 As the project nears completion there is a significant risk of underperformance and therefore reduced funding. In order to mitigate against this risk we have undertaken a number of initiatives:

- a) reduced subcontractor contracts to a more realistic delivery numbers.
- b) identified four further potential subcontractors who we are currently in negotiation with the Combined Authority.
- c) planned a provider workshop to assist in removing barriers to recruitment and to support their delivery.
- d) developed further marketing to ensure greater accessibility.

It is worth noting that recent statistics from *Skills for Care* show the number of jobs needing to be filled nationally has risen by 52 per cent in a year to about 165,000, which is the highest number on record. Recent news reports state people are leaving care due to low pay rates. These statistics go to further evidence the need for skilled individuals to move into this sector but the news reports could go some way to explaining why recruitment to the programme has struggled post covid.

Significant Implications

3. Financial Implications

3.1 The total maximum value for this project is £5.2m. Table 4 below shows the forecast maximum costs for the remainder of the project with table 5 showing expenditure to the end of July 2022 with the 2022/23 spend. As you can see, if we deliver to the profile covered above with all providers delivering on all aspects of the contract, we will draw down just short of the total contract value.

However, as all contracts include maths, English and ESOL alongside the vocational delivery, Information, Advice and Guidance and Mentoring we are unable to determine what each learner will need until they have been recruited. Therefore, it is not possible to be more accurate on the spend that will be needed but it is highly likely that not all learners will need all the aspects of the training. This means that the drawdown will be less than the forecast.

Area of cost	Maximum forecast cost
City College Peterborough Delivery	£399,170
Subcontracted Delivery	£1,774,257
Management Overheads	£150,326
Evaluation	£60,000
Total	£2,383,753.00

Table 4: Forecast Expenditure for 2022/23 Academic Year

Project Spend	£
Expenditure Up Until 31 July 2022	2,767,812
Forecast Expenditure 2022/23	2,383,753
	5,151,565

Table 5: Forecast Maximum Project Spend

4. Legal Implications

4.1 There are no legal implications in relation to this report.

5. Public Health Implications

5.1 There are no public health implications in relation to this report.

6. Environmental and Climate Change Implications

6.1 There are no environmental and climate change implications in relation to this report.

7. Other Significant Implications

7.1 There are no other significant implications in relation to this report.

8. Background Papers

8.1 None



**CAMBRIDGESHIRE
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Agenda Item No: 2.5

Growth Works Performance Review

To:	Skills Committee
Meeting Date:	7 November 2022
Public report:	Yes
Lead Member:	Councillor Lucy Nethsingha, Lead Member for Skills and Chair of the Skills Committee
From:	Steve Clarke, Interim Associate Director Business
Key decision:	No
Recommendations:	<p>The Skills Committee is asked to:</p> <ul style="list-style-type: none">a) Note the Growth Works Programme performance data for Q7 (01 July to 30 September 2022).b) Note the outcomes and findings of the recent Programme review.c) Recommend the Combined Authority approves the implementation of proposed six recommendations from the Programme review as outlined in section 8 of this report.
Voting arrangements:	<p>Recommendations a) and b) no vote required Recommendation c) a simple majority of those present and voting.</p>

1. Purpose

- 1.1 To note the Programme performance data for Quarter 7 (Yr2) covering the period July to September 2022.
- 1.2 To note the findings of the Programme review on overall performance to date, as undertaken by Gateley Economic Growth Service (GEG) and its private sector partners as directed by the Cambridgeshire & Peterborough Combined Authority (CPCA).
- 1.3 To consider the suggested recommendations proposed from the Programme review and to seek consensus from members on their implementation to address performance concerns and to sustain successful delivery of the Growth Works Programme.

2. Growth Works Programme – Performance Summary for Q7

- 2.1 Growth Works is a CPCA programme which is designed to support high growth / growing / scale up businesses and is managed by the Cambridgeshire and Peterborough Business Growth Company Limited (Growth Co) which is a subsidiary of the CPCA. Growth Co manages the Growth Works contract on behalf of the CPCA and the contract is led by GEG.
- 2.2 The Growth Works Programme Performance Report for Quarter 7 (Yr2) is attached as Appendix 1 to this report and provides detailed analysis for each service line within the programme. The table below sets out a summary of performance outcomes for jobs and apprenticeships at programme level:

Service Line	Total Programme Target	Year 2 Target	Year 2 Actual (01-Jan to 30-Sep)	Programme Actual (15-Feb-2021 to 30-Sep-2022)
Coaching	3,223	1,454	934	1,073
Inward Investment	808	263	304	627
Skills: Apprenticeships	1,400	449	200	266
Grants & Equity	1,455	474	245	684
Totals	6,886	2,640	1,683	2,650

- 2.3 While the overall outturn against job forecasts remains ahead of the curve, with jobs committed being 15.8% ahead by Q7. There are however challenges that need addressing, particularly in the volume heavy service lines for Growth Coaching and Skills:
 - Macro-economic environment and market conditions are impacting the ability of volume heavy services to deliver the current required outcomes.
 - Performance improvement plans have not delivered the intended upturn in results the services had forecast.
 - Ongoing engagement with BEIS over the Growth Hub year-3 funding.

- 2.4 Customer satisfaction is measured on a quarterly basis using an independent survey company undertaking Net Promoter Score (NPS) surveying which is a widely accepted approach to gauging client and/or customer levels of satisfaction. The NPS is calculated by subtracting the number of detractors from the number of promoters. It can be expressed as a whole number or a percentage and range from +/-100. A positive NPS (above 0) is considered “good” an NPS of 50-69 is considered “excellent,” and anything 70 and above is considered “world-class.”
- 2.5 The Growth Works Net Promoter Score (NPS) for the Quarter 7 survey was 62% and is classed as ‘excellent’. Although it falls short of the 78% ‘world-class’ result of Quarter 6. It is comparable with Q4’s NPS of 68% and is still above Q5’s 56% NPS. With Growth Works contractors inviting more companies than in previous quarters to participate in the survey, there were 29 responses out of 124 companies which gives a 23% Quarter 7 survey response rate. Response rates for the earlier quarters were Quarter 6: 53%, Quarter 5: 50% and Quarter 4: 44. There were 21 promoters surveyed scoring 9 or 10 out of 10 which is a good achievement. A copy of the NPS Survey is attached as [Appendix 2](#) to this report.
- 2.6 Furthermore, data led views and projections of performance concludes that continuing to deliver the service as currently structured will not create the desired level of outcomes CPCA hoped for when designing the Business Growth Service (Growth Works Programme). A full breakdown of performance by service line is attached as [Appendix 3](#) to this report.

3. Service Line Performance & Impact

Skills Service Update

- 3.1 At the end of Q7, the Skills Service has not reported the performance level expected. Growth Works with Skills (GWwS) are behind target with all of the leading indicators.
- 3.2 The current preferred Key Account Management (KAM) approach in this service line has so far not yielded the hoped-for results in these metrics. A different approach is now being taken, A broad engagement campaign targeting 32,000+ business decision makers (honed to district areas and by sector) has been undertaken. In addition, the GWwS have started building relationships with economic Development teams in all local authorities and are engaging with the local colleges. This engagement has been too slow. Critical to the success of the skills offer is the service playing an active role in the skills system across Cambridgeshire & Peterborough.
- 3.3 Feedback from the market is that access to talent and the right skills is a leading barrier to growth identified by many businesses within the CPCA area, and insight from the programme confirms this. The performance of Growth Works with Skills is juxtaposed with what the market is telling us highlighting the need to reinvigorate the skills offer through a change of approach to the delivery of this service line.

Growth Coaching Service Update

- 3.4 At the end of Q7, the Growth Coaching Service had created 1,073 jobs, against an expected target of 1,189, but the trend line is currently downwards. Our prediction is that if Growth Works continue to deliver the Coaching Service as constituted, it will deliver 1,890-

1,900 jobs, c.59% of the 3,223 total jobs required at contract end. Taking the last six months figures – April 88; May 60; June 54.5; July 20.5; August 168; September 160 – if it were not for above trend numbers in August and September, then our prediction would be lower.

- 3.5 Equally, performance in the leading indicators (and trend in the performance) does not give us confidence that Coaching will deliver the jobs outcome, underpinning the prediction above. We predict that companies starting a Coaching Journey will finish the contract at c.78% (775-785) of the 1,005 contract target. Likewise, by contract end, companies completing a Coaching Journey will be c.38% (375-385) of the 1,005 contract target.
- 3.6 Feedback from the market is that businesses do not want to buy coaching support currently as it is not a priority for most businesses. This is reflected in the Growth Coaching service performance trends.

Inward Investment Service Update

- 3.7 Despite the challenges the high-volume service lines have experienced in the current economic climate, the inward investment service line continues to substantially over-deliver on all metrics. At the end of Q7, 627 jobs have been created against an expected target of 261. It has built a pipeline of over 200 growing international companies and our prediction is that if Growth Works continue to deliver inward investment as constituted, it will deliver 1,100-1,110 jobs, c.137% of the revised 808 total at contract end. Taking the last six months figures, jobs confirmed between April and September are 286 which reflect the quality of the investments secured for CPCA.
- 3.8 Equally, performance in the leading indicators gives us confidence that inward investment will deliver substantially above the job outcomes, which supports our prediction. We also predict that 450-470 companies (against a 160 target) will be serviced in the pipeline and the required 40 project successes will be delivered by contract end.
- 3.9 According to the International Monetary Fund (IMF), Foreign Direct Investment (FDI) tends to be resilient during an economic crisis and allows the transfer of technology and capital input that is unable to be achieved through trade in goods and services. Inward FDI can enhance growth and innovation, create quality jobs, develop human capital, raise living standards and improve environmental sustainability (OECD 2021). The resilience of FDI in the current environment can be seen with the pipeline and delivery to date of the service.

Grants & Equity Service Update

- 3.10 At the end of Q7, the Grants & Equity Service had created 684 jobs, against an expected target of 706. Our prediction is that if Growth Works continue to deliver these services as constituted, they will deliver 1,010-1,015 jobs, c.69% of the 1,455 total at contract end. The prediction is tempered by the dwindling SME CapEx Grants pot and the hiatus in the Equity Service line not starting during the first year of the programme. The Equity Service was redeployed, in late September 2022, via a Change Control Note (CCN) that transferred it from the initial sub-contractor directly to GEG.
- 3.11 Performance in the leading indicator (and trend data) leads us to predict that 77-82 SME CapEx Grant awards will be offered by contract end, c.143% of the 56 target. Enabled through the CCN, the new Equity Service has a defined metric to achieve by contract end that GEG are confident of achieving.

3.12 Feedback from the market and economic conditions demonstrates that preserving cash is a priority for businesses across the CPCA region. Insight from the programme proves the success of an access to capital offer that is not available commercially. Growth Works will continue to provide access to capital through the Equity Service. An equity-led offer will address market failures without draining business cashflow in the way commercial loans do.

7. Growth Works Programme Review

7.1 The purpose of the review is to provide members of the Cambridgeshire & Peterborough Business Growth Company, and the wider Combined Authority, with a detailed review of the Growth Works Programme to date. This review was prompted by concerns around leading indicators, the impact of wider macro economic aspects, and feedback from businesses. It forms a good reflection point against which to align with other reviews taking place within CPCA.

7.2 In line with the best principles of good governance, the review considered and evaluated several key elements including:

- The evaluation of the material changes in the macro and micro economic environments since programme inception and mobilisation.
- The evaluation of the performance of each service line since contract start, as well as the past six months when we expected a significant ramp up, and an objective data-driven review of each sub contractor's demonstrable ability to deliver against the existing and proposed outcomes.
- Re-evaluation of the original programme objectives and hypotheses against today's macro-economic environment to consider if any adjustments are required to maximise the benefits of Growth Works for workers, learners and business leaders across the third and final year of the programme.

7.3 Despite the programme being ahead of where it expected to be at this stage, September 2022, for overall jobs created metric there have been concerns expressed by the prime contractor, members of the Growth Co Board, Senior Responsible Officers (SROs) and Sub-Contractor Service Line Leads about the impacts of the macro-economic environment we are currently facing and the consequence this would have on the programme in the final months of year two and year three.

7.4 In the Monthly Contractual Report for September (end of Q7), whilst we see strong performance in Inward Investment and SME Capex Grants, we are also seeing declining performance across Growth Coaching and Skills. However, the trend we are seeing in performance does not lend itself to assuring stakeholders that these service lines can deliver the outcomes to which they are contracted. All service lines were required to deliver a significant increase in performance to meet the required sharp upturn in outputs during Q6 to Q8. To date, data from the Growth Coaching and Skills Service Line demonstrates this has not materialised.

7.5 Strong performance in the first 12 months of the contract created a surplus in most leading indicators, which has been eroded to the point of deficit across key metrics, particularly within the Growth Coaching and Skills Service Lines (including European Regional Development Fund (ERDF) and ESF metrics). Since our strong delivery in the first 12 months of the programme, market forces and economic uncertainty are now impacting the

desire of firms to expand and create jobs, over preserving cash reserves.

- 7.6 Furthermore, the Sub Contractor delivering the Growth Coaching service line set out in a draft Project Change Request (PCR) to DLUHC that “applicants did not favour coaching” but “require support for projects that more directly drive business growth”. Further insight gained on challenges being faced by business demonstrates that the need to “find the right new people” and the need for “growth finance” are the leading challenges identified.
- 7.7 The national macro-economic environment has seen significant changes recently and high inflation means the real cost of doing business has taken a severe upturn in recent months, rising to 2.1% from 0.8% in February 2021. In July 2022, inflation peaked at 10.1%, and currently sits at 9.9%.
- 7.8 In addition, bottlenecks in supply chains, which never recovered fully from the Covid-19 pandemic, and soaring energy prices are driving the abnormal inflation rates the UK is facing and will remain the top concerns for businesses. This coupled with the recent interest rate rises, has tightened business budgets further, increasing costs on debt and office space. Business leaders and consumers alike will feel their budgets increasingly squeezed and as the UK moves towards an economic slowdown companies will move away from non-essential costs to sustain operations.
- 7.9 The weakening of the pound will only exacerbate the current issues the country face as prices of imports grow, so too will business costs, tightening budgets further. Despite this, a favourable exchange rate does create an attractive environment for inward investors looking to expand internationally and move capital across borders, with evidence of this beginning to be seen in the make-up of the Inward Investment Service pipeline.
- 7.10 These domestic challenges and economic conditions are similarly reflected across the CPCA region. Most businesses in the region forecast a rise in capital expenditure. This creates a fertile environment for demand for CapEx and equity investment (both domestic and international). This allows the CPCA to be the catalyst for capital investment and growth despite uncertainty.
- 7.11 In summary, the impact of inflationary pressures, incomplete Covid-19 recovery (and the detrimental impact on supply chains of the pandemic), the war in Ukraine raising the costs of inputs such as fuel and other related costs, interest rate and wage rises, have all contributed to businesses struggling with controlling costs in the face of increasing uncertainty. Businesses are focused on cash retention and cost control. This will create a material shift in the needs and focus of businesses across the CPCA region, affecting their expansion, investment and resultant resource requirements. It is incumbent on GEG, as prime contractor, to ensure that the objectives and approach of the Growth Works Programme is best aligned to the significant challenges being faced by local businesses.

8. Growth Works Programme - Change Recommendations

- 8.1 Based on the evidence set out in this paper and the forecast contractual outcomes, modelled on performance trends, there are five proposed recommendations to ensure Growth Works’ offering is realigned to current market conditions and reflects insight gained from businesses.
- 8.2 The central tenet in our recommendations is the realignment of outcome targets based on

market conditions and the reallocation of programme funds to services that are proven to deliver. The six recommendations are as follows:

- Increasing the jobs to be created from the £3,000,000 ERDF-funded grant programme from 400 to 1,240 building on performance to date and leveraging the ongoing PCR.
- The Growth Coaching Service would be reduced to ensure it can still service existing clients delivering an additional 707 jobs on top of the 710 (ex-ERDF) created to date. The revised total target of the Growth Coaching Service is 1,417 (ex-ERDF). This reduction in service reflects the lack of market demand while ensuring continuity for existing clients.
- Reallocating £500,000 of the contracted Funding and in parallel 454 jobs output target from the Growth Coaching service line to the Inward Investment service line, to give a new total of 1,262 across the contract attributed to Inward Investment.
- An overall reduction of 10% in the jobs created target due to the impacts of external macro-economic factors and their impacts on the UK economy. The new jobs created target for Growth Works would be 4,937 compared to an initial target of 5,486.
- Growth Works with Skills have not been able to put into delivery their operating and service model which tried to change the design and approach to a skills brokerage model. GWwS must change both their strategic and operational approach at pace to reverse the downward performance trajectory. Engagement, visibility and credibility in the Combined Authority must increase significantly. have been pursuing a Key Account Management model throughout the programme to-date and while this has had some impact, performance data shows it lacks the immediacy and sustained business engagement required to deliver the volume of outputs required within the duration of this contract. We recommend the service pivot from focusing on longer term culture change to medium term deliverables to deliver the required learning outcomes, apprenticeship starts and ESF Key Performance Indicators (KPI's), this will require both strategic and operational changes at pace in this service line.
- Insight from business engaged by Growth Works is that the struggle they face filling vacancies has intensified over the past two years. This is supported by the region's unemployment rate (3.4%) being lower than the national rate and has resulted in the number of unemployed people per job vacancy across the region falling to 1 (the lowest since records began in 2001). The review suggests for better and more realistic alignment of Growth Works for Skills with the emergent needs of businesses on patch.

- 8.3 A summary of the overall impact on the job outcomes for year three of the programme is attached as [Appendix 4](#) to this report.
- 8.4 Taking immediate action will ensure Growth Works will successfully deliver its outcomes during the current economic climate and will remain aligned to the priorities of the Combined Authority and the businesses in the region. If these recommendations are accepted, the programme will be able to deliver the required 4,937 jobs over the remainder of the contract.
- 8.5 The most significant reallocation of funds is from Growth Coaching to Inward Investment Service. This proposal is centered not only on the pipeline and performance of the Inward

Investment Service, which has a proven ability to create jobs and weather volatile market conditions, but also on seizing opportunities presented by a weakened pound.

- 8.6 Furthermore, foreign firms are more responsive to business environment fluctuations given they tend to be diverse businesses already successful in their home market, and they tend to be substantial, lasting investments delivering the desired Gross Value Added (GVA) growth and economic resilience.
- 8.7 These recommendations are further enhanced by the limited market demand for the Growth Coaching Service as currently operating, and the proposal to increase the required outputs from the ERDF pot is in response to the initial hypothesis about firms using ERDF nudge grants to complete Growth Coaching journeys having been disproven by virtue of the sub-contractor's Project Change Request (PCR). The PCR request being for nudge grants to be used beyond coaching for any revenue generating activities and CapEx in support of business.
- 8.8 In conclusion, these recommendations have been produced to reflect the ability of each sub-contractor to deliver, within existing resources and using current budgets to ensure the strongest possible performance in the third and final year of the programme. They also look to build on our proven strengths and the evident needs of businesses while mitigating current performance risks and challenges.

Significant Implications

9. Financial Implications

- 9.1 There are no direct financial implications in the progress report as the recommended changes to the Programme are within approved budget levels.

10. Legal Implications

- 10.1 The suggested recommendations are to be proposed to the Combined Authority Board by the Skills Committee and being presented to the Business Board for note. The Growth Co Directors have approved all six recommendations from the Programme Review being proposed in this paper and after the Combined Authority Board provides its approval a Contract Change Notice (CCN) will be signed between Growth Co and the Growth Works contractor to action contractual changes.

Any changes to the existing Grant Funding Agreements for ESF and ERDF between Combined Authority and the Funding bodies (DLUHC and DWP) would be subject to approval of the proposed Project Change Requests to those funding bodies.

11. Public Health implications

- 11.1 No public health implications.

12. Environmental and Climate Change Implications

- 12.1 No environmental or climate change implications.

13. Other Significant Implications

13.1 None.

14. Appendices

14.1 Appendix 1 – Growth Works Programme Performance Report for Quarter 7.

14.2 Appendix 2 – Growth Works Net Promoter Score (NPS) for Quarter 7 Survey.

14.3 Appendix 3 - Growth Works Programme – Breakdown of Performance by Service Line.

14.4 Appendix 4 – Growth Works Programme – Summary of Review Recommendations.

15. Background Papers

15.1 None.

Appendix 1 - CPCA Growth Works Programme Performance Report

Quarter 7 (Yr2) Reporting Period
(1st July to 30th September 2022)



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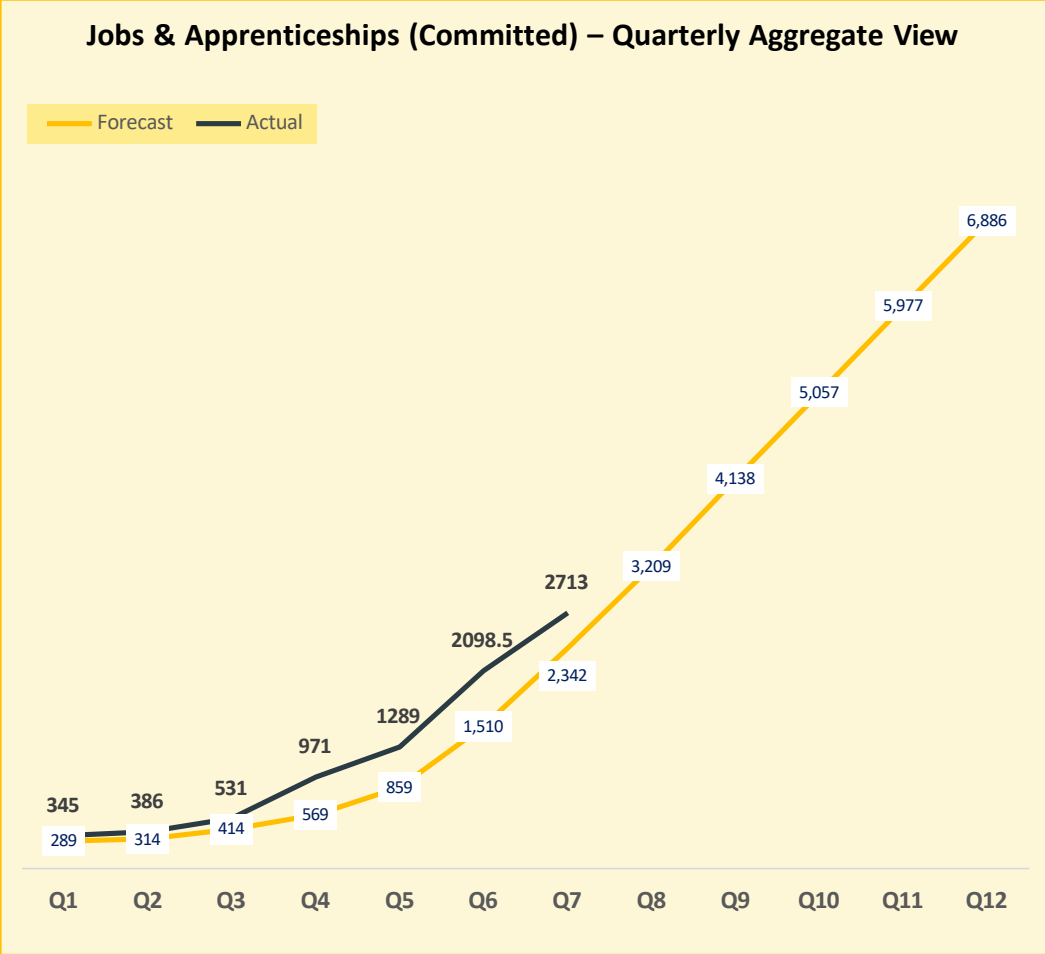
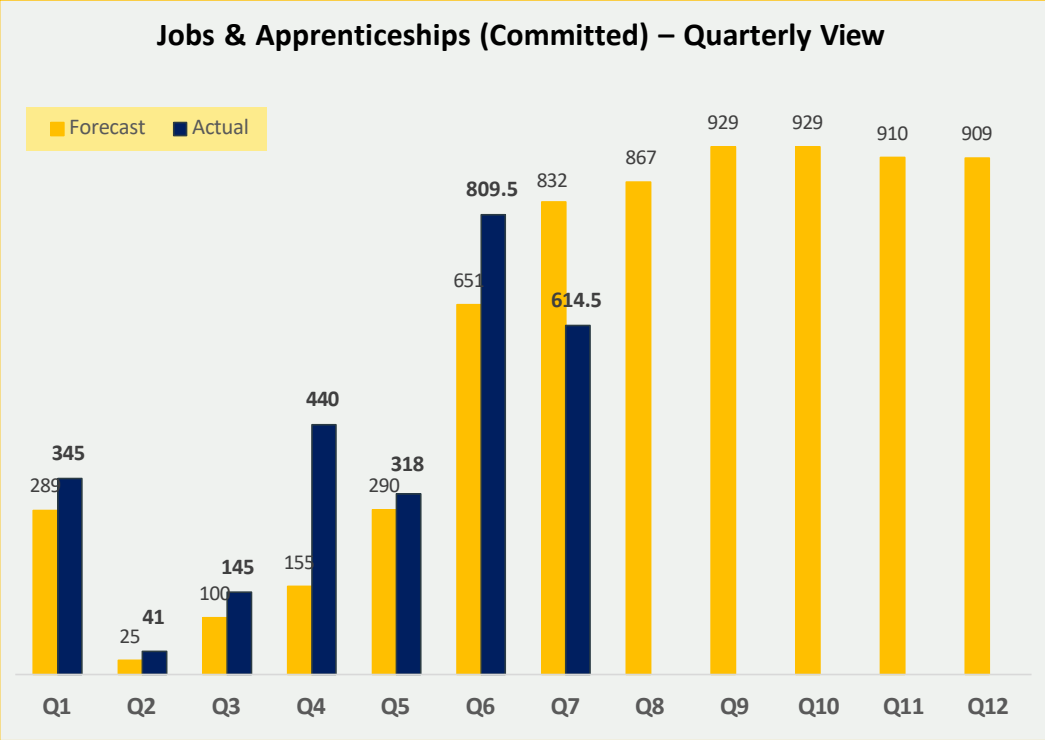
GLOSSARY

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 31st March 2022.
 As per the qualification note explaining the position with the 32 companies awarded a CapEx Grant on 31st March 2021, we have recalibrated the Q4 data on jobs to reflect the fact that the Grants Jobs (committed) total for Year one is reset at 439 from 497 to account for the 58 jobs that companies will not generate. 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
Total	569	2,640	3,677	6,886	967	(+210) 1,683	2,650

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.

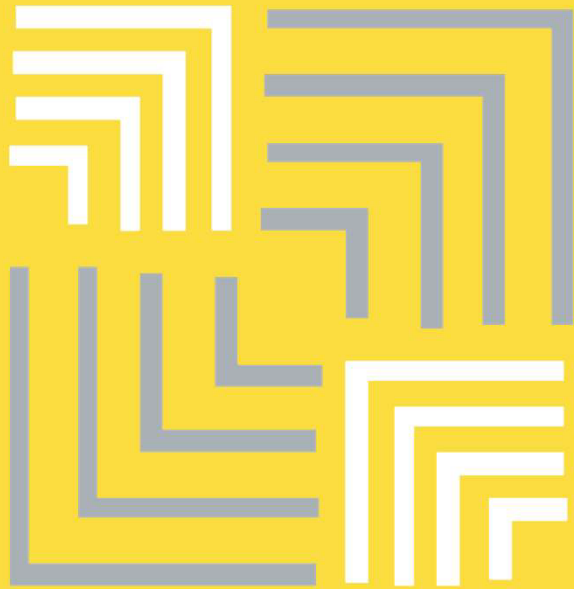
NOTE: Measuring Jobs Forecast/Committed, Jobs Created/Evidenced, and Apprenticeships.

