

CPCA Business Growth Service

Growth Works: Reporting Period to
31st March 2022



FUNDED BY



HM Government



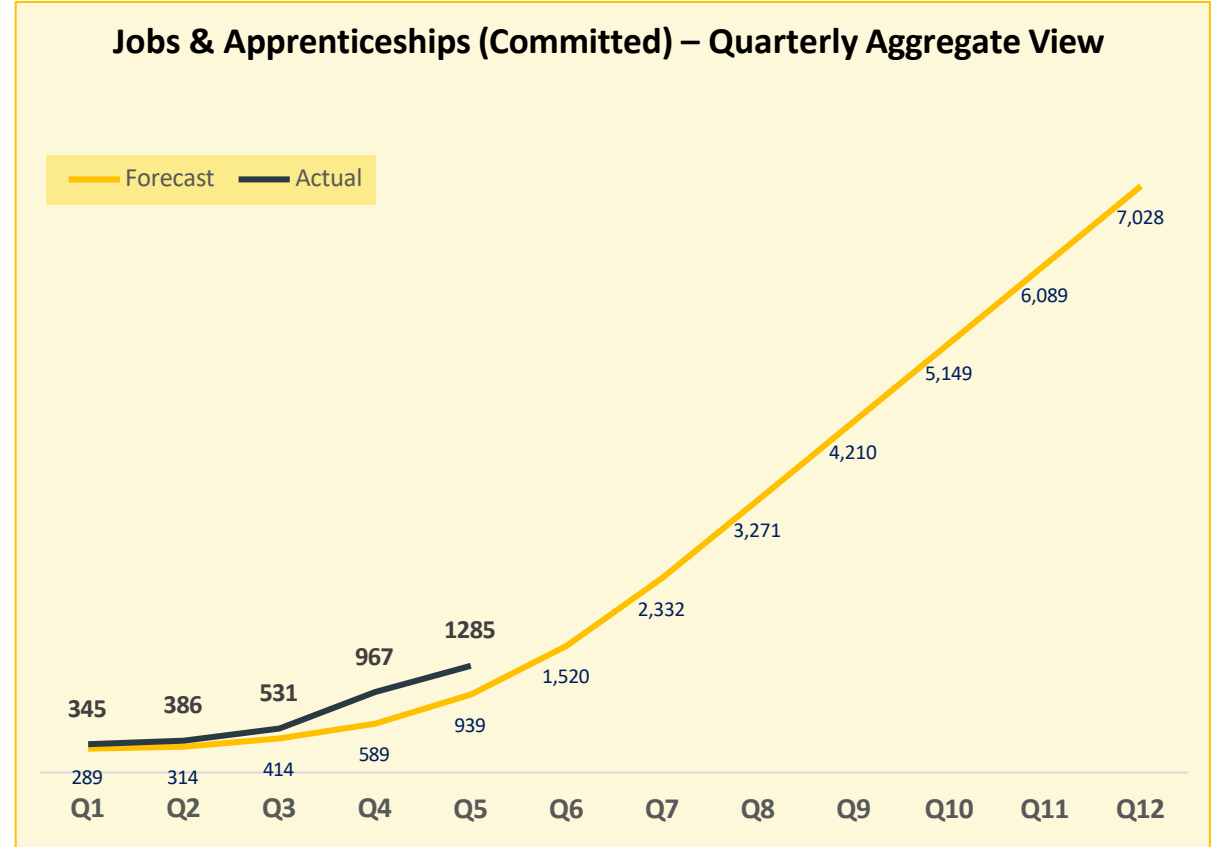
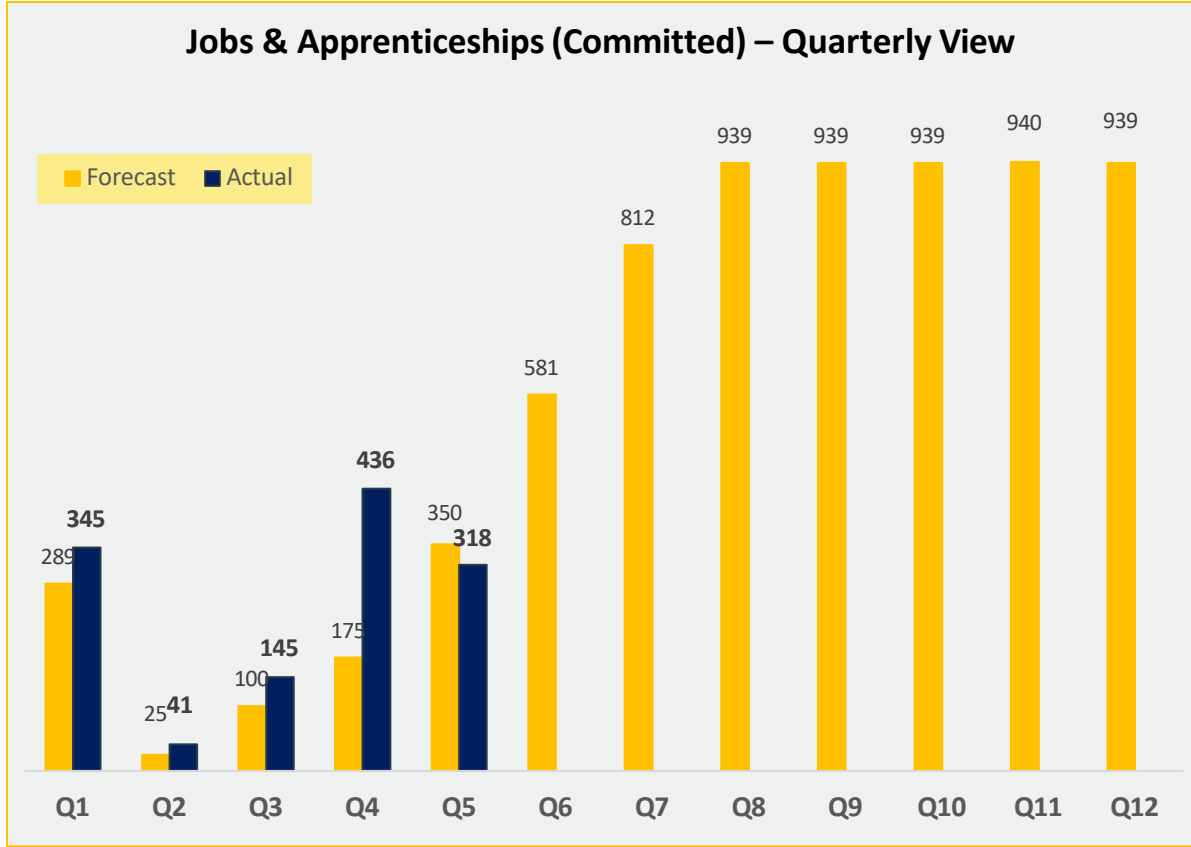
European Union
European Structural
and Investment Funds