On 6th June 2022, at Growth Co request Growth Works submitted for review and discussion a point of view paper with a suggested way forward to report how the programme measures jobs forecast/committed, jobs created/evidenced, and apprenticeships above an agreed baseline. 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 30th 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% / 12¼%	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

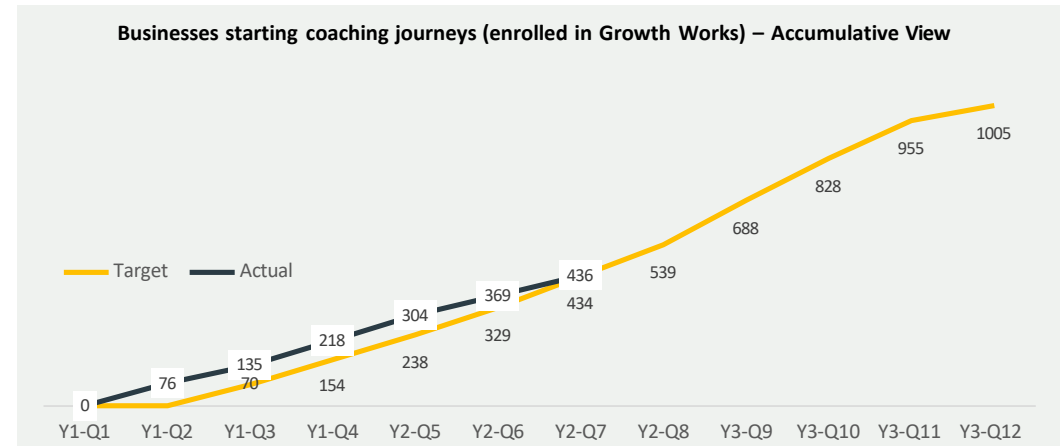
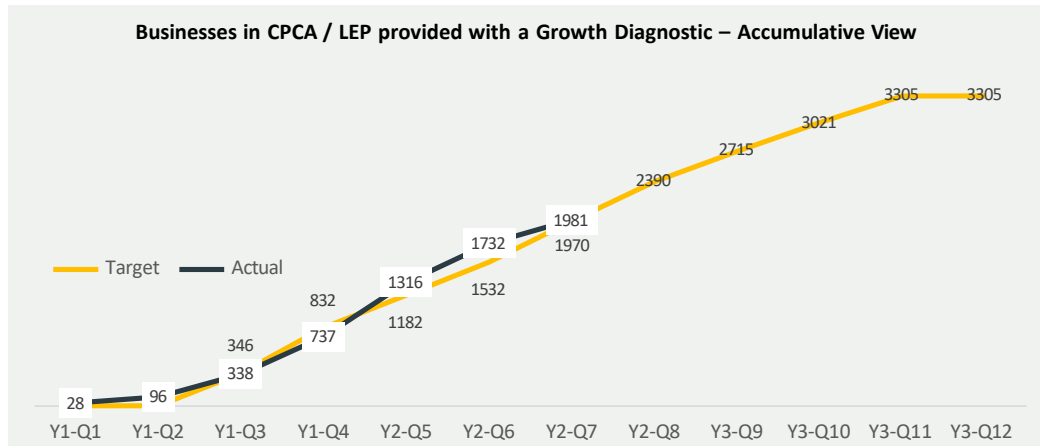
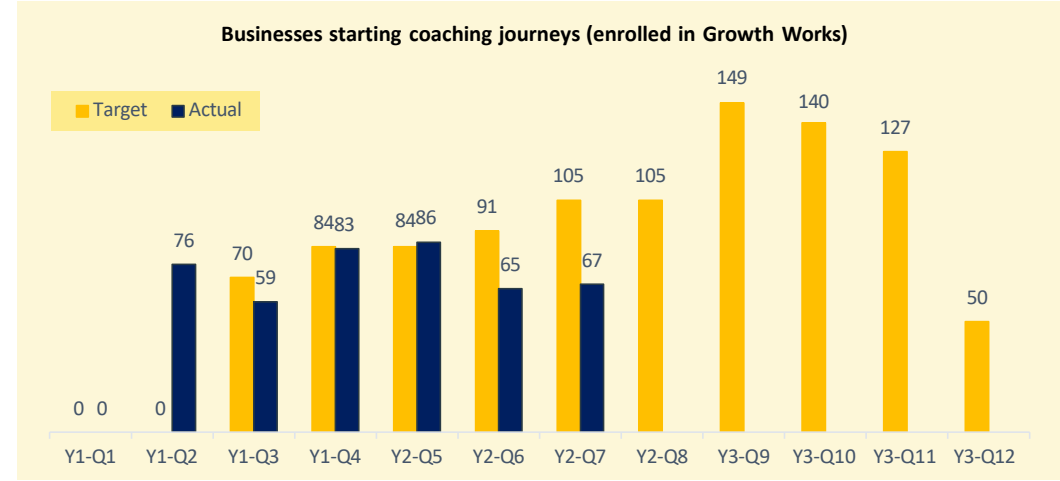
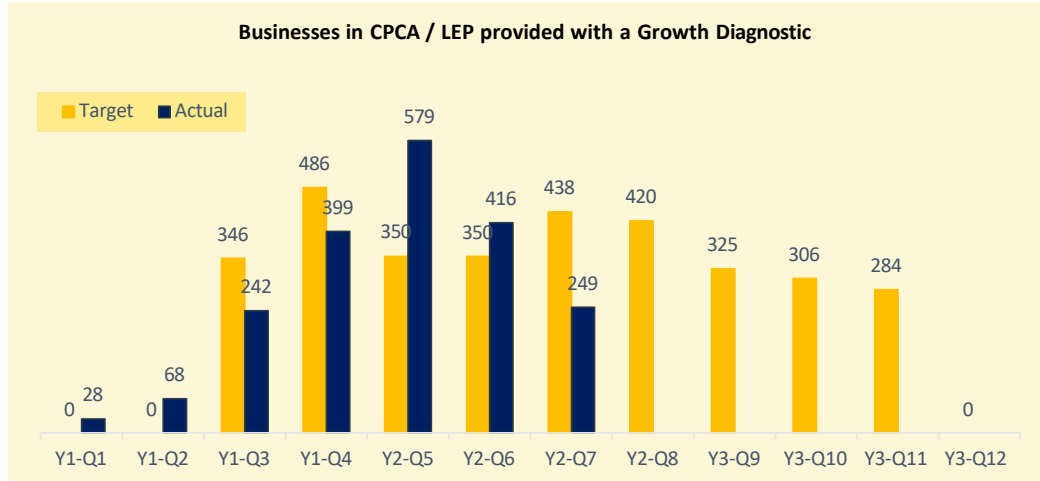
- Qualitative and delayed measurements (*in italics*) are reported separately with GVA recorded with relevant National Government department formulas provided at calendar year end.
- Jobs details are provided as a separate Microsoft Excel attachment to the month end report, as a data download from HubSpot, 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 16th 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 17th December.

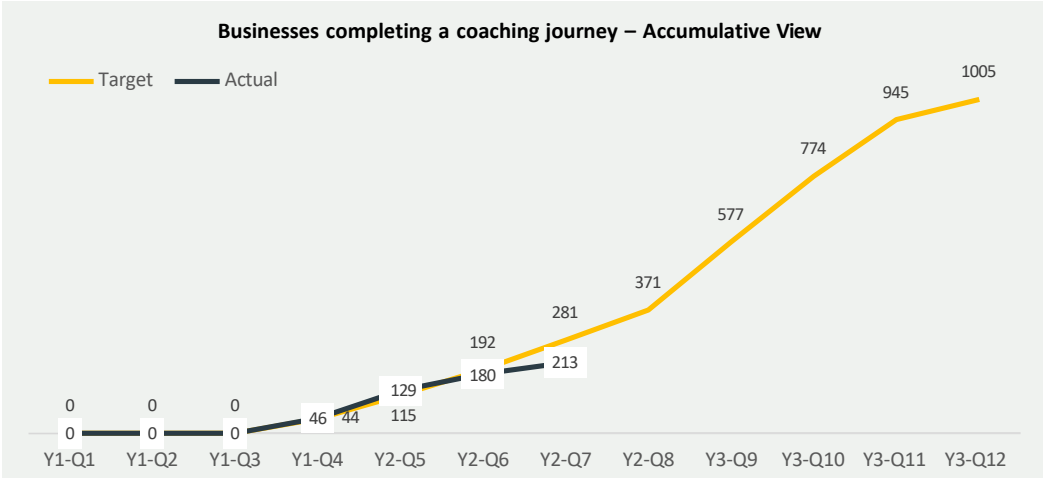
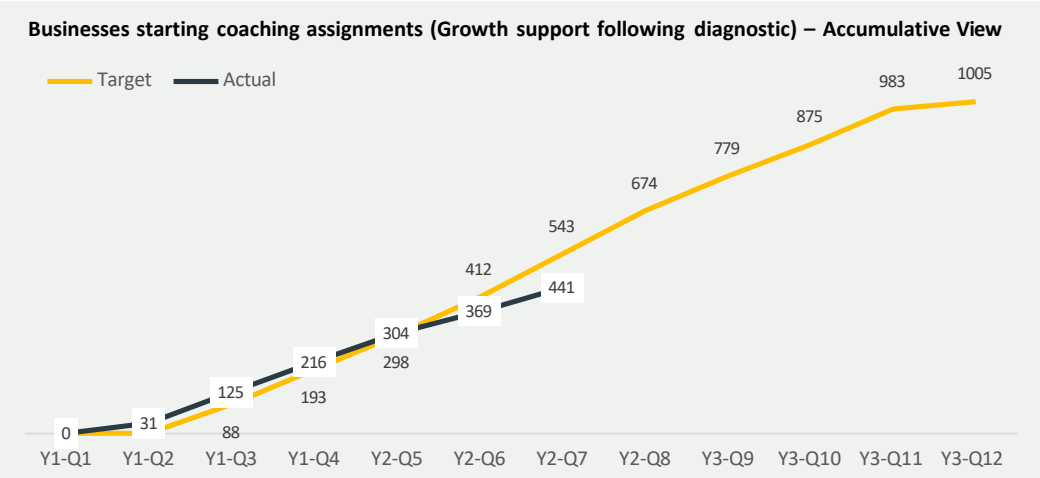
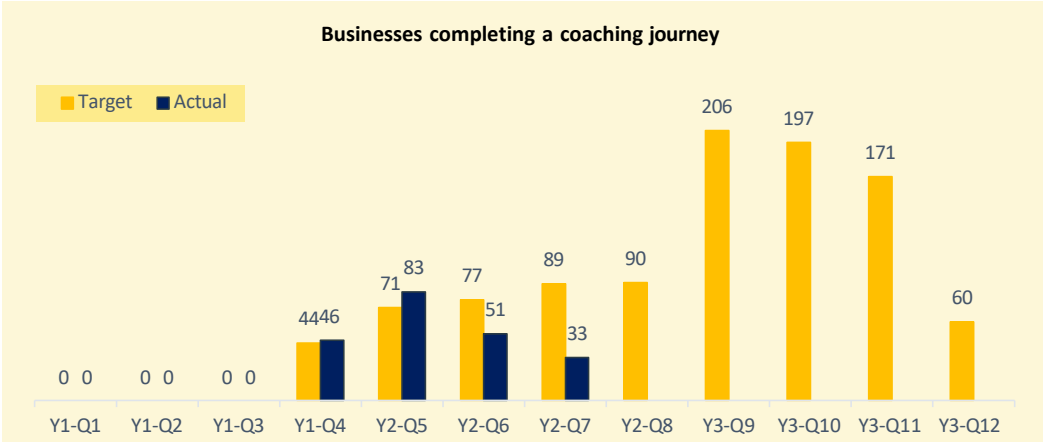
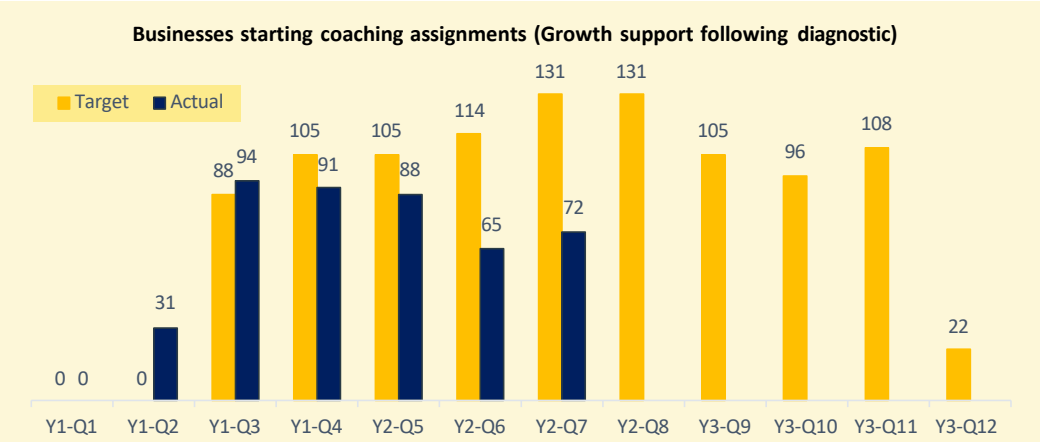
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q7 data is to 30th September 2022.



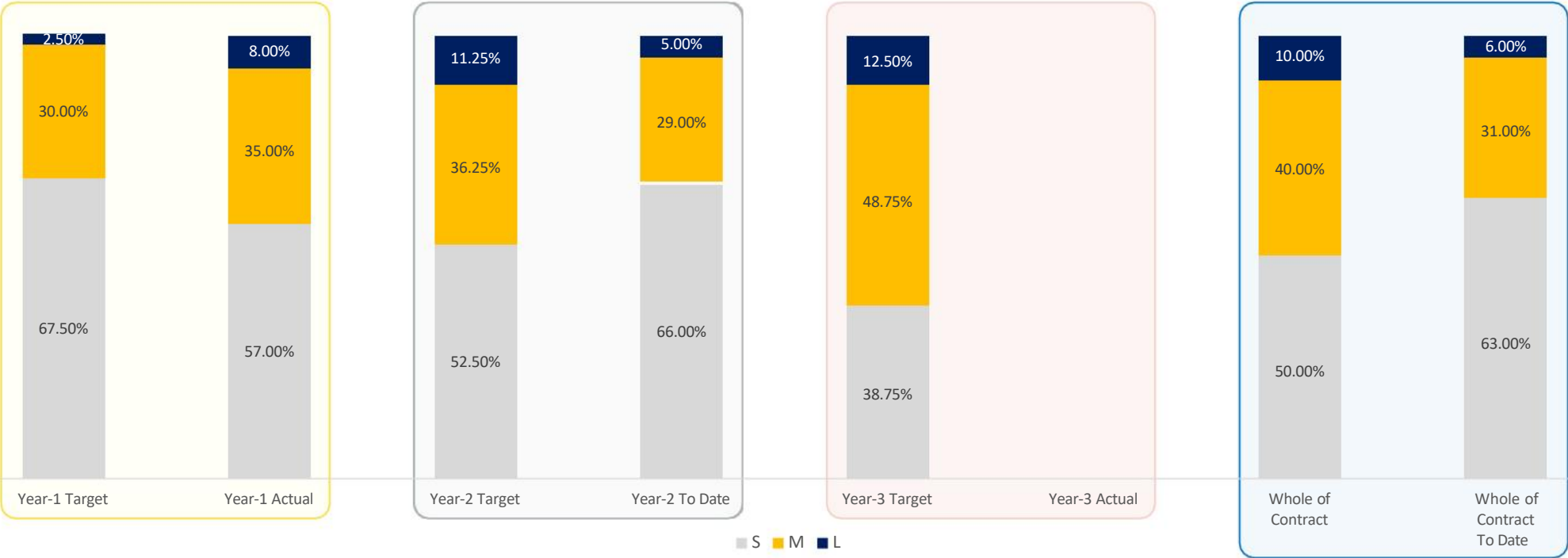
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q7 data is to 30th September 2022.



SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q7 data is to 30th 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 30th 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

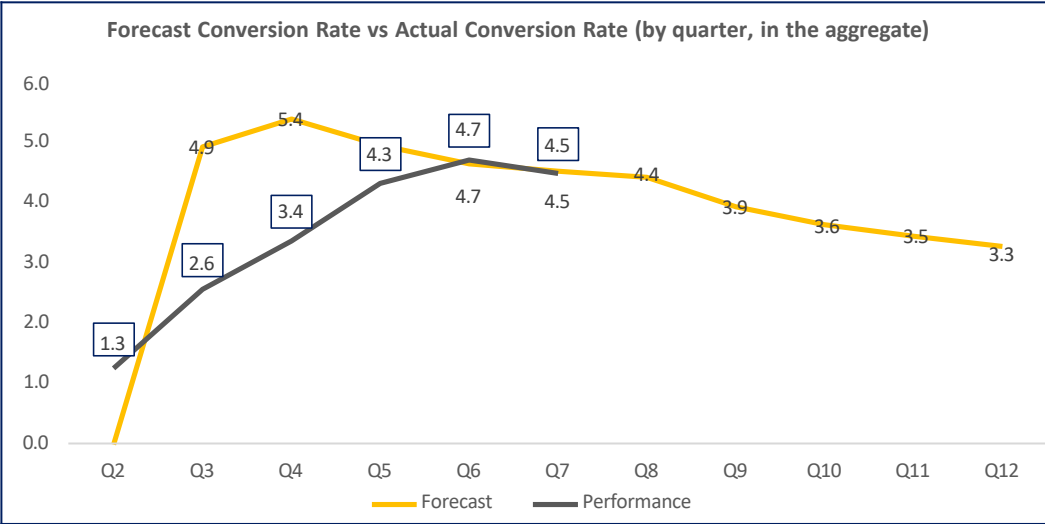
Table-1: highlights the Growth Coaching targets for Diagnostics and Enrolments by quarter, in the aggregate. The 'conversion rate' row has been calculated to show what the forecast conversion rate should be at the end of each quarter.

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 31st July 2022).

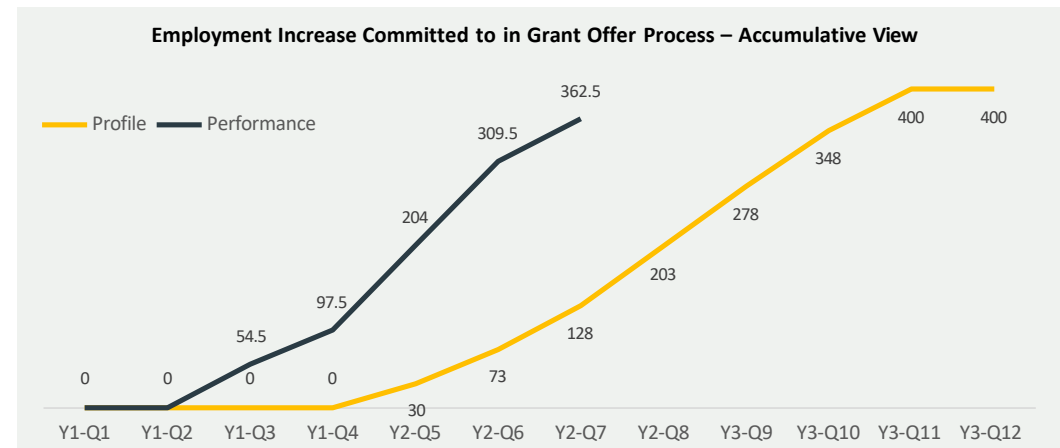
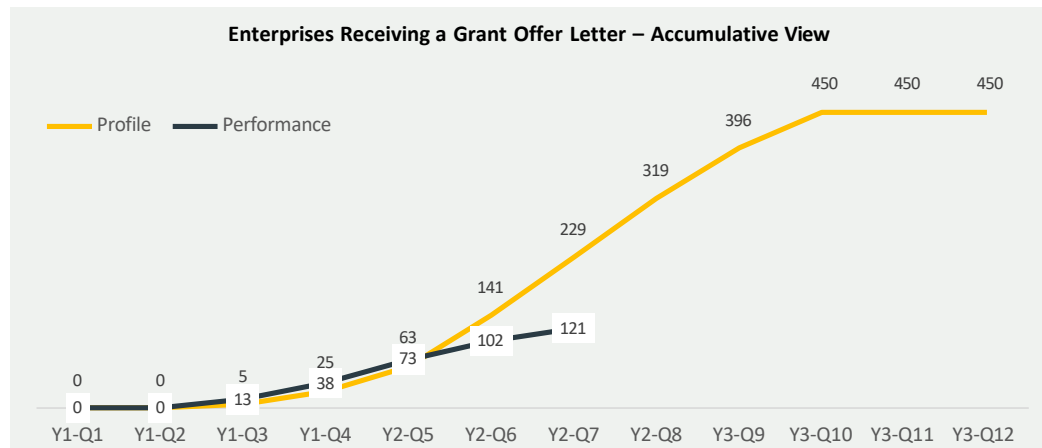
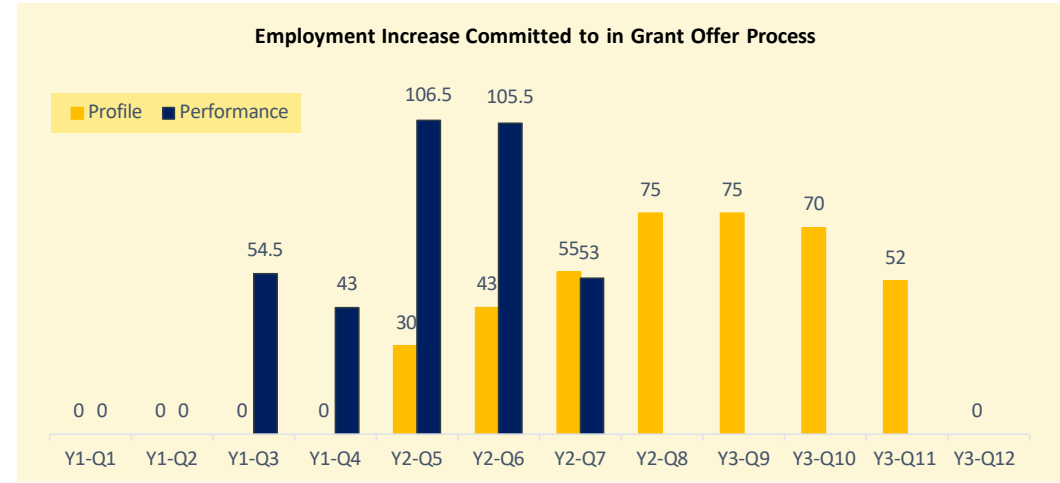
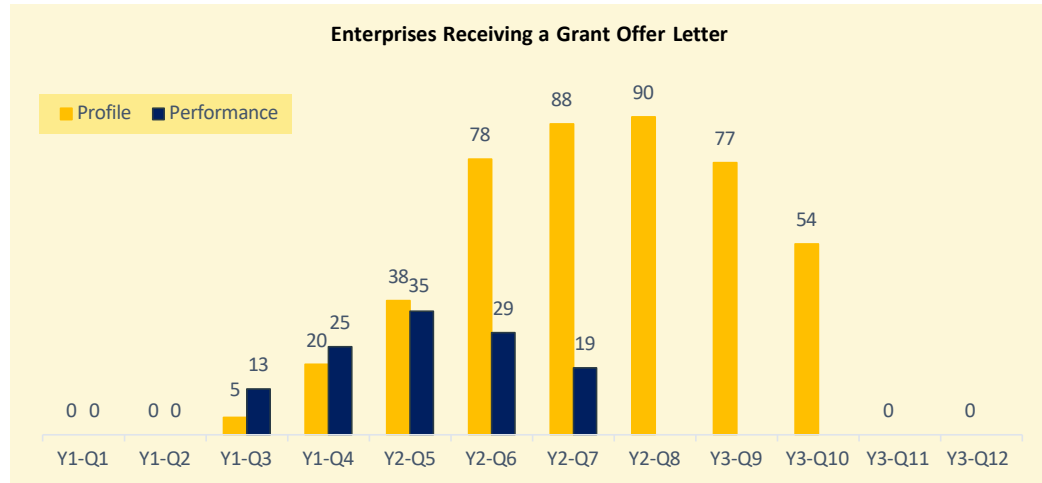
Performance to Date	Q2	Q3	Q4	Q5	Q6	Q7	Q8	Q9	Q10	Q11	Q12
Diagnostics	96	348	737	1,318	1,738	1,981					
Enrolments	76	135	218	304	367	436					
Conversion Rate	1.3	2.6	3.4	4.3	4.7	4.5					

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.



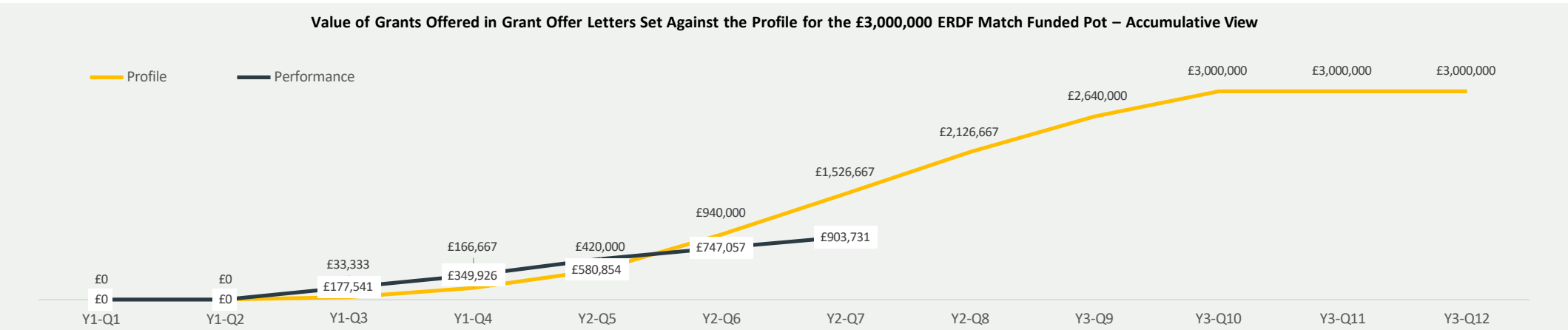
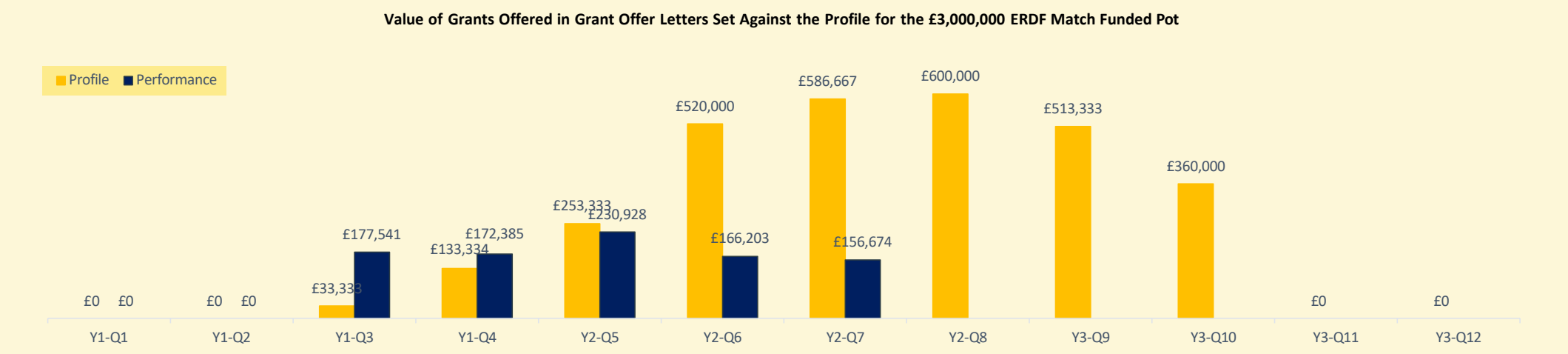
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service – ERDF Revenue / Nudge Grants (1/2)

NOTE: Q7 data is to 30th September 2022.



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

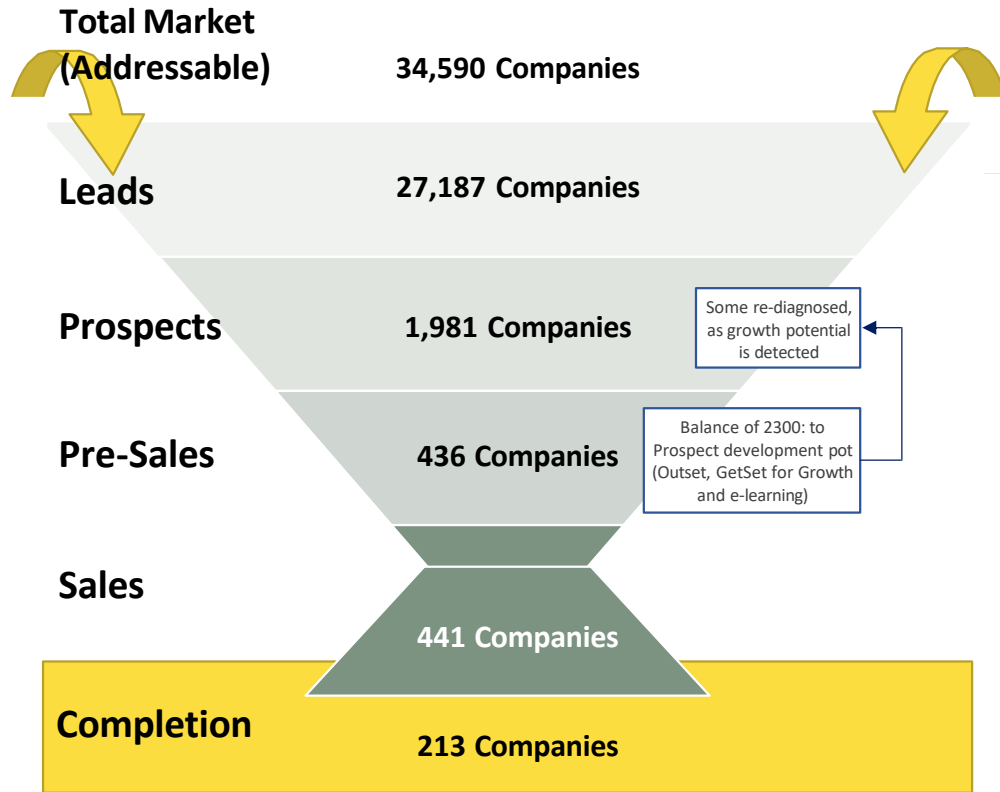
NOTE: Q7 data is to 30th September 2022.



SERVICE LINE PIPELINE VIEW: Growth Coaching Service

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

PIPELINE STAGE VIEW



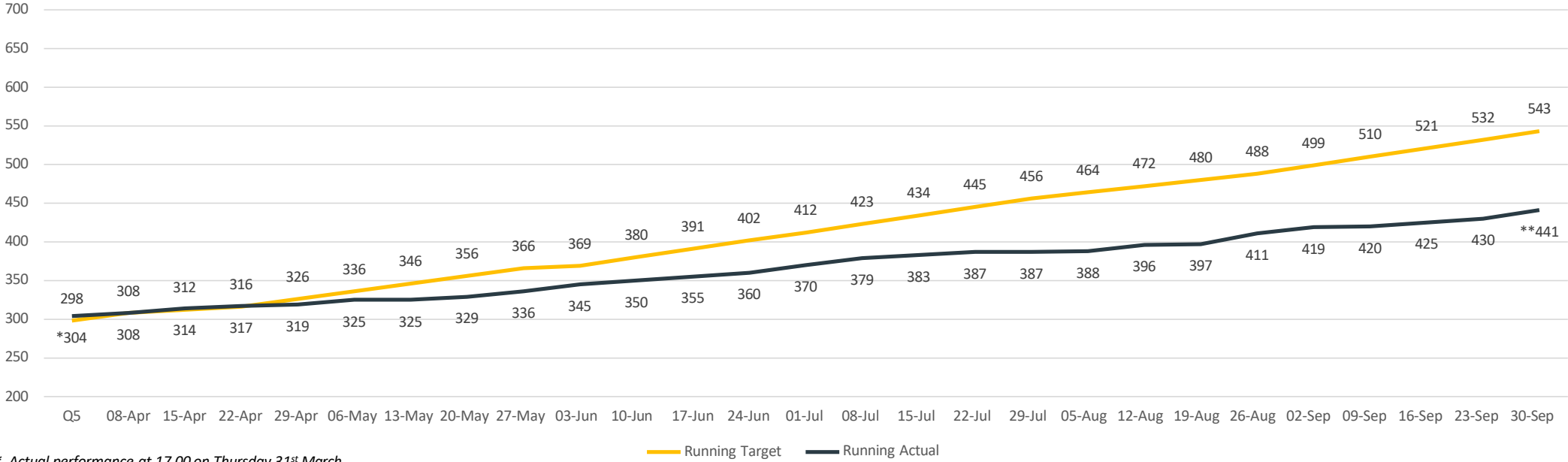
Pipeline Stage	Definition of Stage	Performance Indicator (whole of contract)	Monthly Performance	Contract to Date Performance
Total Market (Addressable)	34,590 SME companies in CPCA region (with 5+ employees) (ONS2020)	N/A • Awareness Raising • Marketing		
Leads	Evidenced connections with 8,062 mostly 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 30th 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
Targets	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
Actuals	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 31st March
 **Actual performance at 17.00 on Friday 30th September

SERVICE LINE VIEW: Growth Coaching Service – Business Challenges

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



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

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

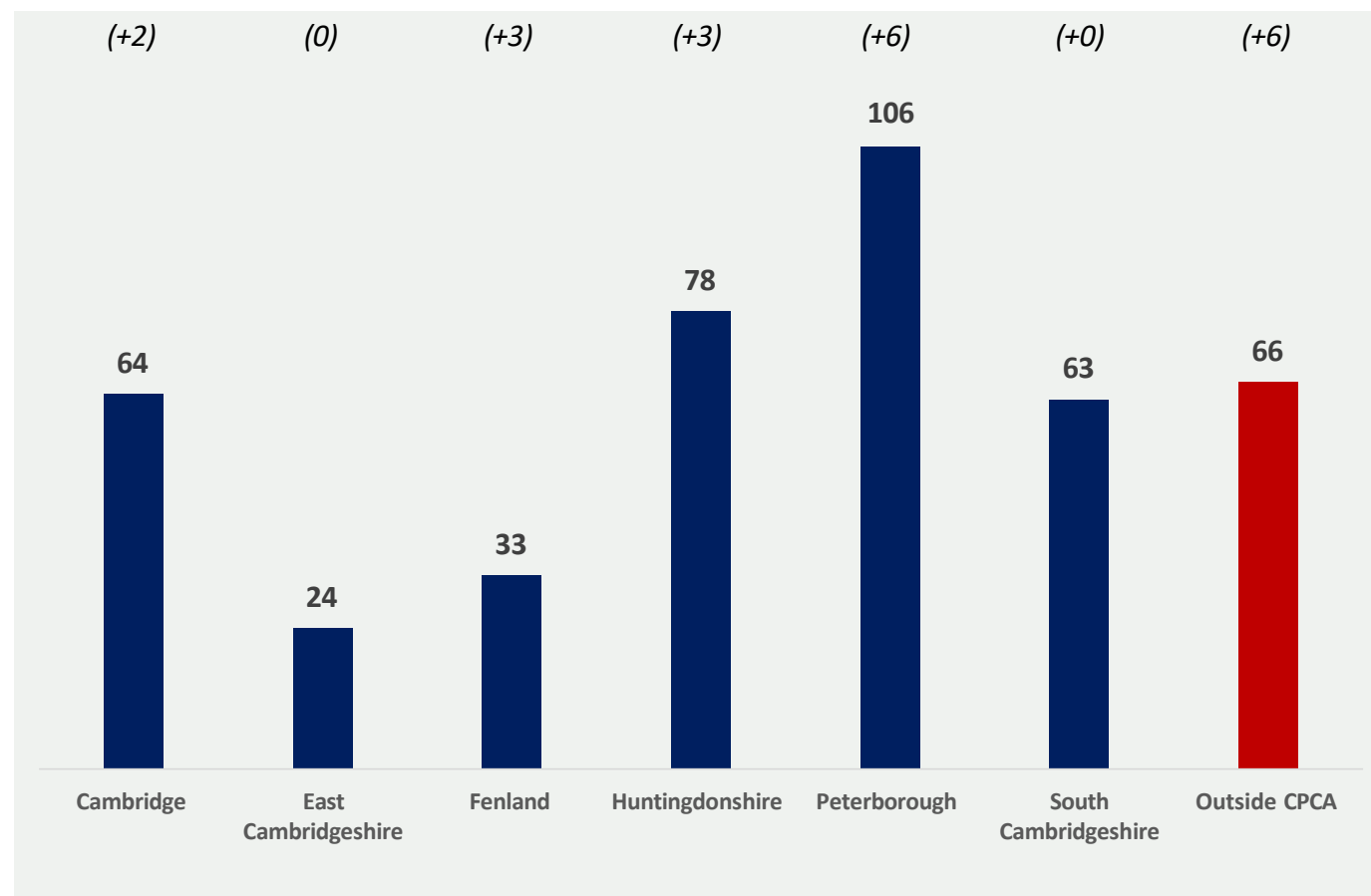
Business challenges cited by companies on their diagnostic forms, for businesses in the six CPCA partner areas. Data shown is to 30th September 2022 as total to date. The coloured bar coding is the same used on the previous page. A total of 4,155 challenges out of a total of 4,994 recorded, are attributed 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

TOTAL BY GEOGRAPHY	608	289	329	1,024	1,189	716
Variance from previous month	(+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 30th 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%
Total	434	100.0%

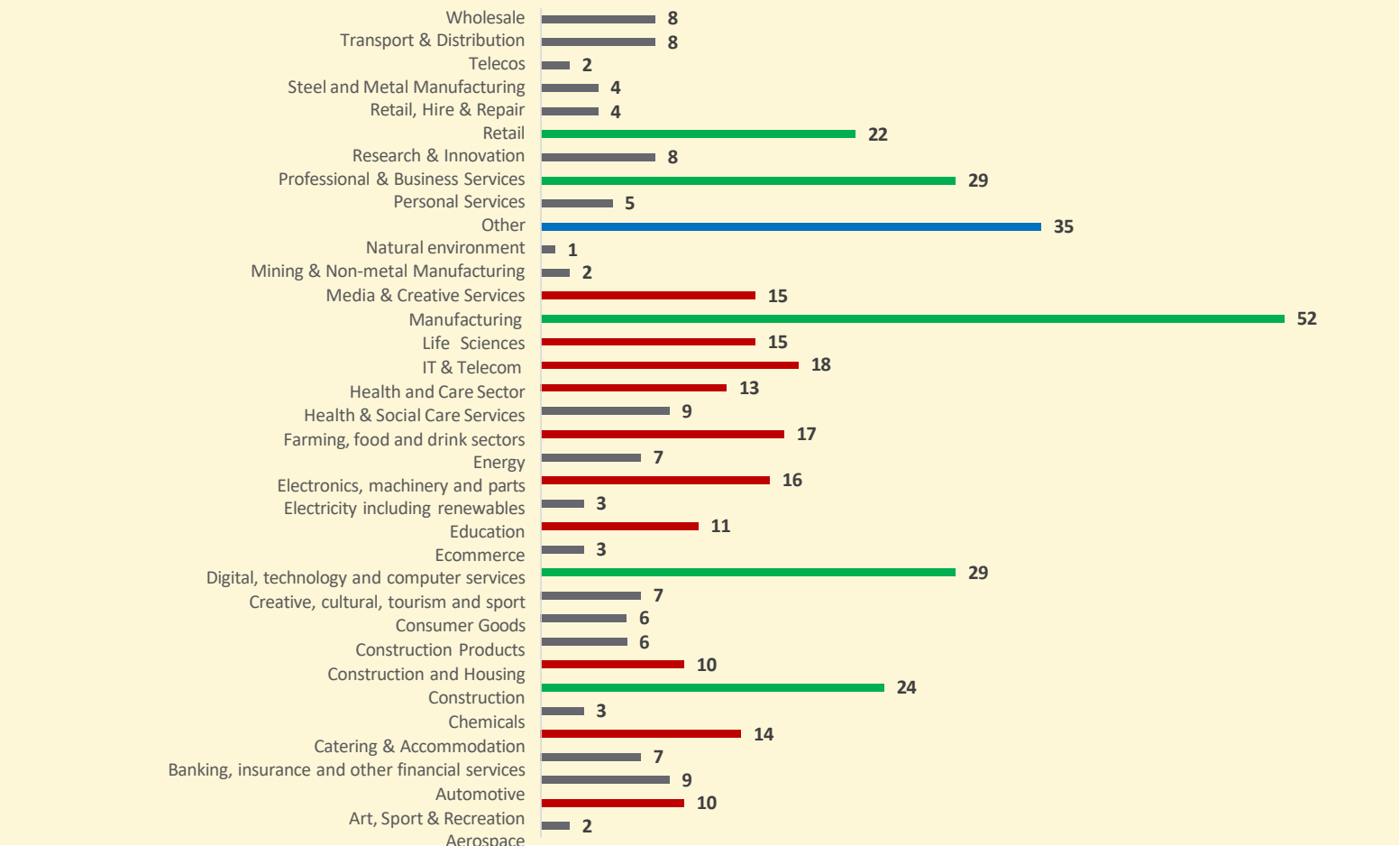
At 30th September 2022 a total of 434 companies had started their coaching journeys through enrolment in Growth Coaching. The table above and chart opposite lists the number of companies by CPCA district.

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 30th September 2022.



At 30th 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 30th September 2022

CRF Headline: the grant pot size is £2.48m. Of this, by close of business 30th 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

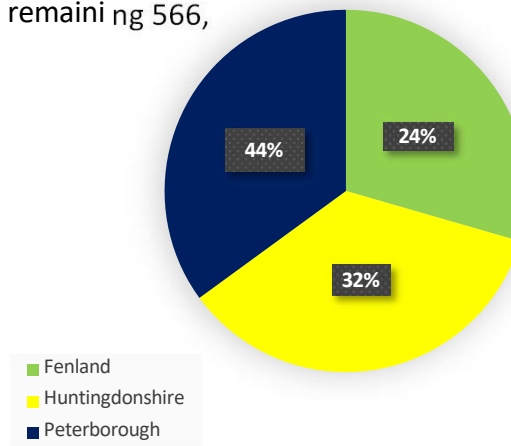
- The core team is in place: 1x Programme Director, 1x Business Advisor, and 1x Grant Administrator (as reported previously, this team was up and running 14th February).

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

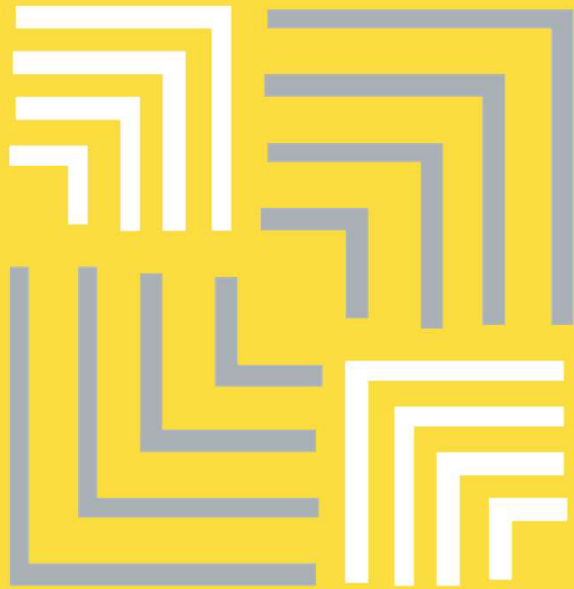


Community Renewal Fund Pilot – “Start & Grow”

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

- 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 30th September 2022.

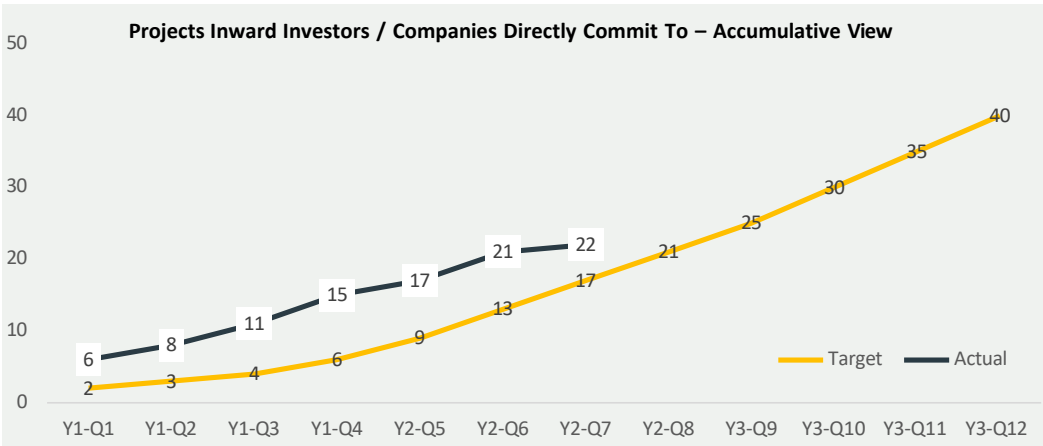
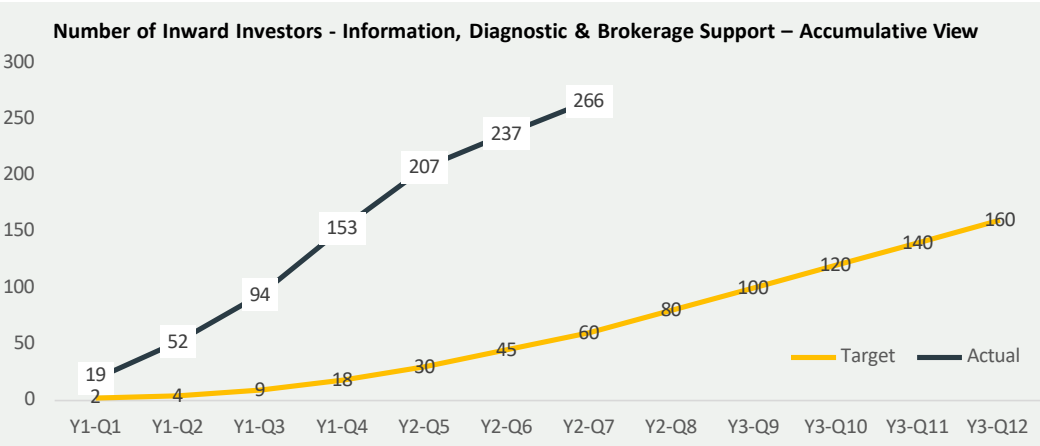
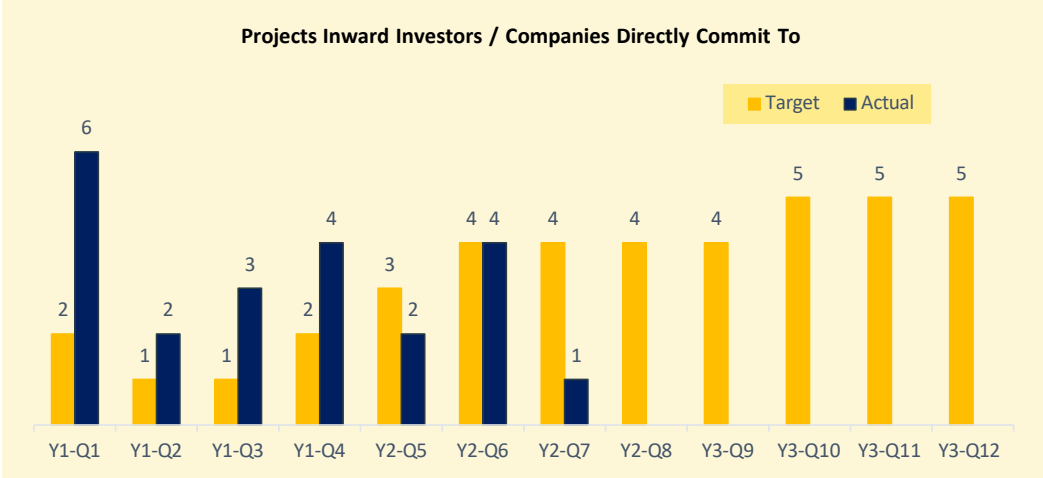
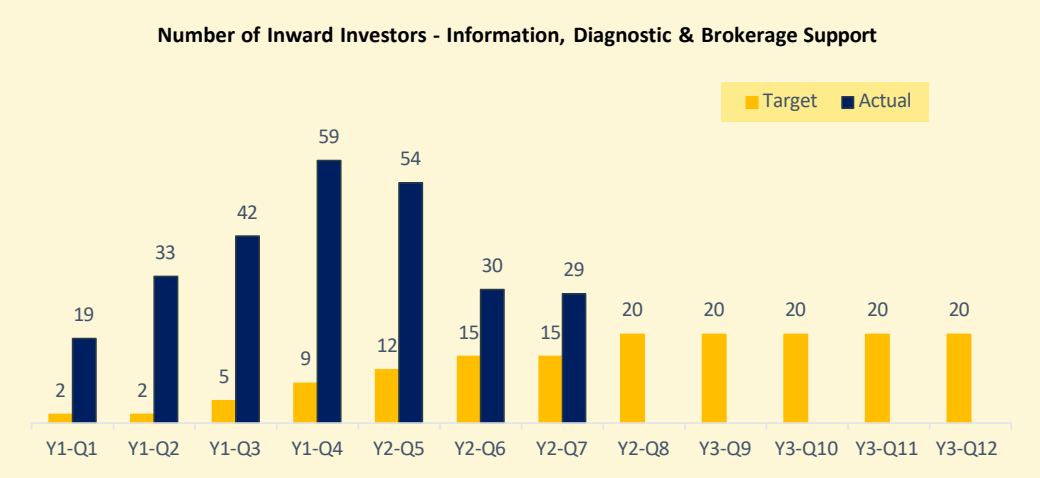
Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q5 Actual	Q6 Actual	(Q7) This Quarter					Q8 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual (01-Jan 2022 to 30-Sep 2022)	Year-3 Actual	Whole of Contract 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.

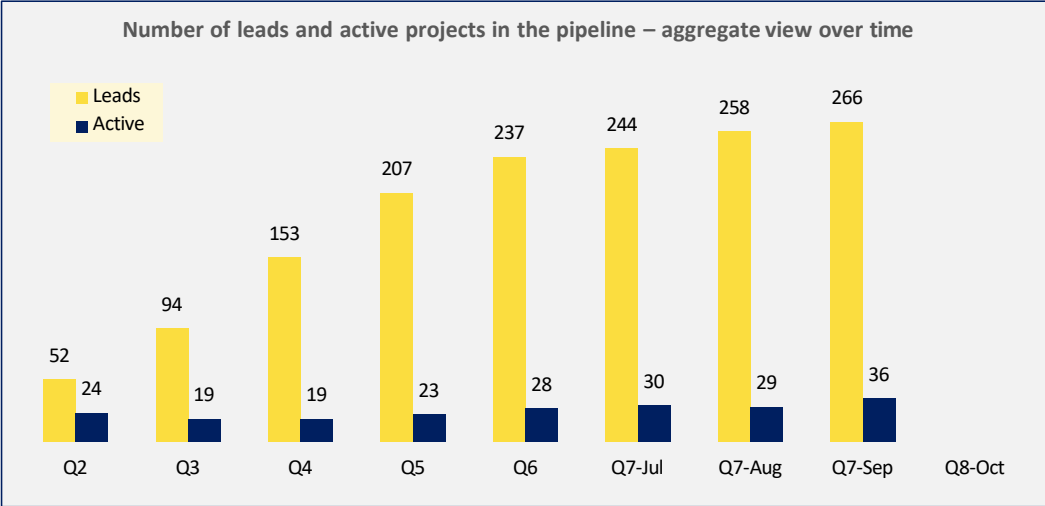
SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Q7 data is to 30th September 2022.



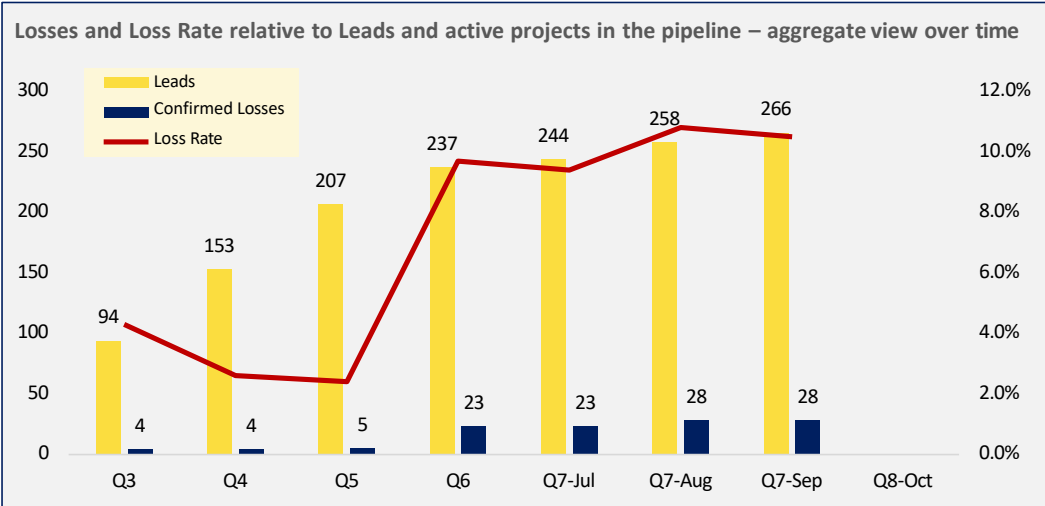
SERVICE LINE DASHBOARD VIEW: Inward Investment Service – opportunity cost

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%	

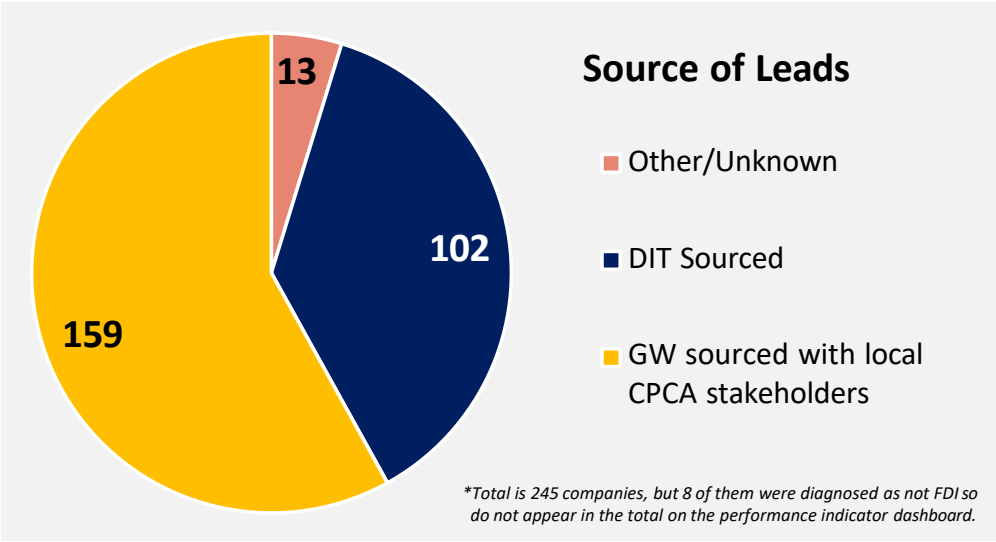


Building *Locate Cambridge* brand equity has positively impacted lead generation. However, capacity limits prior to the completion of the CCN reallocating LGF funds meant not every lead generated could be actively pursued, so choices and trade offs had to be made, which resulted in a higher loss rate. 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%	

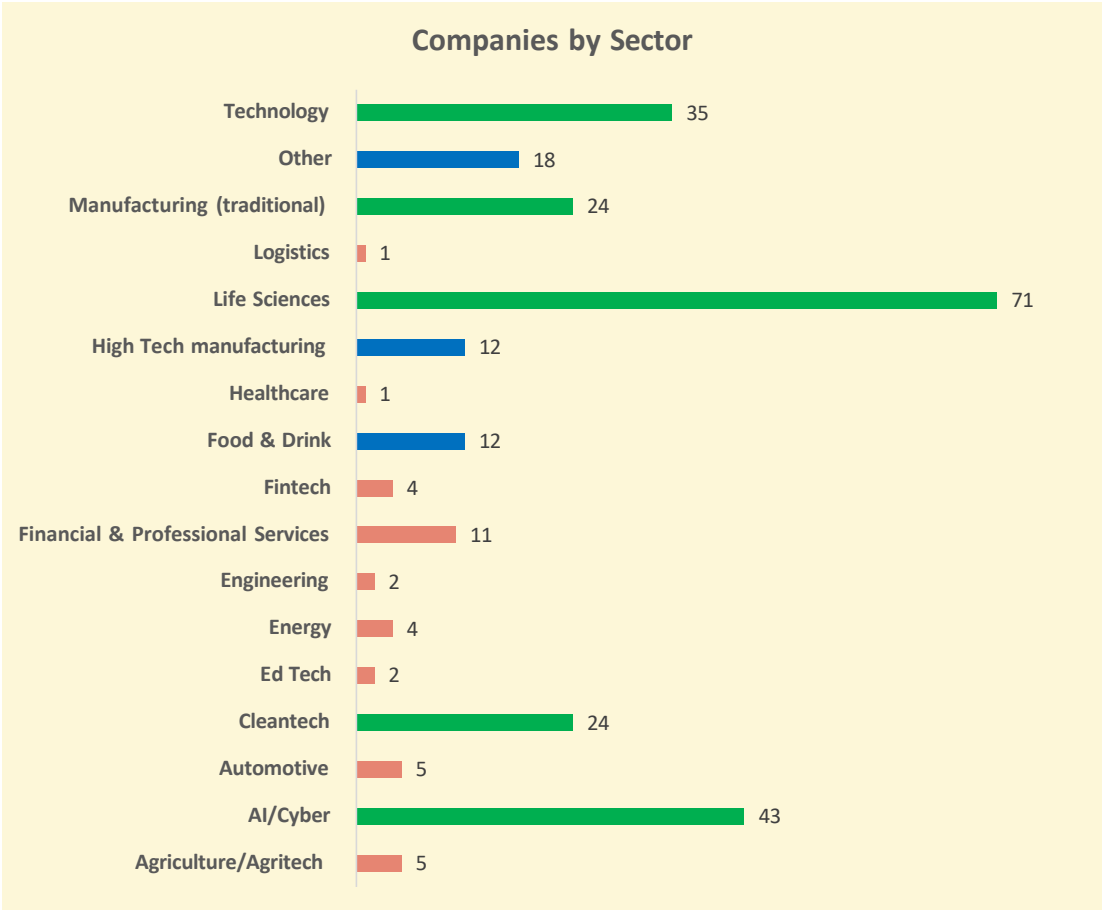
SERVICE LINE VIEW: Inward Investment Service – origin of leads and sector coverage of leads

NOTE: Q7 data is to 30th 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 30th September 2022.

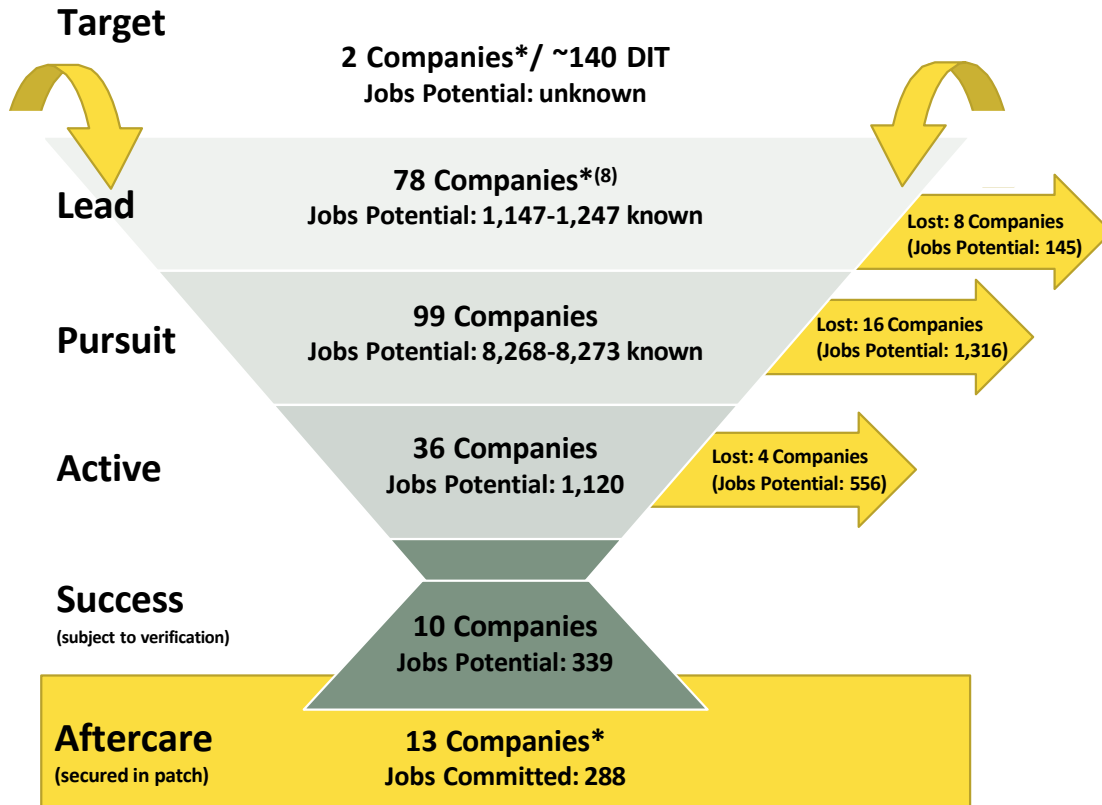
District	Successes	Jobs Committed (+Grants*)	Sectors	Countries of Origin
Cambridge	6	304 (+5 Grants*)	<ul style="list-style-type: none"> Financial Services Life Sciences x2 Technology x2 Food & Drink 	<ul style="list-style-type: none"> Netherlands Netherlands, South Korea Germany, USA Turkey
Peterborough	5	20 (+27 Grants*)	<ul style="list-style-type: none"> AI/Cyber Financial Services x2 Manufacturing (traditional) x2 	<ul style="list-style-type: none"> New Zealand Canada x2 Canada, UK inbound
Huntingdonshire	1	7	<ul style="list-style-type: none"> Life Sciences 	<ul style="list-style-type: none"> Argentina
East Cambridgeshire	2	205	<ul style="list-style-type: none"> Food & Drink High Tech Manufacturing 	<ul style="list-style-type: none"> Japan UK inbound
South Cambridgeshire	6	55 (+13 Grants*)	<ul style="list-style-type: none"> AI/Cyber Engineering Life Sciences x3 Technology 	<ul style="list-style-type: none"> Australia UK inbound Canada, Spain, Turkey Netherlands
Fenland	1	18 (+12 Grants*)	<ul style="list-style-type: none"> Food & Drink 	<ul style="list-style-type: none"> UK inbound
Outside CPCA, In LEP	1	18	<ul style="list-style-type: none"> Life Sciences 	<ul style="list-style-type: none"> UK inbound
Total	22	627 (+57 Grants)		

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

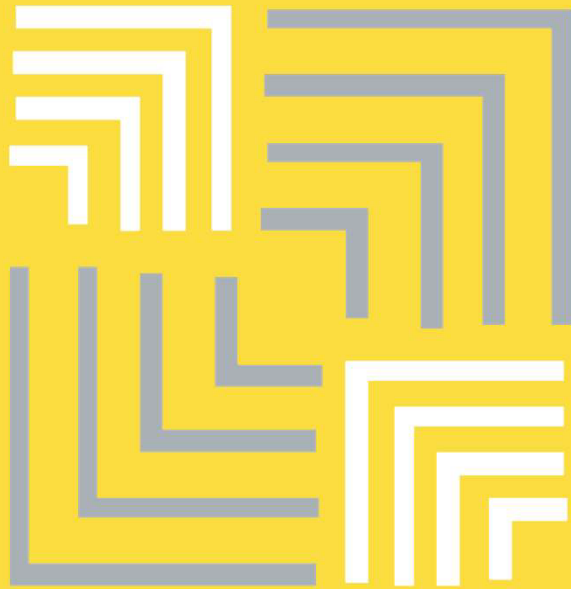
SERVICE LINE PIPELINE VIEW: Inward Investment Service

NOTE: the data illustrated is to 30th September 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"> • 4 served but later qualified out as FDI clients (Better Origin, Paxford Composites, Flusso, TWI) • 4 abandoned early (Fast Despatch, Environmental Science Group, My Transylvania, Viva Arts)
Pursuit	Jobs potential on 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 30th 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 29th 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 30th September 2022.

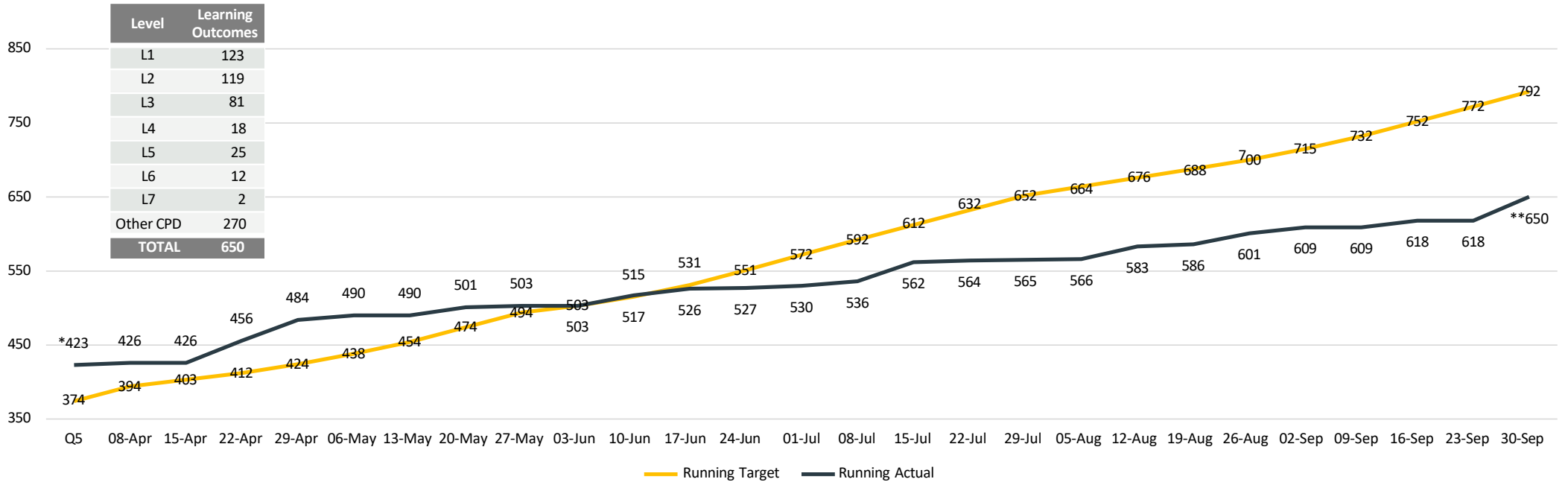
Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q5 Actual	Q6 Actual	(Q7) This Quarter					Q8 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual (01-Jan 2022 to 30-Sep 2022)	Year-3 Actual	Whole of Contract 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 30th September 2022. The table top left shows number of learning outcomes by level and type.

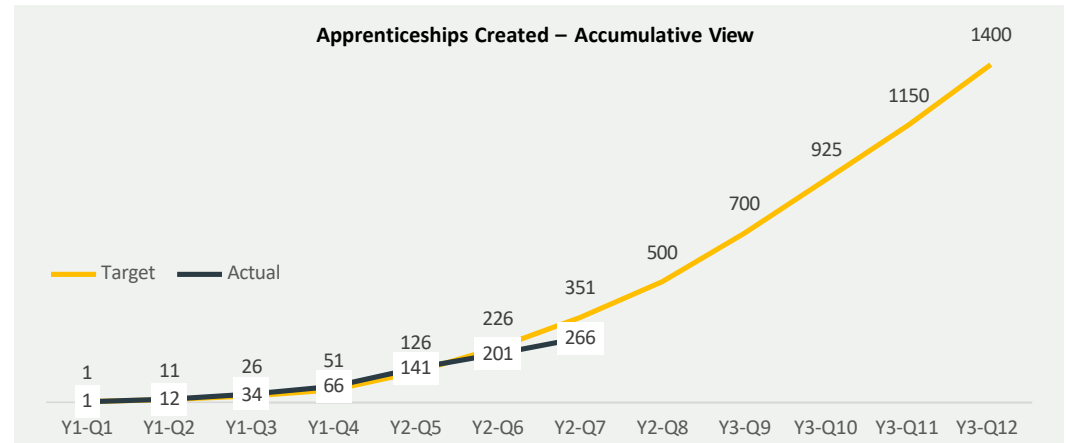
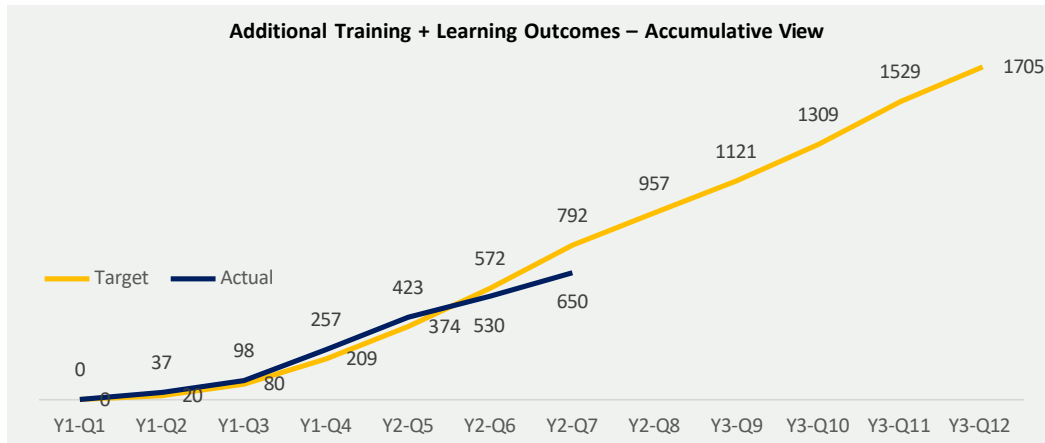
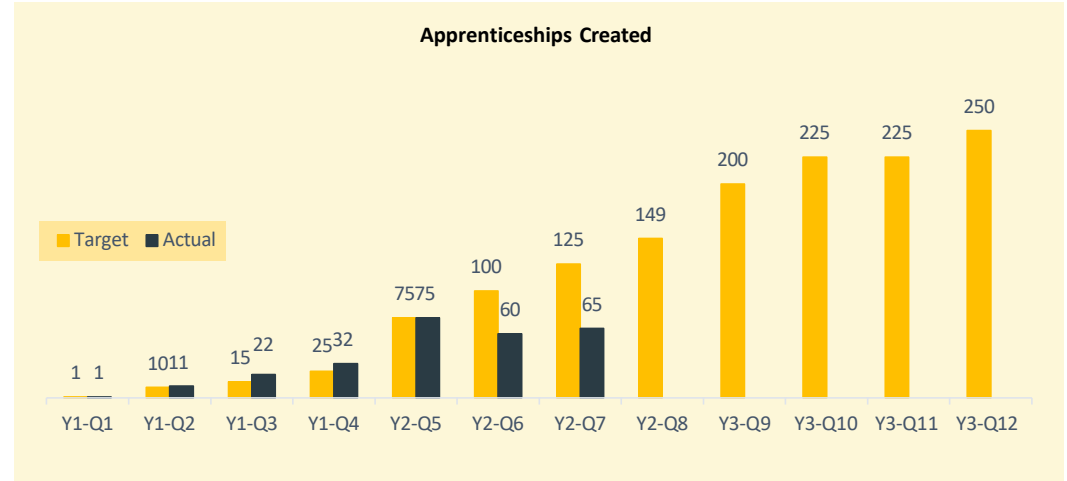
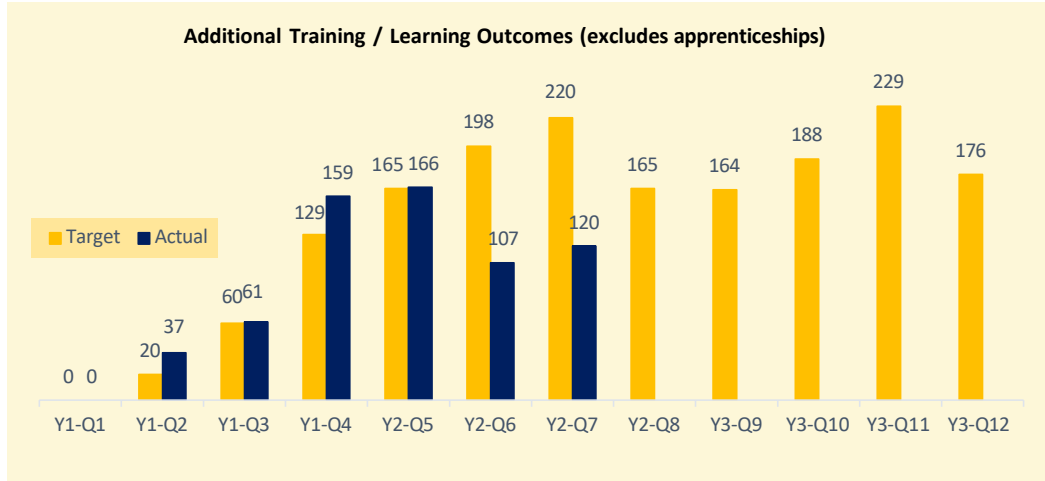
Week Ending	Year-1	Q5	Q6 - 2022 (Target 198)													Q7 - 2022 (Target 220)												
	(to 16 Dec'21)	(to 31 Mar'22)	08-Apr	15-Apr	22-Apr	29-Apr	06-May	13-May	20-May	27-May	03-Jun	10-Jun	17-Jun	24-Jun	01-Jul	08-Jul	15-Jul	22-Jul	29-Jul	05-Aug	12-Aug	19-Aug	26-Aug	02-Sep	09-Sep	16-Sep	23-Sep	30-Sep
Targets	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
Actuals	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 31st March
 **Actual performance at 17.00 on on Friday 30th September

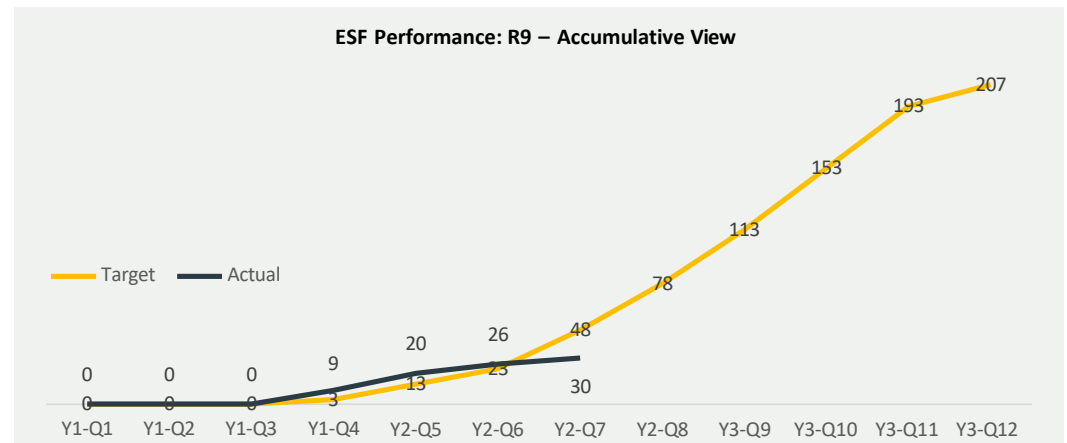
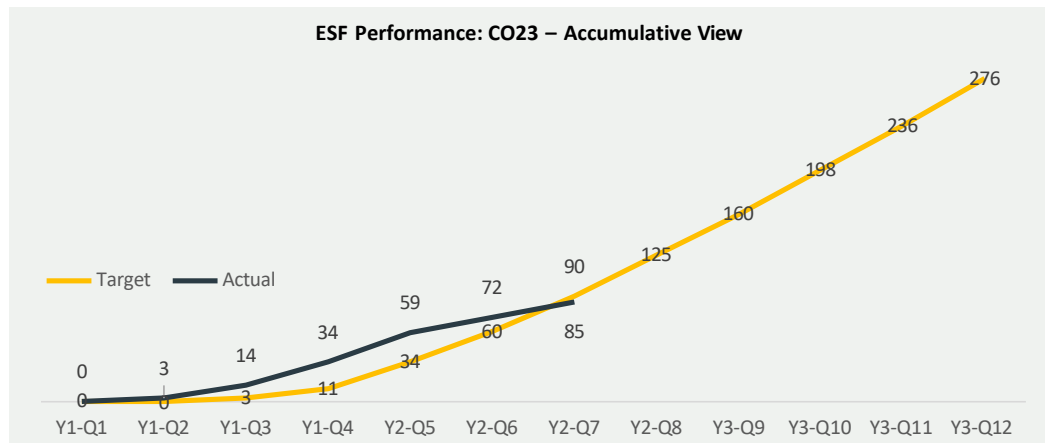
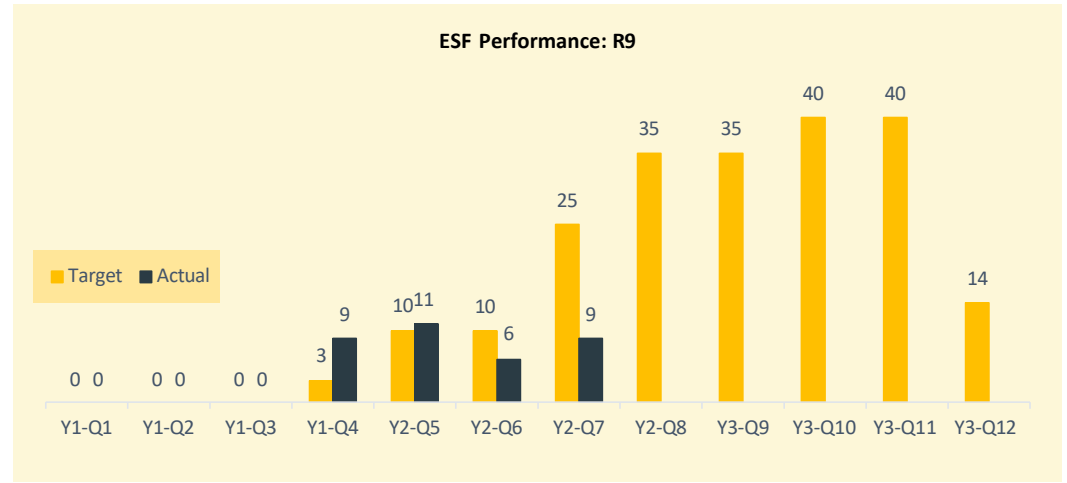
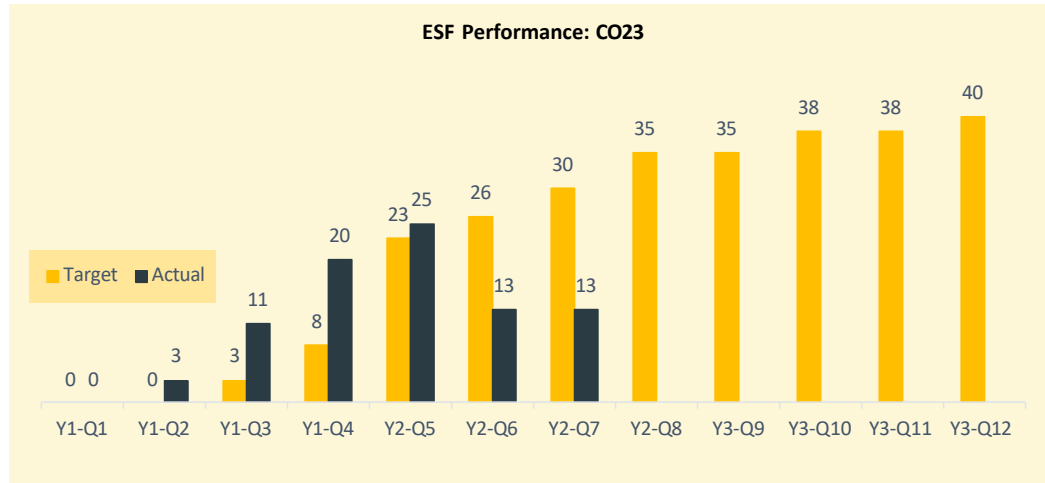
SERVICE LINE DASHBOARD VIEW: Skills Service

NOTE: Q7 data is to 30th September 2022.



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

NOTE: Q7 data is to 30th September 2022.

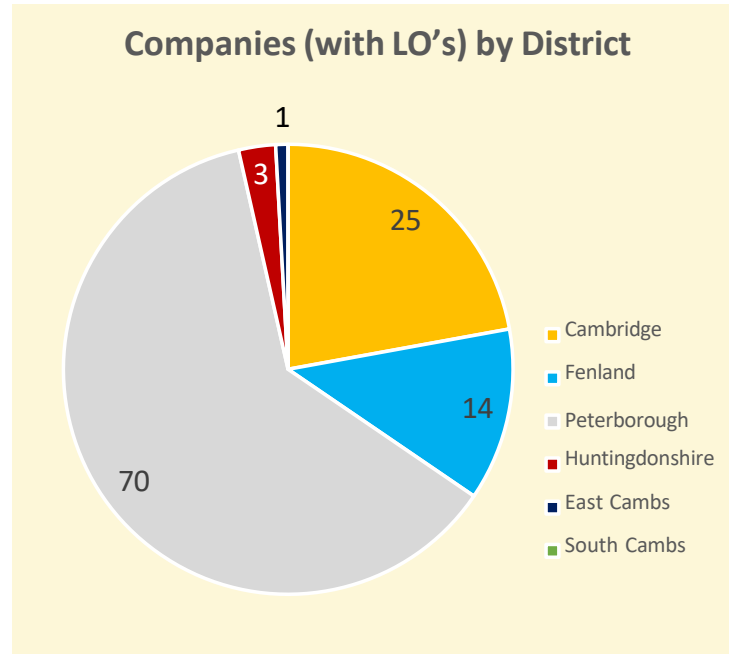
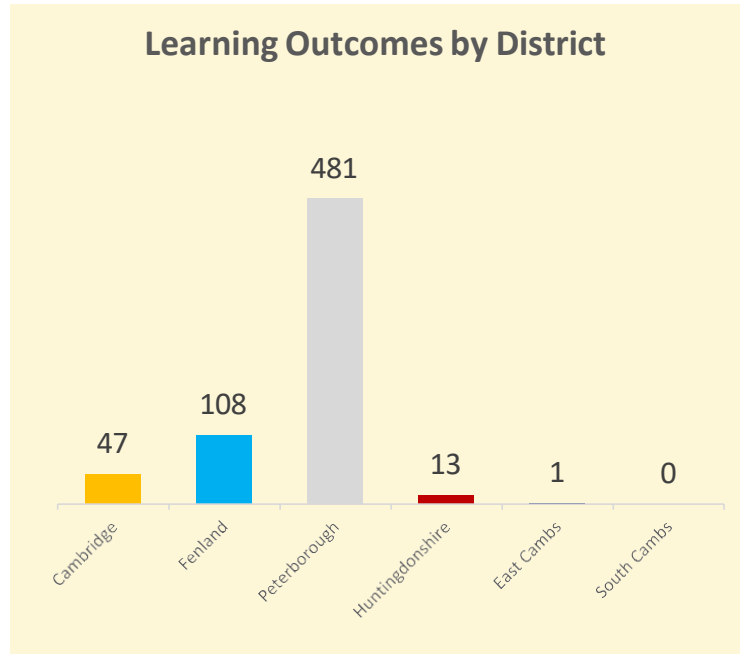


SERVICE LINE : Skills Service – Learning Outcomes and companies (with LOs) by district

NOTE: Q7 data is to 30th 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 30th 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
Total	650	113

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
Total	107	35	44	41

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

NOTE: Q7 data is to 30th 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.

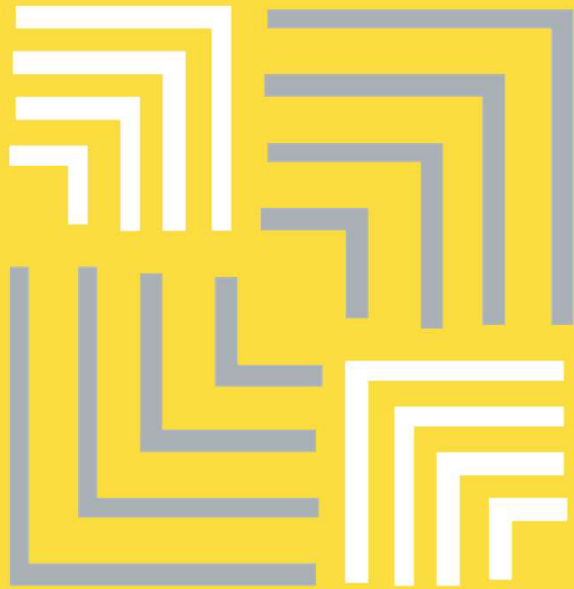
In the academic year 2021/22 the CPCA contract with the CEC introduced our regions first Careers Hub which incorporated 30 of our schools, with the other 42 remaining in the EAN. During academic year 2021/22 our reporting reflected this structure of two groups and their progress to associated targets.

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 30th September 2022.

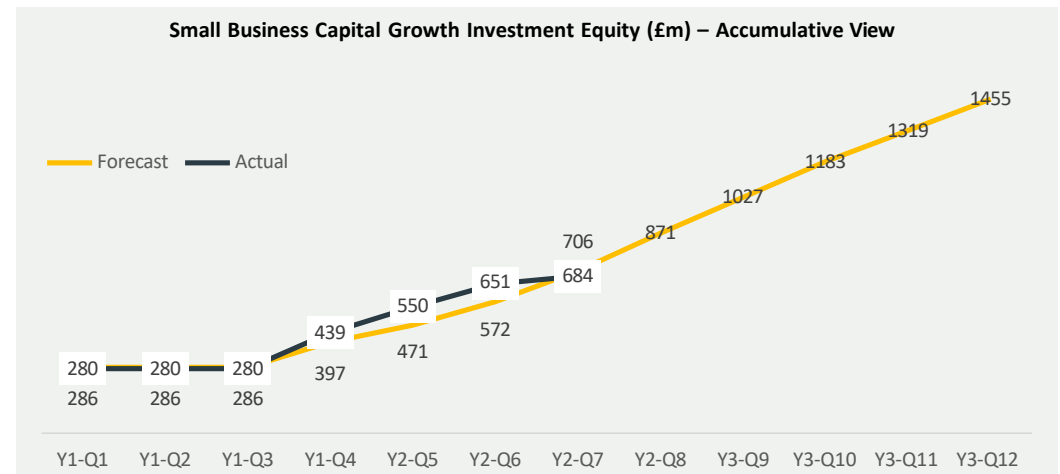
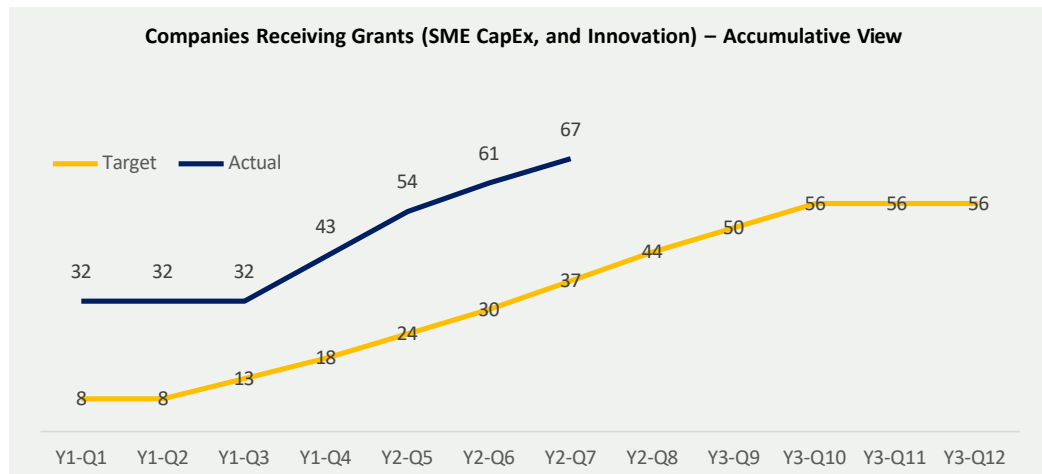
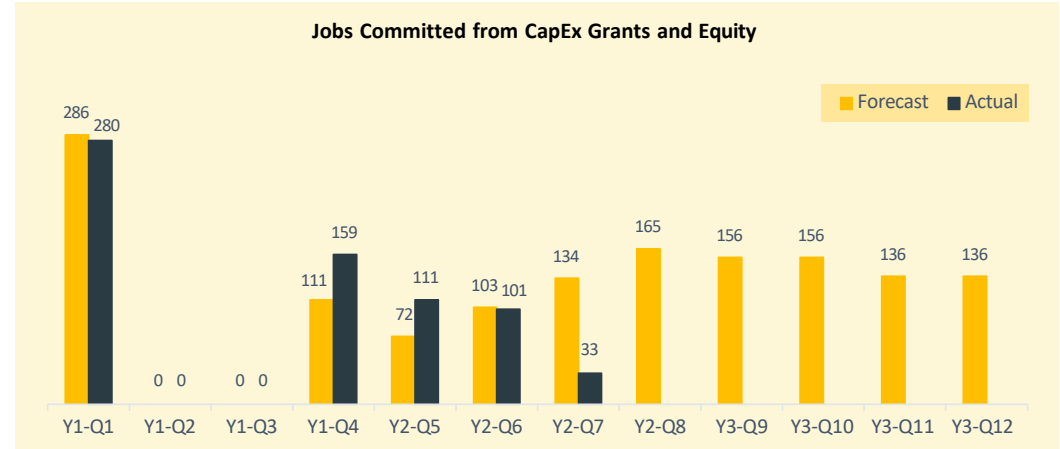
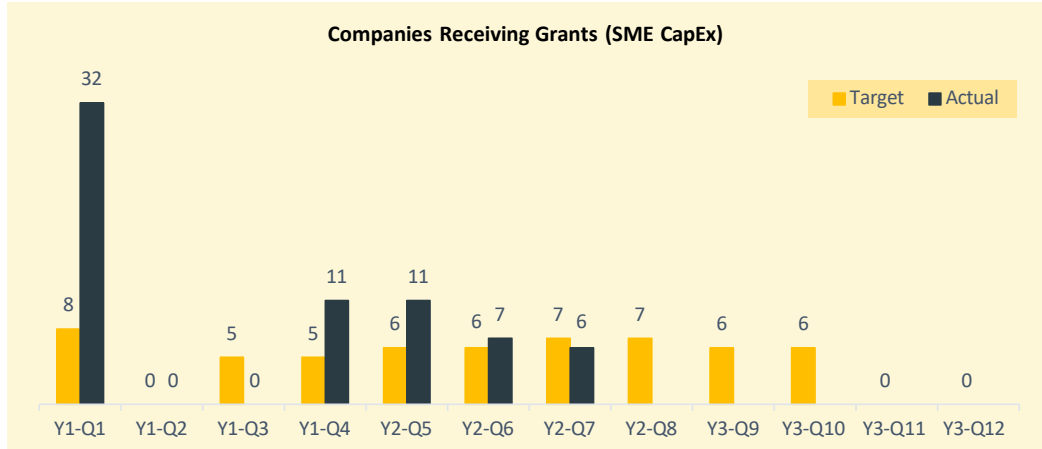
SME CapEx Grants Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				Q5 Actual	Q6 Actual	(Q7) This Quarter					Q8 Target
	Year 1 Target	Year 2 Target	Year 3 Target	Whole of Contract Target	Year-1 Actual	Year-2 Actual (01-Jan 2022 to 30-Sep 2022)	Year-3 Actual	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.

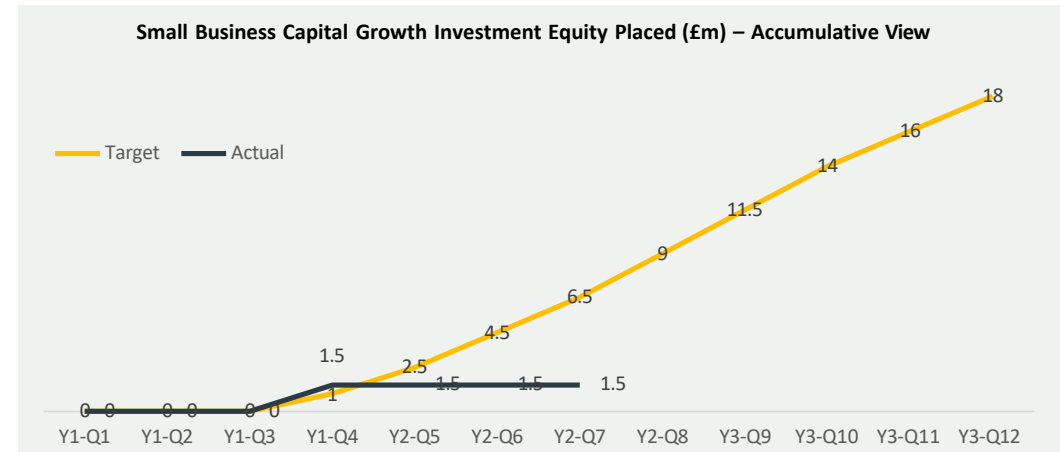
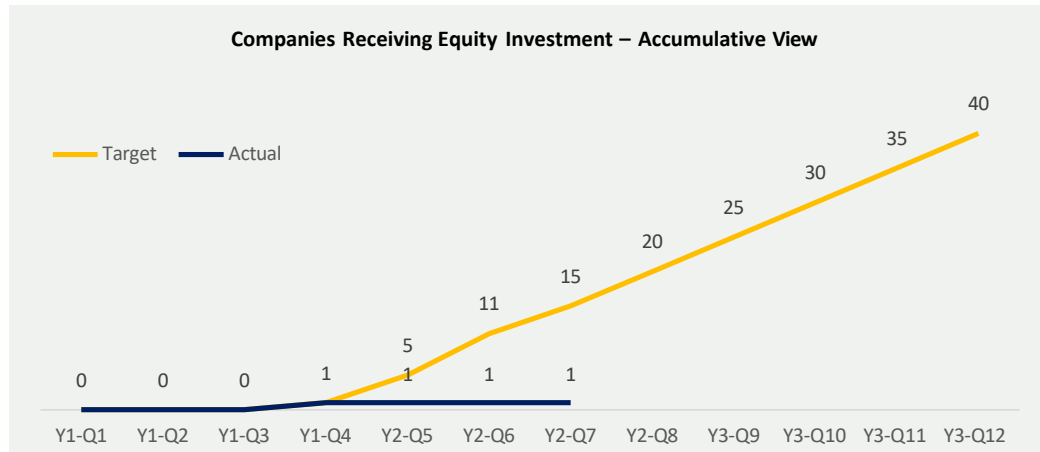
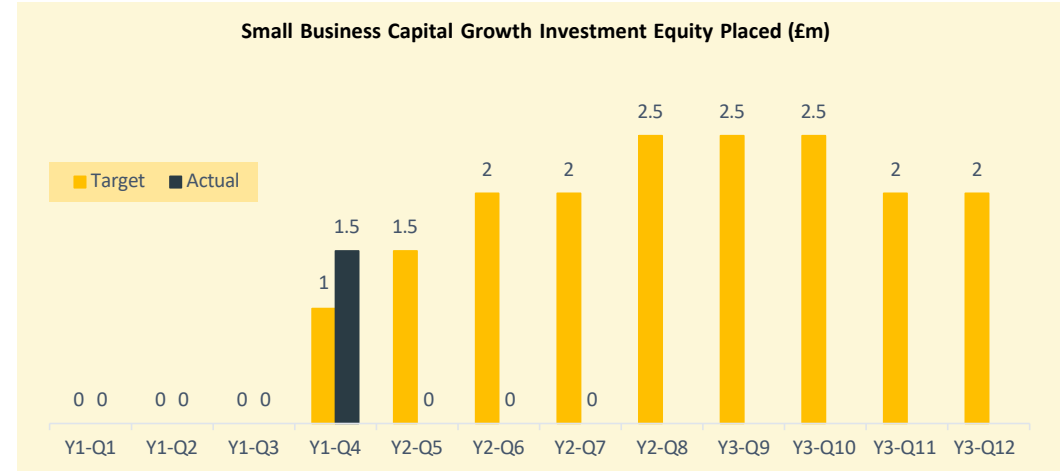
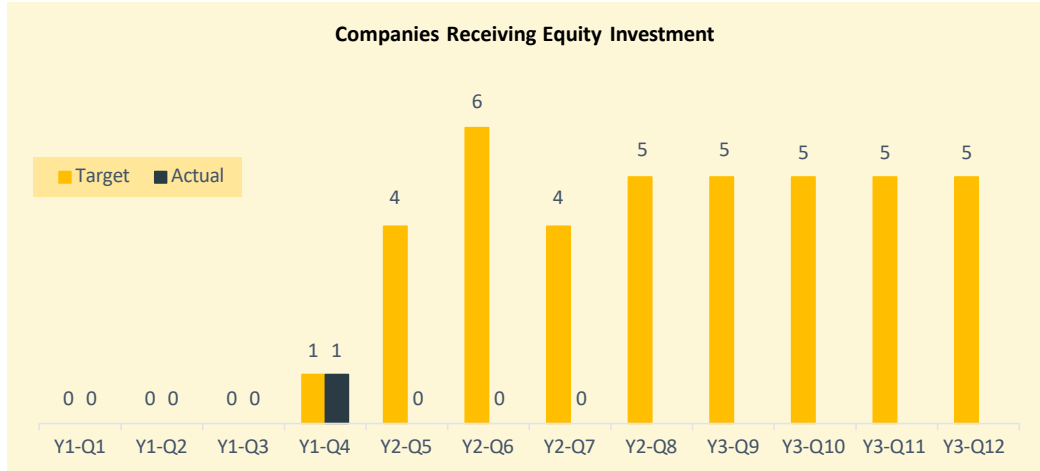
SERVICE LINE DASHBOARD VIEW: Grants & Equity Service

NOTE: Q7 data is to 30th September 2022.



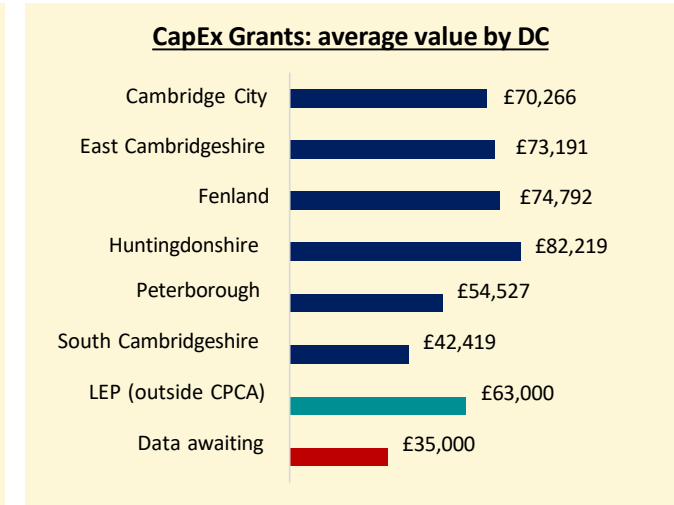
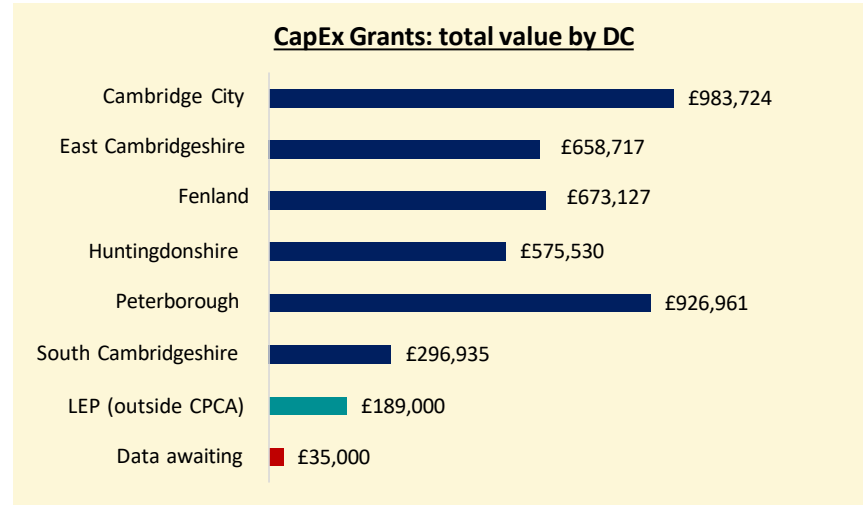
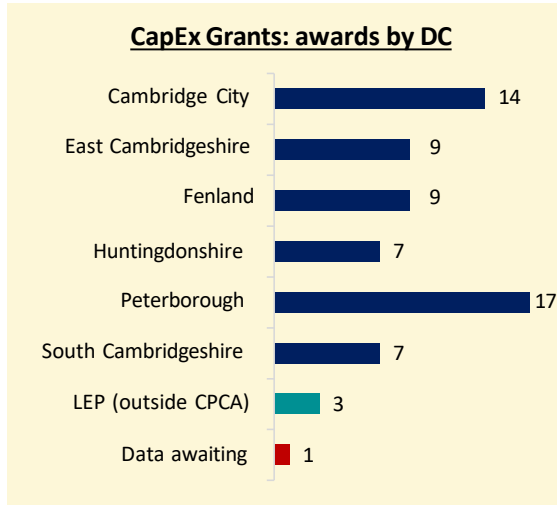
SERVICE LINE DASHBOARD VIEW: Equity Service

NOTE: Q7 data is to 30th September 2022.



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

NOTE: data is from 15th February 2021 to 30th 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
TOTAL	67	£4,201,097	£63,653

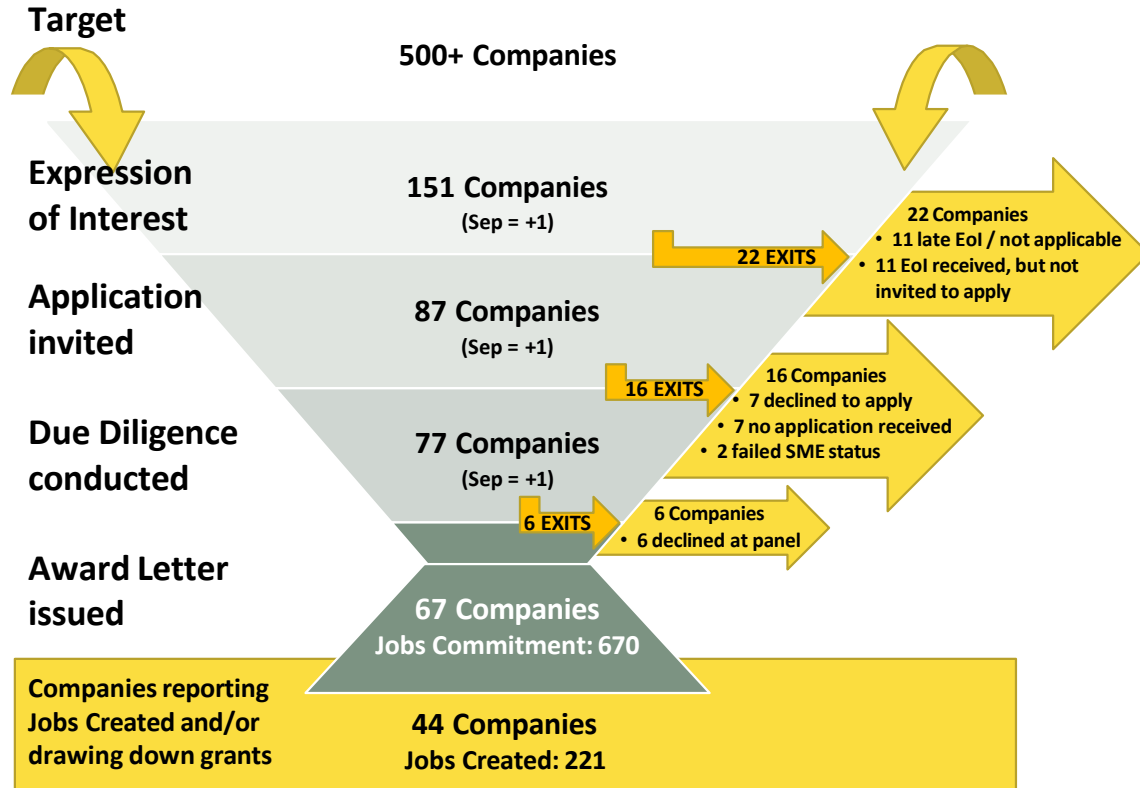
* The LEP Area awards have been made in South Kesteven, North Norfolk & King's Lynn, and Uttlesford.

** 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 30th September 2022.

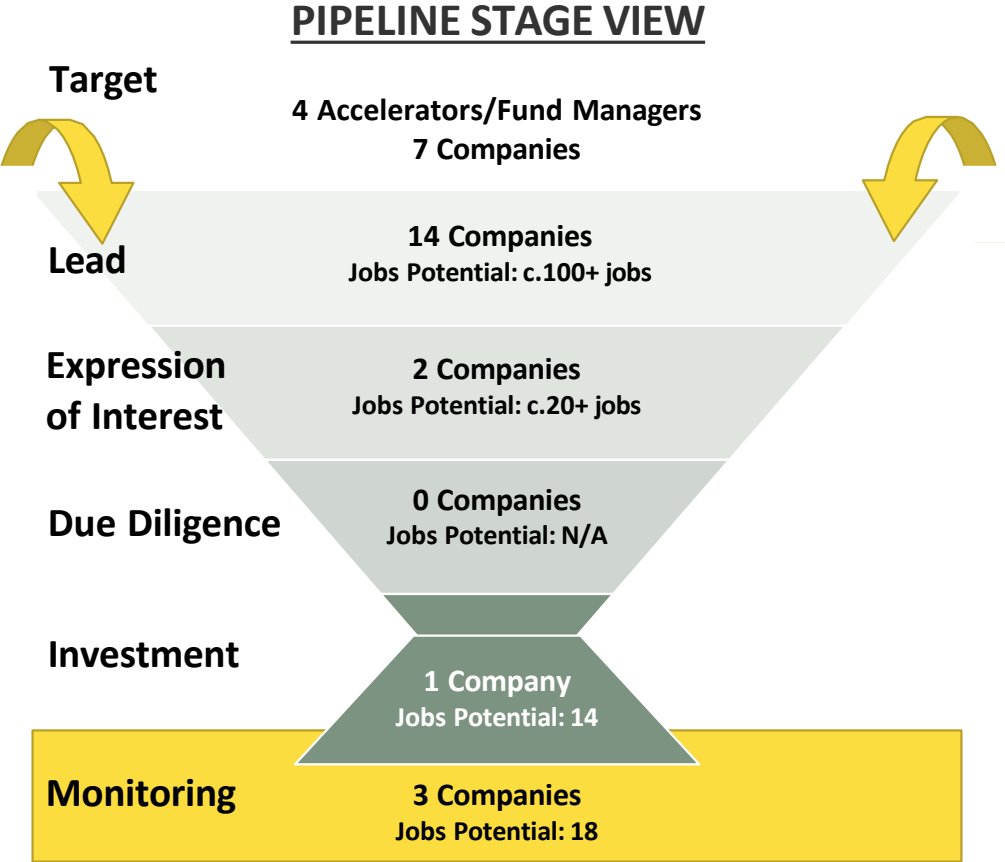
PIPELINE STAGE VIEW



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 30th September 2022.





**GROWTH
WORKS**

FUNDED BY
 **CAMBRIDGESHIRE
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 **THE BUSINESS BOARD**


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European Structural
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NPS Survey of a sample of Growth Works clients

Survey Results: Quarter-7, 2022

GrowthCo Chair and SRO: Nigel Parkinson and Steve Clarke

3 October 2022

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9. Management time question	11
10. Qualitative digest – client comments	12
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GrowthCo Requirement and the Survey Questions



GrowthCo Requirement

- Gateley Economic Growth Services (GEG) is delivering a broad Business Growth Services contract for the Cambridgeshire and Peterborough Combined Authority (The Combined Authority) through its trading arm Growth Works, to support job creation and share prosperity.
- GEG has commissioned Impact Advisory Ltd to survey a sample of customers of the services provided by Growth Works using the NPS (Net Promoter Score) metric, at the request of the GrowthCo, the arm of The Combined Authority overseeing delivery of the services provided by GEG. The purpose of the survey is to determine satisfaction levels within a sample of customers of the services provided by Growth Works.
- Specifically, on a quarterly basis, in each survey both Growth Works and the GrowthCo require:
 - 40 customers to be surveyed in each sample pool
 - All Growth Works Service Lines to be included in the sample
 - All six Combined Authority partner areas to be covered
 - Quantitative and qualitative inputs from surveyed customers.
- Impact Advisory will manage delivery of the survey, summarise the findings from the data and interpret the qualitative feedback provided, in order to draw conclusions and highlight actionable insight where appropriate.

The Survey Questions

1. Name
2. Work email address
3. On a scale of 0 (not at all likely) to 10 (extremely likely): How likely is it that you would recommend Growth Works to your friends, family, business associates or contacts for support, coaching and advice?
4. Which of our services did you use?
5. Where is your business based?
6. On a scale of 1 (very poor) to 5 (excellent): How would you rate our support developing your workforce / employment opportunities in CPCA?
7. On a scale of 1 (very poor) to 5 (excellent): Did our service support meet your initial expectations from when you registered for support?
8. On a scale of 1 (very poor) to 5 (excellent): How would you rate the impact of our service in accelerating or expanding your business growth plans in CPCA?
9. On a scale of 1 (very poor) to 5 (excellent): To what extent was the service a valuable investment of your time?
10. Thank you for your feedback. If you have any other comments you would like to provide, please do so here. (1250 characters).

Companies Invited to Participate, and Survey Pool



Companies Responded

The table below lists the companies that responded to the survey. The full list of companies invited to participate in the survey is listed in the appendix.

Company Name	Service Line	Company Name	Service Line
	Grants		Inward Investment
	Growth Coaching		Inward Investment
	Growth Coaching		Inward Investment
	Growth Coaching		Inward Investment
	Growth Coaching		Inward Investment
	Growth Coaching		Inward Investment
	Growth Coaching		Skills
	Growth Coaching		Skills
	Growth Coaching		Skills
	Growth Coaching		Skills
	Growth Coaching		Skills
	Growth Coaching		Skills
	Growth Coaching		Skills
	Inward Investment		Skills

Survey Responder Pool – Services and Locations

The table below lists the responses received by service line and by location.

Location	Responses
Cambridge	8
East Cambridgeshire	1
Fenland	1
Huntingdonshire	1
Peterborough	9
South Cambridgeshire	1
In the LEP but outside CPCA	8
TOTAL	29

- Clients from 107 companies were invited to provide feedback on Growth Works services experienced.
- 29 responses were received from 28 companies located across the LEP and CPCA territory, as illustrated in the table opposite.

Services	Responses
Growth Coaching	9
Equity Growth Investment	9
Capital Expenditure Grants	9
Inward Investment/Locate Cambridge	9
Growth Works with Skills	13
Growth Hub	9
TOTAL	58

- Respondents were asked to identify all Growth Works services they had used and allowed to select as many as they liked.
- This explains why there are more services selected than the number of respondents.

Survey Summary



Headlines

- 124 clients (from 107 companies) were invited to participate and share feedback. 29 had responded by 00:01 29th September 2022 when the survey window closed.
- Headline NPS is 62% (29 responses: Promoter = 21, Passive = 6, Detractor = 3). For context, most companies using NPS average scores of 31-50%.
- Split by District Councils, Peterborough (9) accounted for 31% of responses, followed closely by Cambridge (8) and interestingly, there were also 8 responses from 'in the LEP but outside CPCA'.
- Split by Service. Respondents were allowed to select one or more services they had benefited from, with the NPS for each Service Line as follows:
 - Skills = 70% NPS on 13 selections (1 detractor)
 - Growth Hub = 67% on 9 selections (1 detractor)
 - Coaching = 67% NPS on 9 selections (1 detractor)
 - Grants = 67% NPS on 9 selections (1 detractor)
 - Equity = 56% NPS on 9 selections (1 detractor)
 - Investment = 56% NPS on 9 selections (2 detractors).
- On the specific questions for Growth Works (star ratings from 1-5 as the options):
 - Question 6 = average rating 4.2 out of 5.0 (down from 4.5 last quarter)
How would you rate our support developing your workforce / employment opportunities in CPCA?
 - Question 7 = average rating 4.3 out of 5.0 (down from 4.7 last quarter)
Did our service support meet your initial expectations from when you registered for support?

- Question 8 = average rating 4.2 out of 5.0 (down from 4.6 last quarter)
How would you rate the impact of our service in accelerating or expanding your business growth plans in CPCA?
- Question 9 = average rating 4.4 out of 5.0 (down from 4.7 last quarter)
To what extent was the service a valuable investment of your management time?
- Comments are mainly positive, with complimentary name checks for Stephen (Coaching) and Greg (Inward Investment).
- Again, as raised in the previous three quarters within the Question 10 comments section, respondents have noted their frustration with the grant approval and payment system.

Consideration

- The 23% survey response rate is much lower than last quarter's 53%. Of the 124 pool that Growth Works invited to participate in Quarter 7:
 - Investment invited 23 with a response rate of 35%
 - Skills invited 25 with a response rate of 32%
 - Grants invited 5 with a response rate of 20%
 - Coaching invited 71 with a response rate of 17%
 - Growth Hub no longer participates, as agreed with the Growth Co SRO in Q6.
- One respondent who gave the lowest possible scores for all questions and commented "Very Bad, you service only working for company already has good cash flow not for start up." is in fact a micro business (so maybe not the typical SME that the Growth Works programme is designed to serve?).

Growth Works achieved an NPS of 62% in the Quarter 7 Survey of Clients



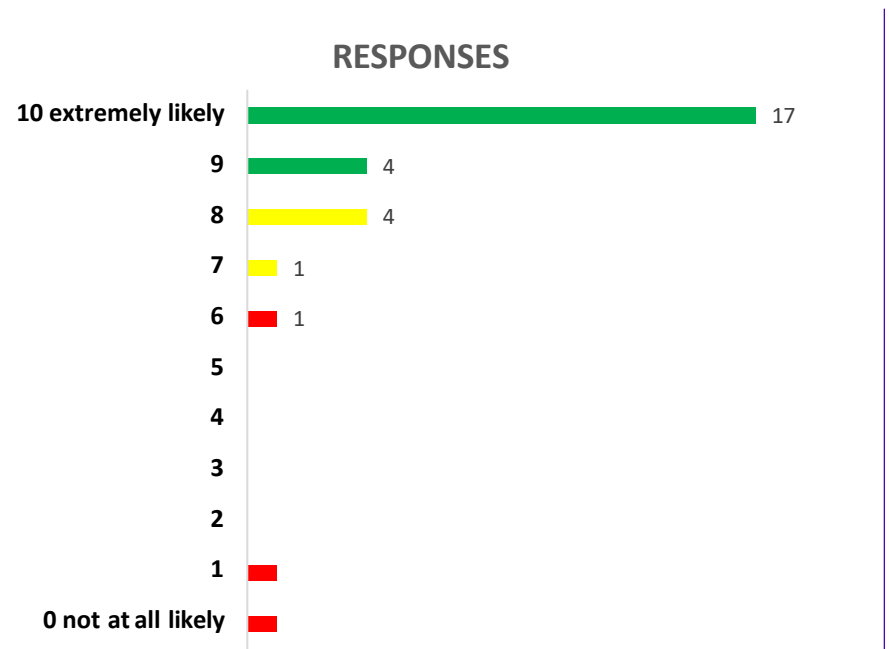
62%
excellent

A decent result by global NPS standards

- The Growth Works NPS for the Quarter-7 survey is classed as ‘excellent’. Although it falls short of the 78% ‘world-class’ result of Quarter 6. It is comparable with Q4’s NPS of 68% and is still above Q5’s 56% NPS
- With Growth Works inviting more companies than in previous quarters to participate in the survey, 29 responses out of 124 companies gives a 23% Quarter 7 survey response rate. Response rates for earlier quarters were Quarter 6: 53%, Quarter 5: 50% and Quarter 4: 44%
- 21 promoters scoring 9 or 10 out of 10 is a good achievement. We make no assumptions about responder knowledge of the NPS methodology or ratings scale either, as this was not reflected in the survey question
- There are two low scoring detractors in the results. We recommend Growth Works leadership investigate further.

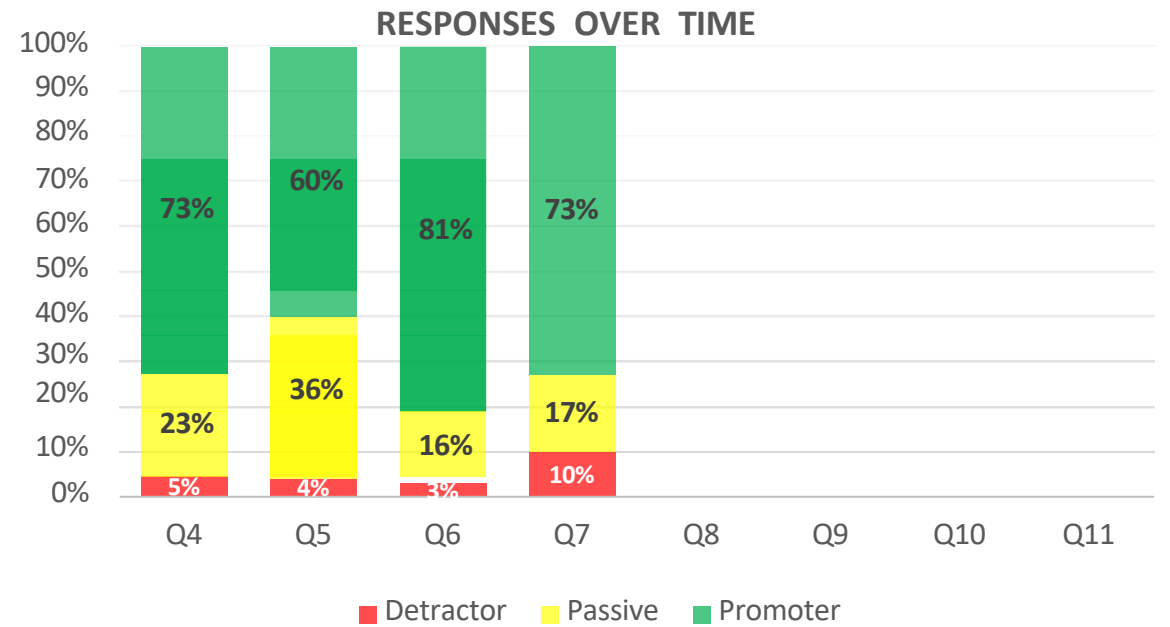
Promoter	72%
Passive	17%
Detractor	10%

Q7 Responses



Performance by quarter

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



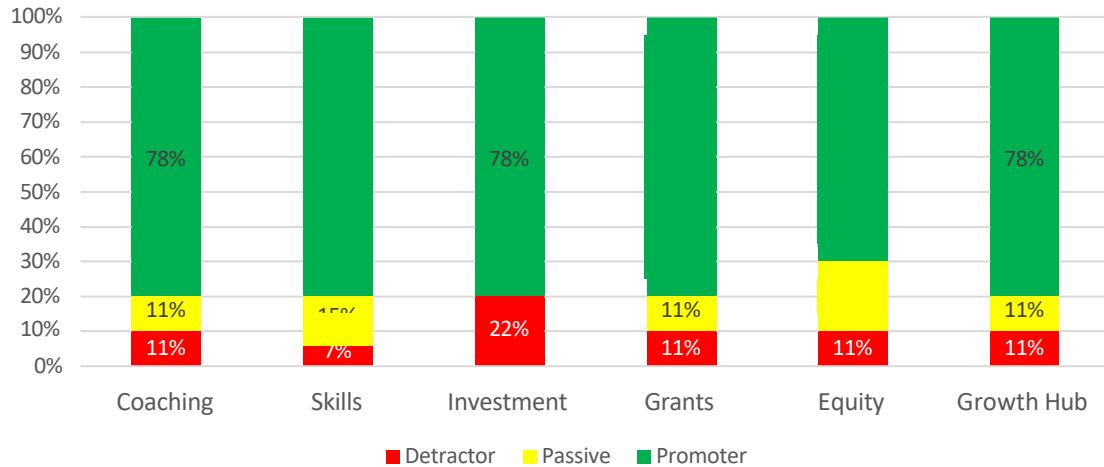
NPS by Service Line and District Council



Quarter 7 NPS – Service Line Scores

- The 29 respondents made 58 selections for service lines they had engaged with. Overall results show ‘excellent’ NPSs for the services lines
- There are 3 detractors. One respondent’s detractor (0 out of 10) runs across all service lines except Coaching. There is a detractor (1 out of 10) for Coaching and a detractor (6 out of 10) for Investment.

NPS BY SERVICE

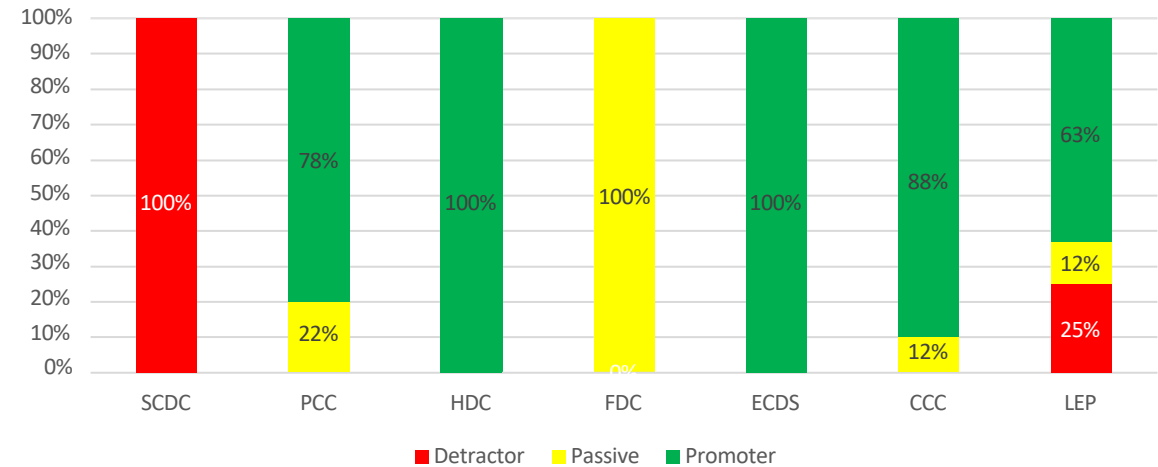


	Coaching	Skills	Investment	Grants	Equity	Growth Hub
NPS	67%	70%	56%	67%	56%	67%
Respondent Selections	9	13	9	9	9	9

NPS – District Council Scores

- Peterborough, Cambridge and for the first time, ‘in the LEP but outside CPCA’ are well represented in terms of responses
- With only single responses for the remaining regions: South Cambridgeshire, Huntingdonshire, Fenland and East Cambridgeshire – representative results cannot be drawn.

NPS BY DISTRICT



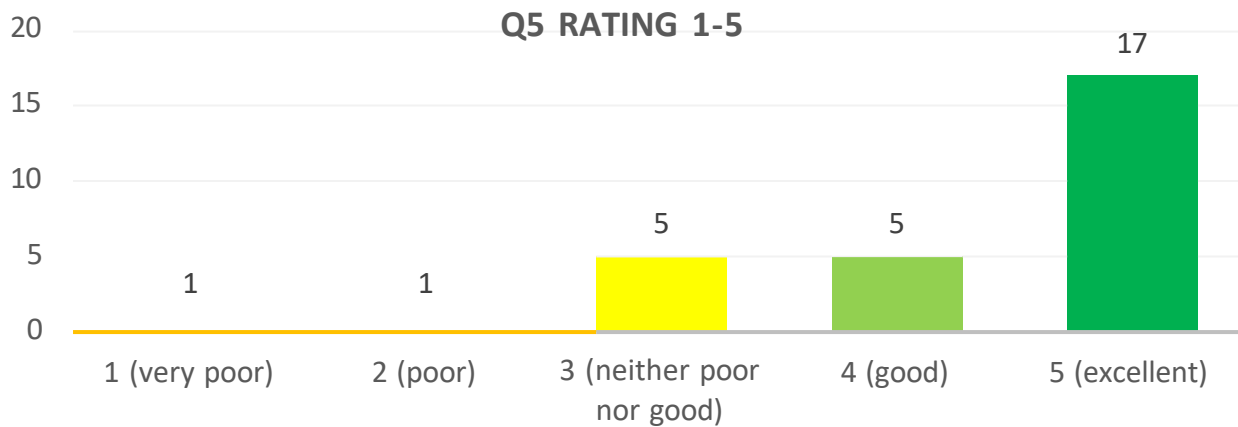
	SCDC	PCC	HDC	FDC	ECDS	CCC	LEP
NPS	0%	91%	100%	0%	100%	100%	38%
Responses	1	11	1	1	1	8	8

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



Quarter 7 Performance

- While 76% of responses rated good or excellent, it should be noted that as this is a mandatory question, so not everyone answering the question will have utilised the Skills service. Figures for the past 3 quarters were 90% (Q6), 76% (Q5) and 86% (Q4).



4.2 ★ average



Performance by Quarter

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



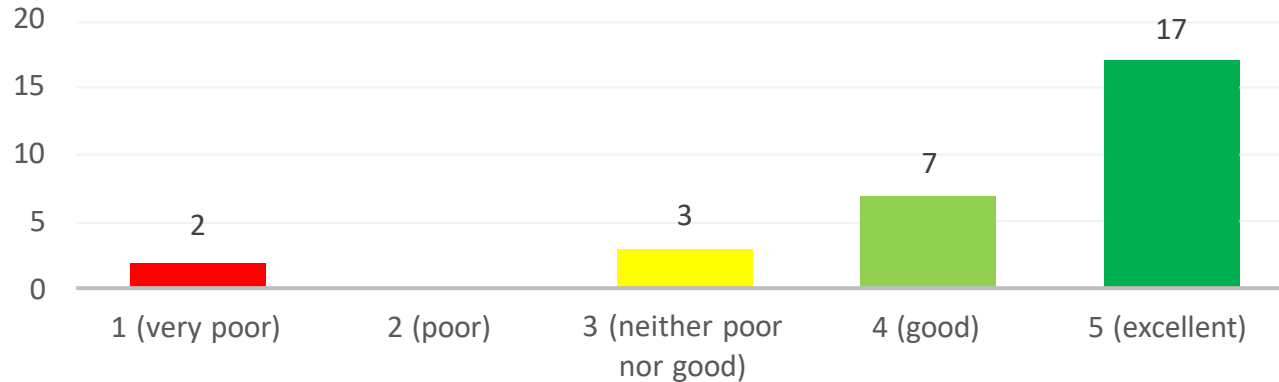
On a scale of 1-5: Did our service support meet your initial expectations from when you registered for support?



Quarter 7 Performance

- 83% of responders rated Growth Works as 'good' or 'excellent' in meeting their initial expectations. Figures for the past 3 quarters were 94% (Q6), 92% (Q5) and 86% (Q4).

Q5 RATING 1-5



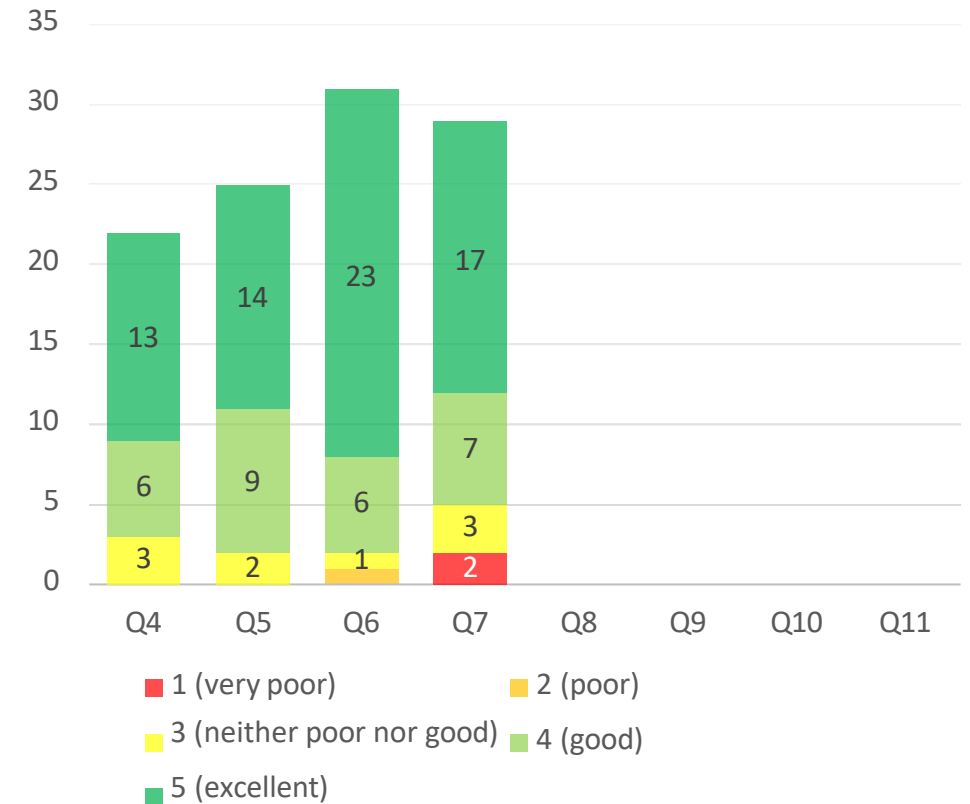
4.3 ★ average



Performance by Quarter

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

TIME SERIES RATING 1-5

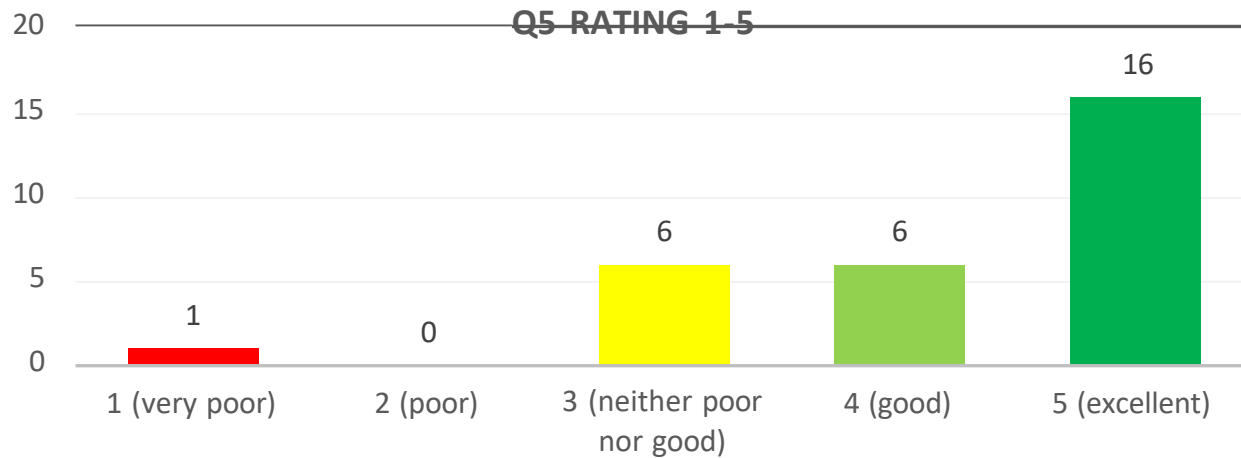


On a scale of 1-5: How would you rate the impact of our service in accelerating or expanding your business growth plans in CPCA?



Quarter 7 Performance

- 76% of survey participants rated the impact of Growth Works in accelerating or expanding their growth plans as 'good' or 'excellent'. Figures for the past 3 quarters were 90% (Q6), 88% (Q5) and 73% (Q4).

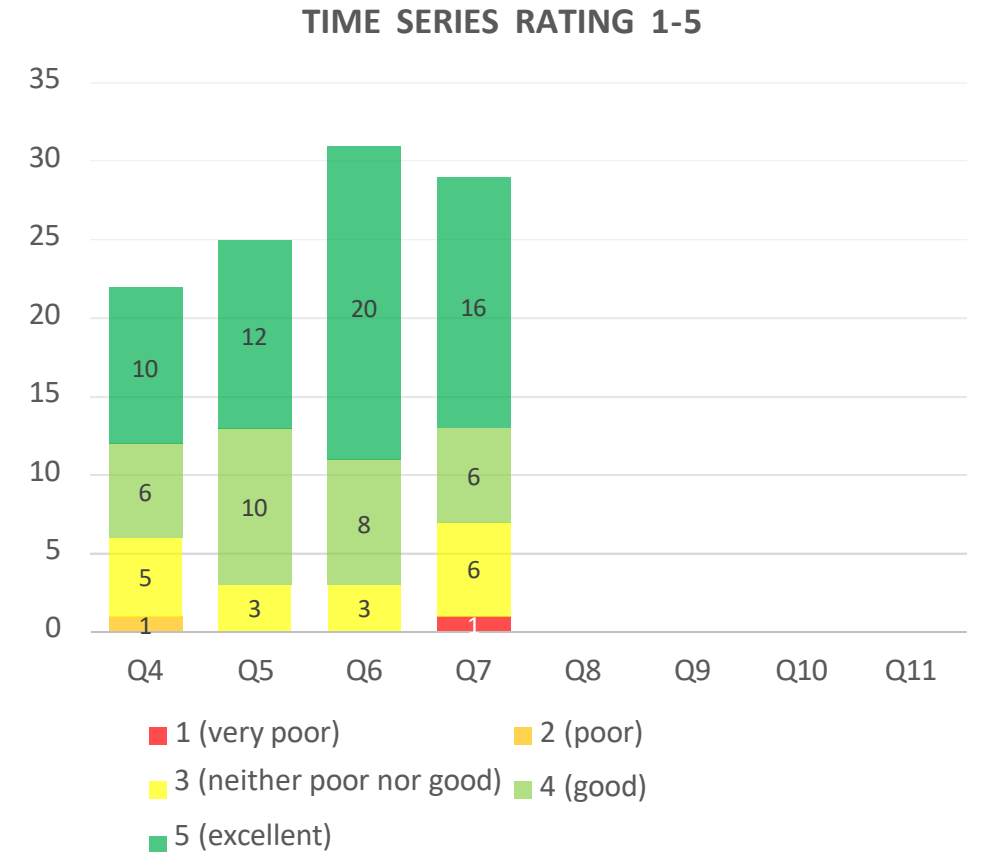


4.2 ★ average



Performance by Quarter

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

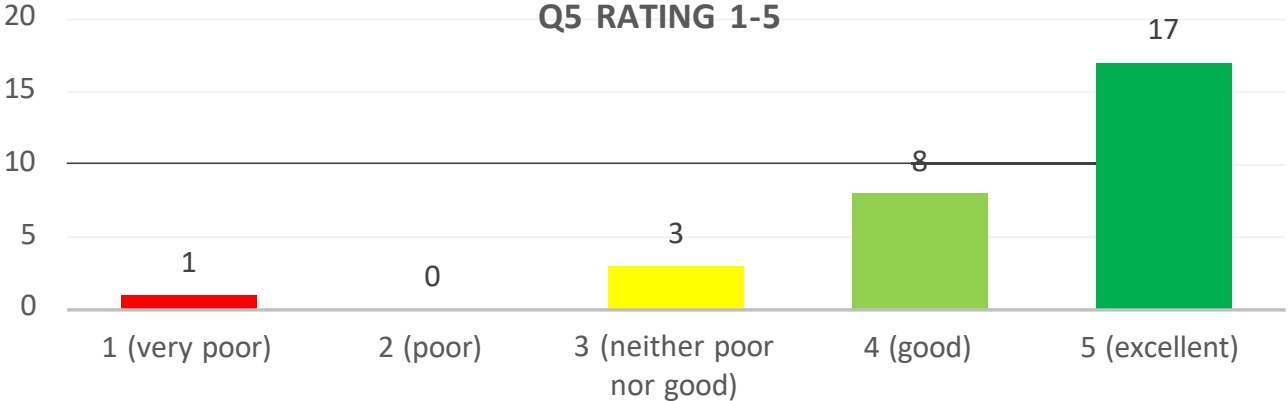


On a scale of 1-5: To what extent was the service a valuable investment of your time?



Quarter 7 Performance

- 86% of respondents rated their engagement with Growth Works as a 'good' or 'excellent' investment of their management time. Figures for the past 3 quarters were 97% (Q6), 88% (Q5) and 82% (Q4).

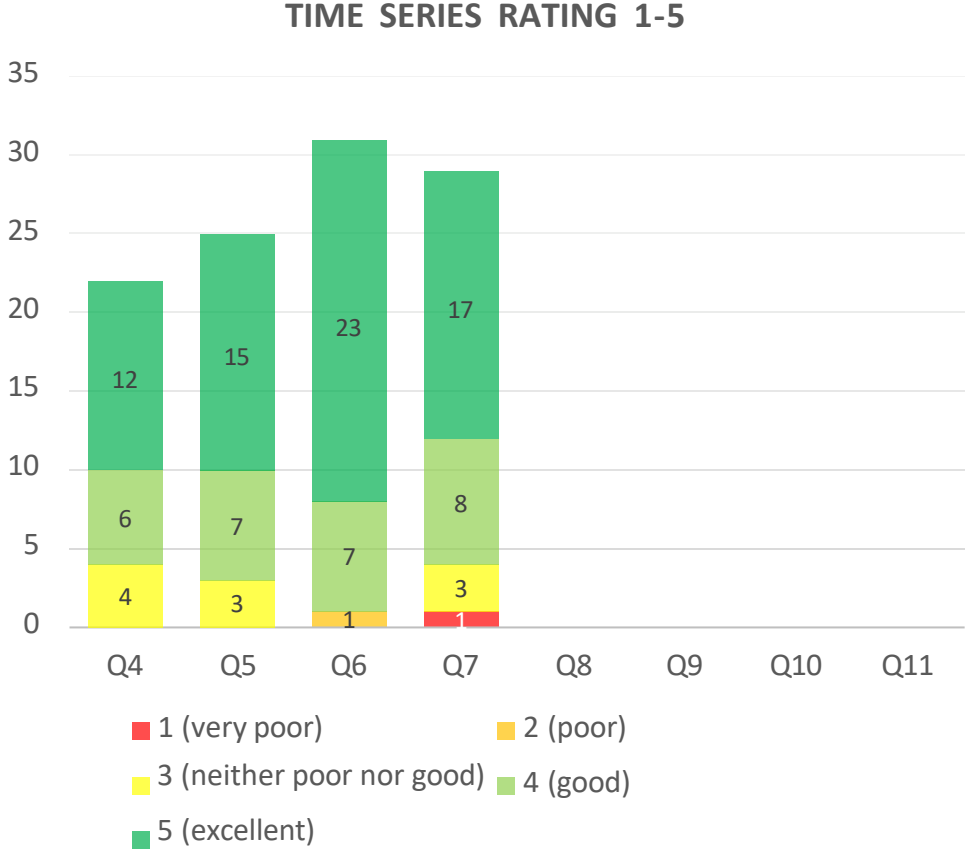


4.4 ★ average



Performance by Quarter

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



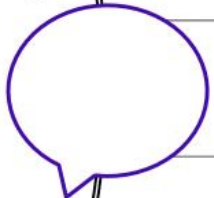
What works well



“The team at Growth works is really excellent and cooperative with their valuable time and suggestions.”



“Great experience and Greg is awesome. I need more opportunity to understand your initiatives.”



“I've got a job at Peterborough College now. Thank you 😊”



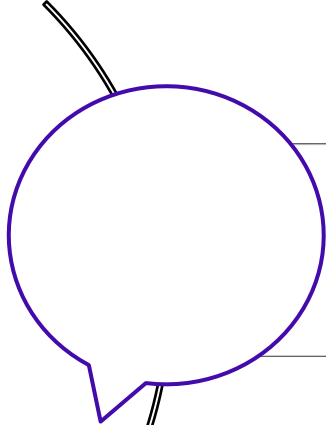
“Stephen Goddard has been an enormous help to us this year! He has offered us advice on funding, business development and marketing. We really appreciate him and the work he does - thank you!”



“Team and process very helpful.”

Improvements to the service

“

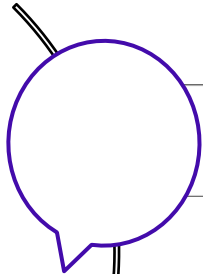


“I'm really still waiting to see if there is a benefit. We have a grant application in for 50/50 matched funding for a consultancy project, which will be great if we get but is taking longer than expected. The support with skills/training is really yet to emerge.”

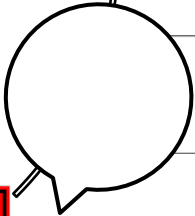
”

Complaints / concerns raised

“



“Application and obtaining funds an absolute nightmare.”



“Very Bad, you service only working for company already has good cash flow not for start up.”

”

Appendices

- 1. List of companies invited to participate in this quarter's survey.**
- 2. Defining NPS and how the method calculates a score.**
- 3. Survey questions and response options.**

List of companies invited to participate in this quarter's survey



Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line	Company Name	Service Line
	CapEx		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	CapEx		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	CapEx		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	CapEx		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	CapEx		Growth Coaching		Growth Coaching		Growth Coaching		Skills
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Skills
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Skills
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Skills
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Skills
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Skills
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Skills
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Skills
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Skills
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Skills
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment
	Growth Coaching		Growth Coaching		Growth Coaching		Growth Coaching		Inward Investment

Defining NPS and how the method calculates a score



Net Promotor Score

- Net Promoter Score (NPS) is a widely accepted approach to gauging client and/or customer levels of satisfaction, but it is not a perfect methodology and it has its critics.
- In its purest form, NPS asks a single question, and in the context of the Growth Works / GrowthCo requirement, it has been determined as,
“On a scale of 0-10: How likely is it that you would recommend Growth Works to your friends, family, business associates or contacts for support, coaching and advice?”
- NPS asks the responders to rate on a scale of 0-10, where scores have the following values:
 - 0-6 = Detractor (would not promote you, many reasons possible)
 - 7-8 = Passive (indifferent, but not antagonistic either)
 - 9-10 = Promoter (will actively promote you to others)
- The NPS is calculated by subtracting the number of detractors from the number of promoters. It can be expressed as a whole number or a percentage and range from +/- 100.
- A positive NPS (above 0) is considered “good,” an NPS of 50-69 is considered “excellent,” and anything 70 and above is considered “world-class.” Based on global NPS standards, any score above can be interpreted to mean that the majority of the customer base selected to participate at a particular moment in time (the time of the survey) is more loyal.

Example NPS Calculation

- Company A surveys 2,000 clients and secures 1,500 responses.
- The scores are aggregated as follows:
 - 431 = Detractors (341/1,500 = 28.73%)
 - 276 = Passive (276/1,500 = 18.40%)
 - 793 = Promoter (793/1,500 = 52.87%)
- The aggregated scores are converted:
 - 28.73% = Detractors (431/1,500)
 - 18.40% = Passive (276/1,500)
 - 52.87% = Promoters (793/1,500)
- The NPS is calculated as follows:
$$\begin{array}{r} 52.87\% \text{ (Promoters)} \\ -28.73\% \text{ (Detractors)} \\ \hline \text{NPS} = 24.14\% \text{ (Net Promoters)} \end{array}$$
- Passives are not factored into the NPS calculation.

Survey questions and response options



Q#	Question	Answer Options
1)	Full name	Text box
2)	Work email address	Text box
3)	On a scale of 0 (not at all likely) to 10 (extremely likely): How likely is it that you would recommend Growth Works to your friends, family, business associates or contacts for support, coaching and advice?	NPS method, where: A score of 0-6 = Detractor A score of 7-8 = Passive A score of 9-10 = Promoter
4)	Which of our services did you use?	Checkbox: Growth Coaching, Equity Growth Investment, Capital Expenditure Grants, Inward Investment/Locate Cambridge, Growth Works With Skills, Growth Hub, More than one service.
5)	Where is your business based?	Multiple choice: Cambridge, East Cambridgeshire, Fenland, Huntingdonshire, Peterborough, South Cambridgeshire, in the LEP but outside CPCA.
6)	On a scale of 1 (very poor) to 5 (excellent): How would you rate our support developing your workforce / employment opportunities in CPCA?	Star rating on a scale of 1-5 (1 = very poor to 5 = excellent)
7)	On a scale of 1 (very poor) to 5 (excellent): Did our service support meet your initial expectations from when you registered for support?	Star rating on a scale of 1-5 (1 = very poor to 5 = excellent)
8)	On a scale of 1 (very poor) to 5 (excellent): How would you rate the impact of our service in accelerating or expanding your business growth plans in CPCA?	Star rating on a scale of 1-5 (1 = very poor to 5 = excellent)
9)	On a scale of 1 (very poor) to 5 (excellent): To what extent was the service a valuable investment of your time?	Star rating on a scale of 1-5 (1 = very poor to 5 = excellent)
10)	Thank you for your feedback. If you have any other comments you would like to provide, please do so in the box provided.	Comments limited to 1,250 characters

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Appendix 3: Breakdown of Service Line Performance and Impact (September 2022)

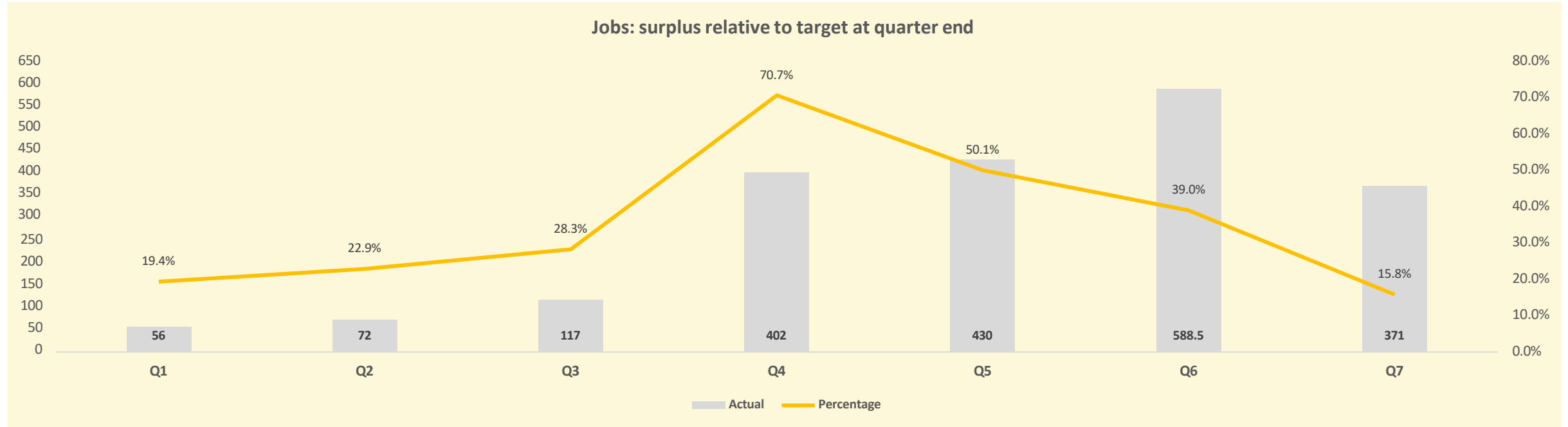


PROGRAMME DATA: Jobs

NOTE: data is 15th February 2021 to 30th September 2022.

Erosion of the jobs surplus, and the emergence of a jobs deficit through year three

- The chart below demonstrates how a substantial surplus in jobs, over and above the outturn expected, has diminished with each quarter during year two.
- It highlights that while the absolute number of 402 (Q4) has diminished to 371 (Q7), this represents a fall from 70.7% above target to 15.8% above target at respective quarter end.
- The final five quarters of the programme (Q8 to Q12) are where the programme has forecast to deliver almost two-thirds of the jobs and apprenticeships.



SERVICE LINE DATA: Growth Coaching Service, and Inward Investment Service

NOTE: data is 15th February 2021 to 30th September 2022.

Growth Coaching Service

Jobs	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	3,223	1,073	1,189	-116

Diagnostics	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	3,305	*1,981	1,970	+11

Enrolments	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	1,005	436	434	+2

Coaching Starts	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	1,005	441	543	-102

Coaching Completions	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	1,005	213	237	-24

Monthly Performance in Q6 and Q7					
Apr	May	Jun	Jul	Aug	Sep
*365	60	54.5	20.5	168	160

Monthly Performance in Q6 and Q7					
Apr	May	Jun	Jul	Aug	Sep
217	116	87	55	96	98

Monthly Performance in Q6 and Q7					
Apr	May	Jun	Jul	Aug	Sep
10	26	28	18	29	20

Monthly Performance in Q6 and Q7					
Apr	May	Jun	Jul	Aug	Sep
15	24	26	18	29	25

Monthly Performance in Q6 and Q7					
Apr	May	Jun	Jul	Aug	Sep
17	21	13	0	2	31

31/12/23 Prediction	
Actual	% of target
1,890-1,900	c.59%

31/12/23 Prediction	
Actual	% of target
*3,500-3,520	c.107%

31/12/23 Prediction	
Actual	% of target
770-780	c.77%

31/12/23 Prediction	
Actual	% of target
775-785	c.78%

31/12/23 Prediction	
Actual	% of target
375-385	c.38%

Note: Jobs

- In April 2022, YTKO ascertained they had been under-reporting jobs after a wholesale review of diagnostics and the engagement with companies around diagnostics. Consequently, 365 jobs were added that month, although they reflect the position across many months. The actual total for April is 88 (January is 51.5 up from 25, February 118 up from 51, March 112 up from 20, and Year-1 is 312.5 up from 139).

Note: Diagnostics

- 1,981 Diagnostics are claimed in reporting since the start of the contract (15/02/2021). Of these, 707 don't have between 3-250 employees. This computes into a 35.69% ineligibility rate. If we take the predicted total of 3,500-3,520 delivered by contract end (31/12/2023) and subtract 35.69% of that number, then the eligible total is predicted to be nearer a 2,251-2,264 range (or 1,041-1,054 short of the 3,305 total – i.e., 25%)

Inward Investment Service

Jobs	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	808	627	261	+366

Information and Diagnostic Support	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	160	*266	60	+206

New Project and Expansion Successes	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	40	22	17	+5

Monthly Performance in Q6 and Q7					
Apr	May	Jun	Jul	Aug	Sep
26	140	0	0	120	0

Monthly Performance in Q6 and Q7					
Apr	May	Jun	Jul	Aug	Sep
9	14	7	7	14	8

Monthly Performance in Q6 and Q7					
Apr	May	Jun	Jul	Aug	Sep
2	2	0	0	1	0

31/12/23 Prediction	
Actual	% of target
1,100-1,110	c.137%

31/12/23 Prediction	
Actual	% of target
450-470	c.290%

31/12/23 Prediction	
Actual	% of target
39-42	c.100%

Note: Information and Diagnostic Support

- 266 companies supported with one or more information and diagnostic advisory based engagement since the start of the contract (15/02/2021).
- Using the same prediction formula this comes out at 471. The downward trend in the Q6+Q7 performance would suggest a prediction of 405-410 is more accurate. However, the recent CCN reallocating LGF funds has already seen the team increase from 5.3 FTE to 7.3FTE in headcount, so the 471 prediction in an accurate reflection.

Note: New Project and Expansion Successes

- The downward trend in the Q6+Q7 performance does not tell the 'quality' story, which is in fact alluded to in the jobs data. Three of the successes in the period generated 260 jobs, all high value added jobs.

SERVICE LINE DATA: Skills Service, and Grants and Equity Service

NOTE: data is 15th February 2021 to 30th September 2022.

Skills Service

Apprenticeships	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	1,400	*266	351	-85
Learning Outcomes	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	1,705	650	792	-142
ESF - CO23	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	276	85	90	-5
ESF - R9	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	207	35	48	-13

Monthly Performance in Q6 and Q7						
Apr	May	Jun	Jul	Aug	Sep	
11	46	3	5	20	40	
Monthly Performance in Q6 and Q7						
Apr	May	Jun	Jul	Aug	Sep	
61	19	27	35	44	41	
Monthly Performance in Q6 and Q7						
Apr	May	Jun	Jul	Aug	Sep	
6	3	4	5	4	4	
Monthly Performance in Q6 and Q7						
Apr	May	Jun	Jul	Aug	Sep	
3	3	0	3	1	5	

31/12/23 Prediction	
Actual	% of target
470-475	c.34%
31/12/23 Prediction	
Actual	% of target
1,150-1,180	c.68%
31/12/23 Prediction	
Actual	% of target
150-160	c.56%
31/12/23 Prediction	
Actual	% of target
62-72	c.33%

Note: Apprenticeships

- Data for Apprenticeships is not a 'true' picture. Currently the data shown here represents cases where GWWS has 'touched' a company and directly been involved in the creation of an apprenticeship. The contract requires that GWWS measure apprenticeships created above an agreed baseline at the end of years 1, 2 and 3. This data is supplied to GWWS by CPCA.

Grants and Equity Service

Jobs	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	1,455	684	706	-22
SME CapEx Grants	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	56	67	37	+30
Equity Projects*	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	40	1	15	-14
Equity Capital Placed*	3 Year Target	Performance (Q7 end)		
		Actual	Expected	Variance
	£18m	£1.5m	£6m	-£4.5m

Monthly Performance in Q6 and Q7						
Apr	May	Jun	Jul	Aug	Sep	
38	63	0	12	11	10	
Monthly Performance in Q6 and Q7						
Apr	May	Jun	Jul	Aug	Sep	
2	5	0	3	2	1	
Monthly Performance in Q6 and Q7						
Apr	May	Jun	Jul	Aug	Sep	
0	0	0	0	0	0	
Monthly Performance in Q6 and Q7						
Apr	May	Jun	Jul	Aug	Sep	
£0	£0	£0	£0	£0	£0	

31/12/23 Prediction	
Actual	% of target
1,010-1,015	c.69%
31/12/23 Prediction	
Actual	% of target
*77-82	c.143%
31/12/23 Prediction	
Actual	% of target
2	4.42%
31/12/23 Prediction	
Actual	% of target
£2.653m	14.74%

Note: SME CapEx Grants

- Calculating predictions by extrapolating from actual performance gives an inaccurate prediction for this leading indicator. With circa 80%+ of the available funds awarded, we anticipate not more than an additional 10-18 awards in the final 15 months of the contract.

Note: Equity*

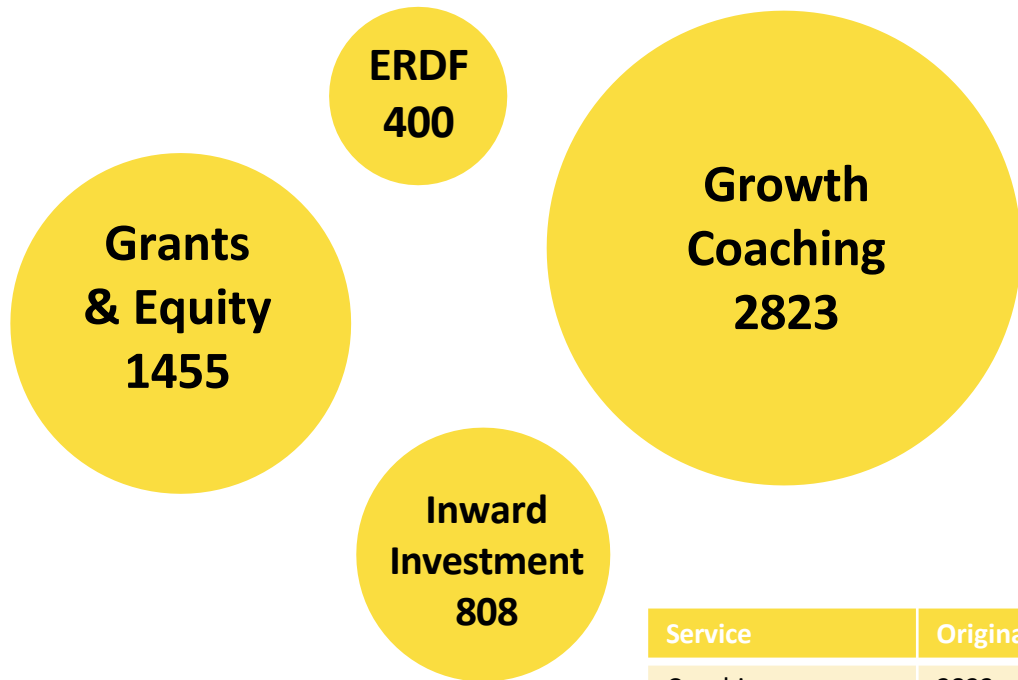
- The Equity Service was recreated and redeployed, in late September 2022, via a Change Control Note (CCN) that transferred it from the initial sub-contractor directly to GEG.

Appendix 4: Programme Review Recommendations Summary

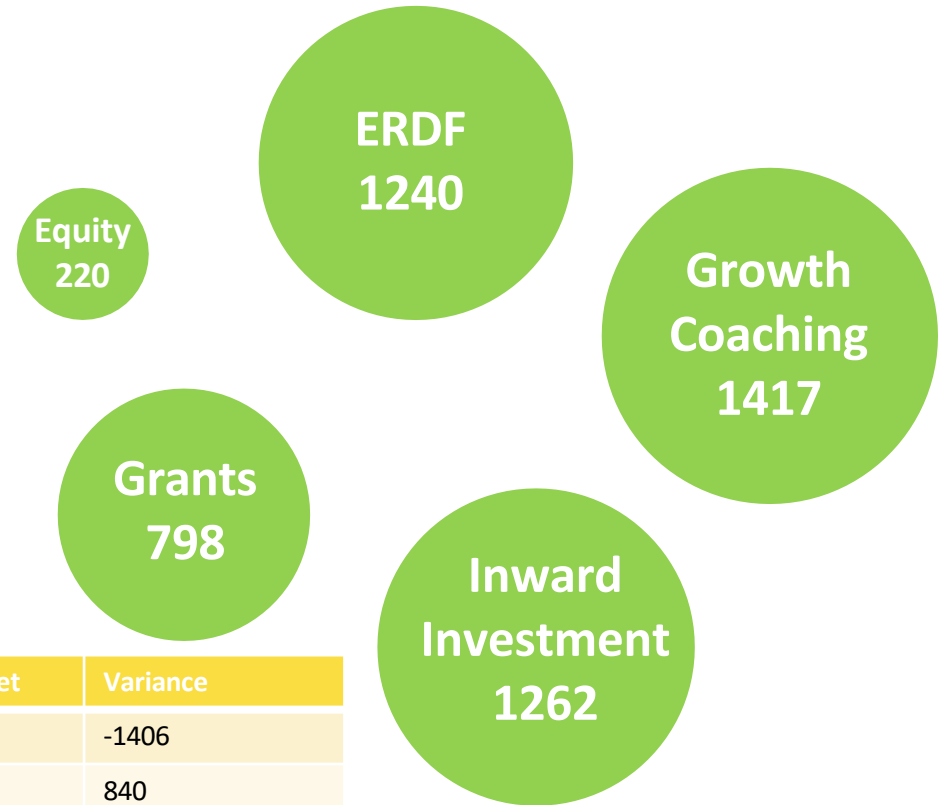


Job Profile – Current vs Proposed

Current Target



Proposed Target



Service	Original Target	Revised Target	Variance
Coaching	2823	1417	-1406
ERDF	400	1240	840
Inward Investment	808	1262	454
Grants	1455	798	-657
Equity		220	220
Totals	5,486	4,937	-549



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 2.6

Employment and Skills Board Update

To:	Skills Committee
Meeting Date:	7 November 2022
Public report:	Yes
Lead Member:	Councillor Lucy Nethsingha
From:	Fliss Miller, Interim Associate Skills Director
Key decision:	No
Forward Plan ref:	n/a
Recommendations:	The Skills Committee is recommended to: a) Note the paper which provides an overview of the recent Employment and Skills Board held on 18 October 2022.
Voting arrangements:	No vote required

1. Purpose

- 1.1. This paper provides the Skills Committee a summary of the recent meeting of the Cambridgeshire & Peterborough Combined Authority Employment & Skills Board (ESB), which includes the role of The Combined Authority's Skills Advisory Panel (SAP).

2. Background

- 2.1 The last meeting of the ESB was held on the 18 October 2022. Eight members were in attendance.

3. Meeting Overview

- 3.1 The Board received a number of presentations about current programmes of work and new initiatives being taken forward.
- 3.2 Members received a presentation on the Implementation Plan for the Employment and Skills Strategy, officers sought guidance from the Board in taking forward this work. Lengthy discussion centred around how best to seek the employer voice in this work.
- 3.3 A joint presentation by the Cambridgeshire Chamber of Commerce and the Combined Authority on the Local Skills Improvement Plan (LSIP) was received. Discussion on the LSIP was useful in understand how the Combined Authority can use this mechanism to deliver some areas of the Employment and Skills Strategy.
- 3.4 Growth Works with Skills provided an update on performance. Useful discussion followed on how Growth Works could better integrate themselves into the business and skills landscape within Cambridgeshire and Peterborough.
- 3.5 Officers provided an update of the recent procurements for the Adult Education Budget, Multiply Programme and Skills Bootcamps. Members of the Board were requested to promote the opportunities provided by the new funding.
- 3.6 The Forward Plan for the Board was discussed. It was decided that a 12 month plan should be developed ensuring that the work of the LSIP was appropriately reflected in the plan going forward.

Significant Implications

4. Financial Implications

- 4.1 There are no financial implications.

5. Legal Implications

- 5.1 There are no legal implications.

5. Other Significant Implications

5.1 There are no other significant implications.

6. Appendices

6.1 There are no appendices.

7. Background Papers

7.1 None.



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 2.2

Finance and Performance Report November 2022

To:	Skills Committee
Meeting Date:	7 November 2022
Public report:	Yes
Lead Member:	Councillor Lucy Nethsingha, Chair of the Skills Committee
From:	Read Baurtally, Finance Manager
Key decision:	No
Forward Plan ref:	N/A
Recommendations:	The Skills Committee is recommended to note the year-to-date outturn position against budget.
Voting arrangements:	No vote required.

1. Purpose

- 1.1 To provide an update of the outturn position for 2022/23 and to provide analysis against the 2022/23 budgets, up to the period ending August 2022.
- 1.2 The paper also provides a performance update on Skills projects and a trajectory of expected performance against devolution deal objectives.

2. Background

- 2.1 At the last meeting, the Committee received an update of the finalised 2021/22 outturn position and confirmed any unspent balances that the CPCA (Cambridgeshire and Peterborough Combined Authority) Board approved to carry forward into the current (2022/23) fiscal year.

This report provides the Committee with an analysis of the 2022/23 Skills outturn to date, against the approved annual budget. Currently unprofiled budgets will be profiled across 22-23 for future Committee meetings to generate more meaningful analysis of the year-to-date position.

3. Revenue Income & Expenditure

- 3.1 A breakdown of the Business and Skills Directorate 'Skills Revenue' income for the period to 31 August 2022, is set out in Table 1 below. The Business & Skills Directorate 'Skills Revenue' expenditure is set out in Table 2 below.

Table 1

Skills Grant Income	22/23 Budget £k	YTD Actuals £k	YTD Variance £k	FY Forecast Outturn	FY Forecast Outturn Variance
Adult Education Budget	(11,989)	(11,973)	16	(11,989)	0
Careers Enterprise Company Funding	(200)	(44)	156	(200)	0
Digital Skills Bootcamp	(1,686)	0	1,686	(1,686)	0
Skills Advisory Panel Grant	(75)	0	75	(75)	0
Skills Bootcamp Wave 3	(4,892)	0	4,892	(4,892)	0
Total Skills Grant income	(18,842)	(12,017)	6,825	(18,842)	0

- 3.2 The expected YTD position for income - as set out in the table above - shows a variance for the year to date of £6,825k compared to the full year budget. 'Actual' figures are based on payments made and accrued expenditure where known. The bulk of this variance relates to Skills Bootcamp Wave 3 and Digital Skills Bootcamp.

3.3 Variances between the YTD position for income and the associated annual budget are set out below:

1. Skills Bootcamp Wave 3 accounts for £4,892k of the underfunding against full year budget; however, funding is due to land in October totalling £725k, followed by further similar sized tranches in November and December. This is committed and will be paid up front; however, claims into next calendar year will be paid in arrears. DfE (Department for Education) are to confirm claims process; however, CPCA are geared up in terms of providers being au fait with contractually submitting compliant delivery evidence each month.
2. Digital Skills Bootcamp accounts for £1,686k of the underfunding against full year budget. Funding has arrived at the beginning of October for £100k to be followed by further invoicing of DfE in late October for £200k. This reflects the tardiness in terms of claims seemingly being stuck in the system, despite being actioned by DfE in August. This is currently being investigated, which should expedite the future claims and minimise the quantum of slippage into the next fiscal year. Furthermore, there is commitment to be invoicing DfE on Wave 2 for provision from The Skills Network.
3. Careers Enterprise Company Funding accounts for £156k of the underfunding against full year budget. Again, this appears to be a timing issue, with three claims being processed imminently and will be processed in the next month (November '22).
4. To note, in the overall AEB (Adult Education Budget) programme, there has been a significant improvement in delivery by providers in August 2022 compared to August 2021. Providers are reporting delivery of £11.1m compared to £9.33m. This equates to a 20% increase in spend and equates with an increase in learner participation, particularly on Level 3 courses and ESOL. The final close for the 2021/22 academic year will be reported at January '23 Skills Committee.

3.4 A breakdown of the Business & Skills Directorate 'Skills Revenue' expenditure for the period to 31 August 2022, is set out in Table 2. below.

Table 2

Skills Revenue Budget	22/23 Budget £k	YTD Actuals £k	YTD Variance £k	FY Forecast Outturn	FY Forecast Outturn Variance
AEB Devolution Programme	10,449	5,548	(4,901)	10,449	0
AEB Innovation Fund - Revenue	629	128	(501)	629	0
AEB Programme Costs	367	101	(266)	367	0
AEB Provider Capacity Building	156	0	(156)	156	0
AEB Strategic Partnership Development	196	0	(196)	196	0
Careers and Enterprise Company (CEC)	75	50	(25)	75	0
Digital Skills Bootcamp	1,785	124	(1,661)	1,785	0
Health and Care Sector Work Academy	2,467	218	(2,249)	2,467	0
Skills Advisory Panel (SAP) (DfE)	40	0	(40)	40	0

Skills Bootcamp Wave 3	3,914	0	(3,914)	3,914	0
Skills Rapid Response Fund	27	0	(27)	27	0
Total Skills Revenue Budget	20,104	6,155	-13,949	20,104	0

3.6 The YTD Actuals as set out in the table above shows an underspend against full year budget of £13,949k. 'Actual' figures are based on payments made and accrued expenditure where known.

3.7 Variances between the revenue expenditure YTD and the annual budget are set out below:

1. AEB Devolution Programme accounts for £4,901k of the YTD underspend against full year budget. 80% of AEB is allocated to grant funded colleges and providers and this is paid on a monthly profile. The weight of payments is at the beginning of the academic year – September to December.
 - 1.1. AEB Innovation Fund £501k - Innovation Fund is paid based on actual expenditure being received. Several invoices are still being processed together with evidence and so we expect the outturn to be higher. Some projects have also been extended.
 - 1.2. AEB Programme Costs £101k - The variance is due to the team carrying a vacancy for which recruitment is underway. Many of the large invoices for external support including audit, data analysis, quality assurance and evaluation come through later in the year.
 - 1.3. AEB Provider Capacity Building £266k - There is a separate Innovation Fund Report which deals with this variance and proposals to allocate residual funds once invoices in the system have been processed. This funding line will be merged into the main Innovation Fund for 2023/24.
 - 1.4. AEB Strategic Partnership Development - There is a separate Innovation Fund Report which addresses the allocation of residual funds. This funding line will be merged into the main Innovation Fund for 2023/24.
2. Skills Bootcamp Wave 3 £3,914 variance – timing, see funding points. Following procuring and contracting, Training Providers began delivering in September, therefore expenditure to Training Providers for initial course delivery will begin in October 2022.
3. HCSWA (Health Care Sector Work Academy) £2,249k - The Health and Care Sector Work Academy continues to face challenges in delivery. A separate paper on performance is being considered at this Skills Committee.
4. Digital Skills Bootcamp £1,661k - Expenditure lags income as providers are paid after receipt of the funding. Final income and claims in terms of learner numbers will be monitored up until December 2022. This relates to the payment milestones set by DfE where the second and third payment milestones cannot be claimed until after course delivery plus achievement of job outcomes, therefore claims were to run in to the current fiscal year 2022-23. Most claims are to be processed between September – November 2022. DfE extended job outcome achievement timelines late in the contract timeline. This will potentially drive some slippage between fiscal years.

4. Performance Reporting

4.1 The Cambridgeshire and Peterborough Devolution Deal is about delivering better economic

outcomes for the people of our area and commits us to specific results.

- 4.2 Appendix 1 shows the Skills Performance Dashboard, with an update on delivery against the following growth outcomes at the heart of the Devolution Deal (of which outcomes are embodied in the business cases which the Board and Committee consider):
- Prosperity (measured by Gross Value Added (GVA))
 - Housing
 - Jobs
- 4.3 These metrics are updated to align with the Board Performance Reports.
- 4.4 Future performance reporting arrangements are being developed to adopt new metrics with a stronger outcome focus.

Significant Implications

5. Financial Implications

- 5.1 There are no financial implications other than those included in the main body of the report.

6. Legal Implications

- 6.1 The Combined Authority is required to prepare a balanced budget in accordance with statutory requirements.

7. Public Health implications

- 7.1 N/A

8. Environmental and Climate Change Implications

- 8.1 N/A

9. Appendices

- 9.1 Appendix 1 – Performance Dashboard

10. Background Papers

- 10.1 None.

11. Accessibility

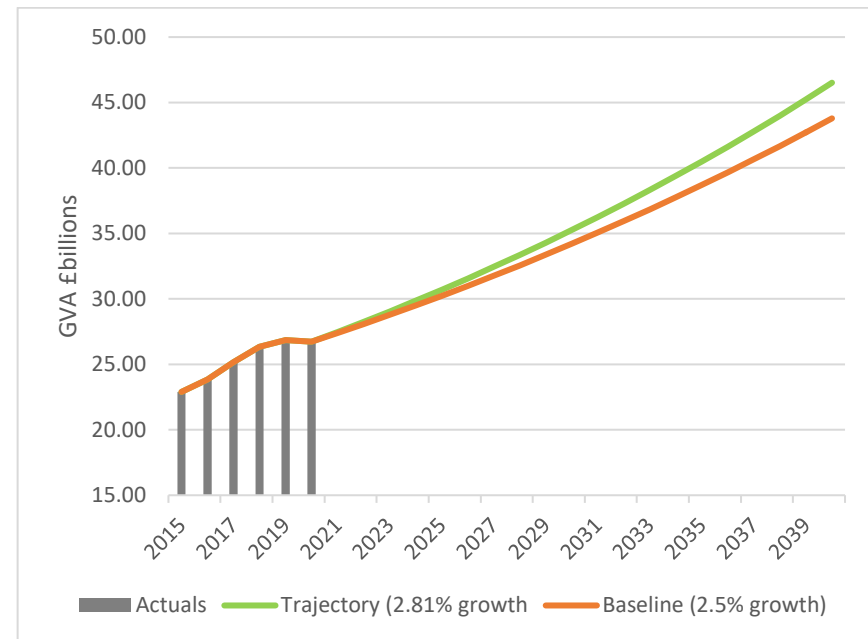
- 11.1 An accessible version of the information contained in the tables in this report and appendix are available on request from democratic.services@cambridgeshirepeterborough-ca.gov.uk

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

SKILLS COMMITTEE

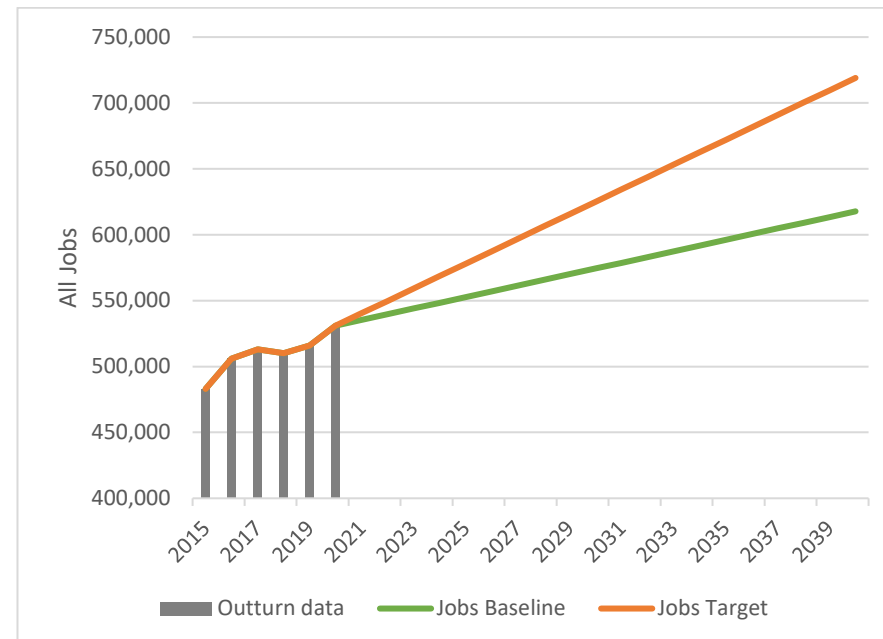
COMBINED AUTHORITY PERFORMANCE DASHBOARD DEVOLUTION DEAL TRAJECTORY

GVA TRAJECTORY V BASELINE



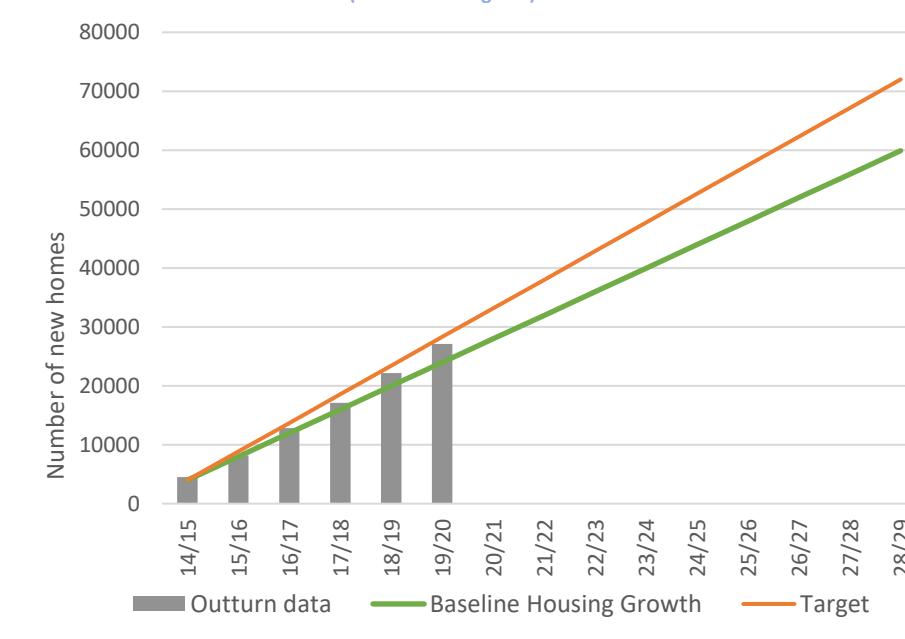
This has been updated in line with National Reporting standards. The CPCA Devolution Deal committed to doubling GVA over 25 years with 2014 as the baseline. To achieve this target the CPIER identified the region would require annual growth of 0.31% on top of the 2.5% baseline growth.

JOBS TRAJECTORY V BASELINE



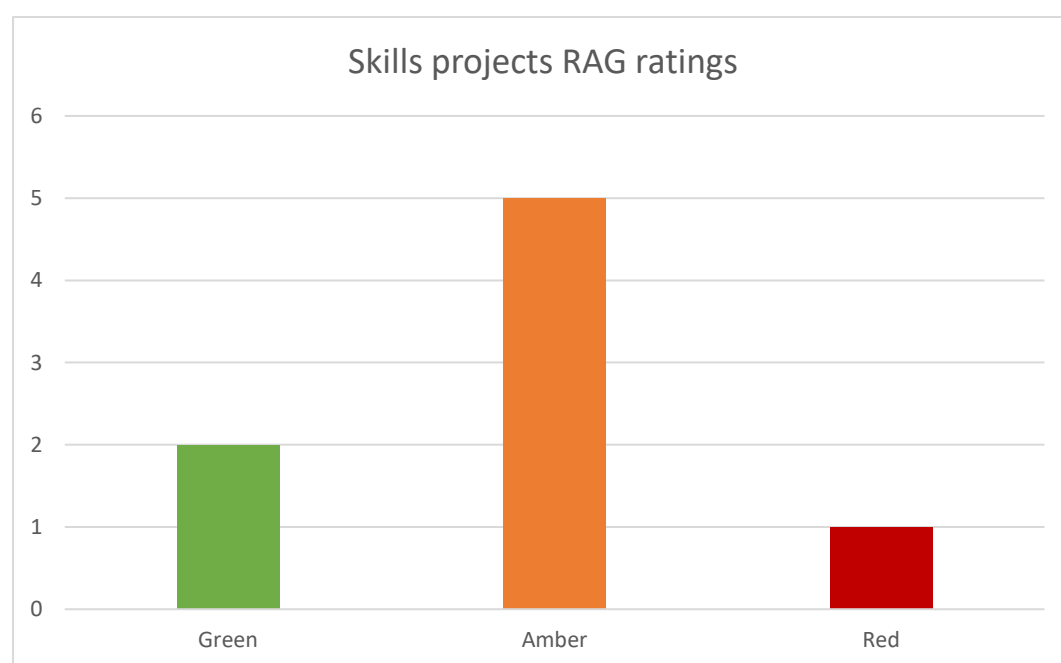
Target is derived through the CPIER by the GL Hearn report with a high growth scenario of 9,400 additional job growth per annum and a baseline of 4,338 jobs per annum.

HOUSING PERFORMANCE (*cumulative figures)



Devolution Deal target to deliver 72,000 new homes over a 15-year period. £170m affordable homes programme is expected to deliver over 2,500 additional homes.

Combined Authority Skills Project Profile:



Skills projects	
Project	RAG status
Adult Education Budget (AEB)	Green
Growth Works (Business Growth Service)	Amber
University of Peterborough Phase 1	Green
University of Peterborough Phase 2	Red
University of Peterborough Phase 3	Amber
Skills Bootcamps	Amber
Skills Bootcamps Wave 3	Amber
Health & Care Sector Work Academy (HCSWA)	Amber

Data as at the end of September 2022



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

Agenda Item No: 2.1

University of Peterborough, Delivery Update and Future CPCA Role

To: Skills Committee

Meeting Date: 7 November 2022

Public report: This report contains an appendix which is exempt from publication under Part 1 of Schedule 12A of the Local Government Act 1972, as amended, in that it would not be in the public interest for this information to be disclosed (information relating to the financial or business affairs of any particular person (including the authority holding that information)). The public interest in maintaining the exemption outweighs the public interest in publishing the appendix.

Lead Member: Councillor Lucy Nethsingha, Lead Member for Skills and Chair of the Skills Committee

From: Rachael Holliday, SRO Higher Education

Key decision: No

Forward Plan ref: n/a

Recommendations: It is recommended that the Skills Committee:

- a) Note the progress of the development of the University of Peterborough, the opening and operation of the phase 1 building to students by ARU Peterborough and its initial and potential performance against the original business plan objectives.
- b) Note the future role of the Combined Authority in the next few months in the further evolution and development of the University through the following:
 - i. Preparation and submission for approval of the Phase 3 full business case including a review of the University's original quantitative objectives set at the Phase 1 full

business case, with further recommendations about how to reset these for effective monitoring of the new University.

- ii. Update and preparation of the University Programme Business Case including partners strategy for delivery.
- iii. Supporting and managing the preparation and submission of an outline planning application for a scheme to articulate the vision to potentially expand the University campus beyond the phase 3.
- iv. To review the business plan and approach to lettings for the phase 2 building to achieve the best outcome.

Voting arrangements: A simple majority of all Members present and voting

1. Purpose

- 1.1 The University of Peterborough is a key project of the Combined Authority and since 2019 the University has progressed rapidly from being on a 'drawing board' to a now open and operating University. With ARU Peterborough now teaching its first students and with the delivery of the second teaching building in the pipeline, it is an appropriate time to update members on progress to date. It is proposed that the Combined Authority should continue to have a key role in helping to shape the delivery of the University as part of a programme business case review process during 2023.
- 1.2 Now that phase 1 of the University is open and operational, a review of the business case and associated KPI's is required. This report sets out a strategy for reviewing the initial outputs of the University in line with the approval of the phase 3 full business case, which is due to be considered by the Combined Authority Skills Committee, Business Board and Combined Authority Board in January 2023. It considers what the Combined Authority's role could be over the next 2 years and offers a proposed way forward in realising the opportunities available to ensure the success of the university and its Campus.

2. Background and progress to date

2.1 Full Business Case – Phase 1

- 2.1.1 The original intention of the University of Peterborough was to focus on the skills gaps within Peterborough, Fenland and Huntingdon. As part of a wider skills recovery programme in higher education, the new University's aims are to widen participation and improve social mobility as well as grow and retain local talent.
- 2.1.2 On 5th August 2020 the Combined Authority Board approved and adopted the Full Business Case and approved delegated authority to mobilise the creation of Phase 1 of the new University of Peterborough project. Subsequently a special purpose vehicle (the Peterborough HE Property Company Ltd – PropCo1) was formed between the Combined Authority, Peterborough City Council (PCC) and Anglia Ruskin University (ARU) which included Articles of Association, Collaboration Agreement, Cambridgeshire and Peterborough Combined Authority Services Agreement and Shareholder's Agreement.
- 2.1.3 At the Full Business Case approval stage the quantitative objectives for the new University included:
- 1) Registration of new higher education provision with the Office for Students in the 2022/23 academic year.
 - 2) Subject to the conclusions of an independent review, securing Unlimited Degree Awarding Powers following the 2028/29 academic year and securing university title (as the 'University of Peterborough') following the 2029/30 academic year.
 - 3) 2,000 students on roll in 2022, rising to 5,000 by 2025 (in the scope of Phase 1) and potentially to 12,500 by 2030 (the latter was not in scope of phase 1, and subject to further engagement with UniCo (ARU Peterborough)).
 - 4) The proportion of local students progressing to higher education to increase to 2% in 2022, rising to 5% by 2025 and 10% by 2030.
 - 5) An increase of 1200 graduates employed in appropriate professional/graduate level jobs in the local economy by 2025, with a further 13,000 by 2030 and 30,000 by 2035.

- 2.1.4 The Full Business Case comprised the Strategic, Economic, Commercial, Financial and Management cases modelling the Green Book in line with the HM Treasury Central Government guidance on appraisal and evaluation. It was agreed that the property would be leased to a new special purpose vehicle (UniCo) established as a wholly owned subsidiary of the ARU, now known to be ARU Peterborough. ARU Peterborough will provide the skills, knowledge, experience and resources to make a practical reality of the new higher education provider. The curriculum model at the time was based on addressing the skills gaps within Peterborough, Fenland and Huntingdon and was completed in consultation with ARU Peterborough. ARU Peterborough are overseen by a Governing Body, made up of representatives from ARU, the Combined Authority and Peterborough City Council. An independent review, expected to take place in 2028, will evaluate the benefits and feasibility of the University becoming independent from ARU with University Title and its own degree awarding powers.
- 2.1.5 To support the objectives of the University the Combined Authority Board approved commitment to invest the £12.3m capital plus a further £12.5m of Local Growth Fund into the Phase 1 build and draw down the funding to mobilise the activities and milestones identified within the Outline Business Case. In addition, Peterborough City Council provided £1.6 million in land investment on the Embankment site towards the proposed university. ARU Peterborough welcomed their first students with teaching starting in September 2022.
- 2.1.6 Phase 1, the first University teaching building, was handed over to ARU Peterborough in early August 2022 and construction was completed on time and within budget. ARU Peterborough received over 1,600 applications to start courses this autumn and will be supporting more than 950 learners. This includes over 650 undergraduate students based at University House, and other provision includes support for small business owners as part of the Small Business Britain's Small and Mighty Enterprise Programme. This is one of a range of industry-linked short courses being delivered across the academic year, including a number of Institute of Environmental Management and Assessment (IEMA) accredited short courses.
- 2.1.7 A large number of courses at ARU Peterborough have two main start dates, in September and January, providing greater flexibility for students. A wide range of courses are available to students starting in January 2023, as well as its first postgraduate course. An additional entry point is planned in May 2023 for a smaller number of specialist apprenticeship courses. The build-up of overall student numbers is an ongoing activity to be monitored throughout the academic year and then beyond.

2.2 University of Peterborough Manufacturing & Materials R&D Centre – Phase 2

- 2.2.1 The second phase of the University site's development, now known as the Peterborough Innovation & Research Centre, seeks to strengthen links between academia and industry, establish skills and learning in the very heart of the city, and provide a platform for an innovation eco-system with a university at its core. The intention is to achieve significant sector-cluster growth, improve services and increase the number of jobs, to help reset Peterborough's potential rate of recovery. The Centre has an ambition to focus on contributing towards the development of a Low Carbon Economy and seeks to align with the Government's Net Zero aspirations.

- 2.2.2 On 25th November 2020 the Combined Authority Board approved the award of £13.78m Get Building Funding (GBF) to the University of Peterborough Phase 2 manufacturing & materials R&D centre project. After the decision £827k was ring-fenced for the associated car park and £300k was top sliced to cover staff costs as per the Department for Levelling Up Housing & Communities (DLUHC) funding agreement, leaving £13.47m for the build itself.
- 2.2.3 Following the identification of a further £3m funding from a private investor (Photocentric Ltd), on 27th January 2021 the Combined Authority Board approved the business case and provided delegated approval to develop the necessary legal documentation for a special purpose vehicle (Peterborough R&D Property Company – PropCo2). A commercially confidential update regarding the position of the company since its establishment is included in Exempt Appendix 1.
- 2.2.4 At the Business Case approval stage the quantitative objectives for the new Centre included:
- 1) Increased employment as a direct result of the creation of the Manufacturing and Materials Research & Development Centre as staff are recruited.
 - 2) Employment created in the wider economy as an indirect result.
- 2.2.5 The building is due for practical completion in December 2022. Savills have been appointed to oversee the marketing of the lettable spaces in the building, where it is anticipated that established and start-up companies will start to take occupancy later in 2023.

2.3 University Living Lab – Phase 3

- 2.3.1 The proposed third phase and second teaching building of the University includes a Living Lab public science facility. The third phase will feature mainly STEM (science, technology, engineering and mathematics) based teaching activities. The Living Lab part of the building will enable the public to enjoy events and exhibits to inspire generations in STEM, the net zero economy and careers of the future. The Living Lab received funding approval from the Department of Levelling Up and Communities in October 2021.
- 2.3.2 On 26th January 2022 the Combined Authority Board approved the Phase 3 Business Case and to use the existing special purpose vehicle (Prop Co 1), for the delivery of Phase 3, as the owner and developer of the second teaching building. Investment for the new building will come in the form of £20m from the Levelling Up Fund, £4m from Anglia Ruskin University and £2m from the Combined Authority via the Local Growth Fund.
- 2.3.3 The Business Case comprised the Strategic, Economic, Commercial, Financial and Management cases modelling the Green Book in line with the HM Treasury Central Government guidance on appraisal and evaluation. The quantitative objectives were set based upon those included in Phase 1 full business case and will be reviewed in line with current student intake and alongside the Full Business Case approval process due to come to the Combined Authority Skills Committee, Business Board and Combined Authority Board in January 2023.
- 2.3.4 The planning application for second teaching building has been submitted. Based on the current programme, building works should commence in Spring 2023, with a proposed completion, handover to ARU Peterborough and teaching for students in Autumn 2024.

2.4 Campus Outline Planning Application (OPA)

2.4.1 The longer-term ambition of the university partners is to add more phases to the campus over future years and the decade beyond. An outline planning application is being prepared to cover the wider expansion of the university campus in line with the proposals being prepared by PCC to regenerate the Embankment site. Approval of outline planning will enable further phases to be more deliverable and improve the potential to attract future funding and investment. To meet the LUF deadlines for the second teaching building the full planning application for the phase 3 development should be secured in advance of the outline planning application for the future ambition for the campus in early 2023.

3. Look ahead and next steps for the Combined Authority

3.1 The University of Peterborough has seen significant and rapid evolution and development since 2020. It is now starting to deliver the benefits. There has been huge success along the way including, but not limited to:

- 1) The creation of two separate special purpose vehicles to deliver the infrastructure for two teaching buildings and a research and development centre.
- 2) A first teaching building built on time and on budget.
- 3) Employer co-created courses designed with employability in mind, the courses aim to provide businesses with a pipeline of talented, highly skilled graduates to help grow the local economy.
- 4) Sector-leading facilities including cutting-edge computer science, nursing and midwifery, and biomedical science labs.
- 5) Active development and re-generation of the Peterborough Embankment.
- 6) 950 learners engaging in courses, with further additions hoped for in January and May 2023.

3.2 Whilst a huge success, it should also be the acknowledgement that in hindsight the monitoring and reviewing of the original projections and quantitative objectives was not sufficiently developed enough to adequately assess the development and impact of the new University. The challenges in establishing a new university is setting a means by which to compare outcomes. For example, the success of a new university cannot be based on just the intake of students but needs to consider other factors including, but not limited, the number of graduates employed in appropriate professional/ graduate level jobs in the local economy. Some of this data cannot reasonably be provided until 2025 at the earliest, which is when the first students will be emerging having completed the first undergraduate courses starting in September 2022. It is proposed therefore that in developing the full business case for the Phase 3 Living Lab, a review of the metrics used to determine performance indicators is carried out, and that further recommendations to the Combined Authority Board about how to reset these for effective monitoring of the new University will follow.

3.3 The Combined Authority has an ongoing role through services in acting as a development manager to PropCo1 and PropCo2 to deliver the phase 3 (the second teaching building) and the OPA. As part of this role the Combined Authority are well placed to continue to work with the partners to develop and define a programme business case. It is acknowledged by the partners that further capital and infrastructure investment should be sought through targeted approaches to investors including but not limited to government departments, institutional investors, pension schemes, equity-based crowd funding

platforms, larger local and regional businesses, housing developers and Anglia Ruskin University.

3.4 Proposed timeline for Phase 3, campus outline planning application & Programme business case:

- Jan 2023 – Phase 3 FBC plus a re-visit of the original quantitative objectives set at the Phase 1 FBC, with further recommendations about how to reset these for effective monitoring of the new University.
- Early 2023, subject to town planning approval of the phase 3 building – preparation of the Campus Outline Planning Application for the potential future ambition.
- Summer 2023 – Further update including partners strategy for the University of Peterborough Programme Business Case.

3.5 It is proposed that the Combined Authority continues to support the objectives of the university through staff time and support from the SRO Higher Education and University of Peterborough Support Officer through continuing to offer services as development manager

4. Financial Implications

4.1 The budget for phase 1-3 sits with and is managed by the special purpose vehicle (PropCo1 & PropCo2). Combined Authority staff costs to support the Development Management Agreement included as part of the Shareholders Agreement are in place until December 2024. A review of any additional or long-term resources and costs will be included as part of the further update for committee in summer 2023.

4.2 A review of the cost implications relating to Phase 2 are included in Exempt Appendix 1.

5. Legal Implications

5.1 Governance arrangements are in place and are managed by the special purpose vehicle. Further legal support and implications will be considered as part of the further update for committee in summer 2023.

5.2 A review of the legal implications relating to Phase 2 are included in the Exempt Appendix 1.

5.3 As per the Constitution, Chapter 4, clause 1.2 (m), Shareholder Agreement matters are reserved to the Combined Authority Board.

5.4 Following an internal audit, a report was taken to the Audit and Governance Committee on 30th September 2022 which includes recommendations to strengthen the governance of the Companies. Officers have proceeded to act in line with the recommendations in the report which can be found at clause 2.6 of the [Internal Audit Report – Subsidiary Company](#).

6. Public Health implications

6.1 ARU Peterborough and the Peterborough Innovation & Research Centre will, through local employment, training and education opportunities encourage healthy lifestyles and behaviours in all actions and activities while respecting people's personal choices.

7. Environmental and Climate Change Implications

- 7.1 ARU Peterborough and the Peterborough Research & Innovation Centre will, through local employment, training and education opportunities will support local and environmentally sustainable choices regarding travel and transport. The design of the teaching buildings will meet BREEAM Excellent standards, and all planning applications will meet national and local standards regarding the preservation and further advancement of biodiversity in the local area.
- 7.2 As the University Campus develops over time there are further strategies in place to work with the University Partners and the tenants of the Research & Innovation Centre, for the site and buildings to have net carbon zero impact by 2030.

8. Appendices

- 8.1 Exempt Appendix 1 – Update to Skills Committee

9. Background Papers

- 9.1 [Combined Authority Board reports 5th August 2020](#)
- 9.2 [Combined Authority Board reports 25th November 2020](#)
- 9.3 [Combined Authority Board reports 26th January 2022](#)



**CAMBRIDGESHIRE
& PETERBOROUGH**
COMBINED AUTHORITY

SKILLS COMMITTEE AGENDA PLAN

Updated 24 October 2022

Notes

Committee dates shown in bold are confirmed.

Committee dates shown in italics are TBC.

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

* indicates items expected to be recommended for determination by Combined Authority Board

+ indicates items expected to be confidential, which would exclude the press and public.

Draft reports are due with the Democratic Services Officer by 10.00 a.m. eight clear working days before the meeting.

The agenda dispatch date is five clear working days before the meeting.

The following are standing agenda items which are considered at every Committee meeting:

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

Committee date	Agenda item	Report Purpose	Lead officer	Report to CA Board for decision	Reference if key decision	Agenda despatch date
07/11/22	University of Peterborough, Delivery Update and Future CPCA Role		Fliss Miller	Yes		
	AEB Innovation Fund Review and proposals for 2022-23	To consider the impact and lessons learnt from the projects funded through the AEB Innovation Fund for 2020/21 and 2021/22 and to approve proposals for 2022-23	Parminder Singh Garcha	No		
	Health and Care Sector Work Academy - Update	To receive an update on project performance	Fliss Miller	No		
	Growth Works Update		Steve Clarke/Fliss Miller	No		
	Working together with the Third Sector	To approve the piloting of a different procurement route for local third sector providers for AEB and Multiply	Parminder Singh Garcha	No		
	Careers Hub Operational Plan		Laura Guymer	No		
09/01/23	AEB Annual Return to DfE	To approve the AEB Annual Return to the DfE and final outturn for the 2021/22 academic year	Parminder Singh Garcha	No		22/12/22
	ESOL Local Planning Partnerships - Annual Report	To note the Annual Report of the ESOL Local Planning Partnerships and plans for improving local co-ordination and provision in 2023/24	Parminder Singh Garcha	No		

Committee date	Agenda item	Report Purpose	Lead officer	Report to CA Board for decision	Reference if key decision	Agenda despatch date
	Essential Skills Review and Route Map	To note the Essential Skills Review and development of a Route Map to improve literacy, numeracy, essential digital skills, and work readiness of adults across the Combined Authority.	Parminder Singh Garcha	No		
	ARU Peterborough Phase 3 full business case and monitoring arrangements for the new university	To consider and approve the Phase 3 full business case including a review of the university's original quantitative objectives set at the Phase 1 full business case, with further recommendations about how to reset these for effective monitoring of the new university.	Rachael Holliday	Yes		
	NEETS Strategy		Fliss Miller	No		
	Mid-year Performance Review of all Skills Funded Projects		Fliss Miller	No		
	Alignment of all Skills Procurement and Contracting		Melissa Gresswell/Parminder Singh Garcha	Yes		
	Skills and Labour Market Insights Bi- Annual Report (incl. an update on apprenticeships)		Rachel Hallam	No		
*New Item	Economic Growth Strategy Implementation Plan		Steve Clarke	No		
06/03/23	Skills Funding allocations and policy changes for 2023-24	To approve AEB, FCFJ and Multiply funding allocations for 2023-24 and funding policy changes.	Parminder Singh Garcha	Yes		24/02/23

Committee date	Agenda item	Report Purpose	Lead officer	Report to CA Board for decision	Reference if key decision	Agenda despatch date
	AEB Three-year Evaluation Report – impact and findings	To note the findings of the AEB Impact Evaluation and approve the next steps.	Parminder Singh Garcha	No		
*New Item	Skills Bootcamps Wave 4		Melissa Gresswell	Yes		
*New item	Careers Hub allocations and future plans		Laura Guymer	Yes		
	Growth Works Update		Steve Clarke	No		
*New Item	UK Shared Prosperity Fund Investment Plan		Steve Clark			
*New Item	Health and Social Care Sector Academy – end of contract performance review		Fliss Miller	No		
	FE Coldspots – report on progress	To note the progress made with the projects.	Parminder Singh Garcha	No		
05/06/23	Skills Contract Awards to Independent Training Providers for 2023-24	To approve AEB, FCFJ, Bootcamps Multiply contract awards for 2023-24 academic year.	Parminder Singh Garcha / Melissa Gresswell	Yes		26/05/23

An accessible version of this information is available on request from democratic.services@cambridgeshirepeterborough-ca.gov.uk