Summary – Programme Director’s Dashboard: Year-2, Quarter-5, March 2022



Service Line	Year 1 Target	Year 2 Target	Year 3 Target	Total Programme Target	Year 1 Actual	Year 2 (01-Jan to 31-Mar)	Programme Actual (15-Feb-2021 to 31-Mar-2022)
Coaching	46	1,454	1,723	3,223	139	106	245
Investment	75	175	350	600	319	18	337
Skills: Apprenticeships	51	449	900	1,400	66	75	141
Skills: Jobs	20	130	200	350	4	8	12
Grants & Equity	397	474	584	1,455	439	111	550
Total	589	2,682	3,757	7,028	967	318	1,285

Summary – Programme Director’s Dashboard: Year-2, Quarter-5, March 2022 ...Jobs, Jobs, Jobs!



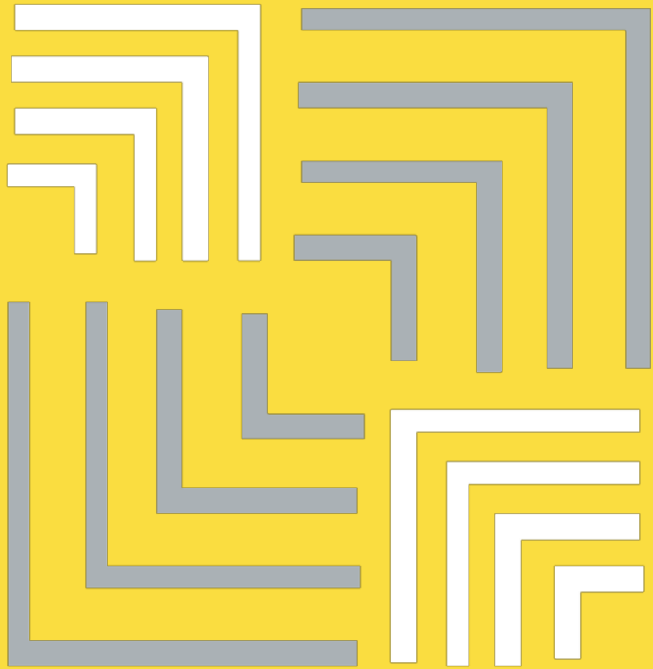
NOTE: SME CapEx Grants Tranche-1 to 31st March 2022.

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 Job Committed total for Year one is reset at 439 from 497 to account for the 58 jobs that companies will not generate.

Summary – Programme Director’s Dashboard: Year-2, Quarter-5, March 2022

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 31-Mar)	Current Quarter: Q5 – Target (01-Jan to 31-Mar)	Current Quarter: Q5 – Actual (01-Jan to 31-Mar)
All Service Lines – Outcome	Jobs committed (inc. Apprenticeships)	589	967	2,682	318	350	318
Top Leading Indicators - Growth Coaching	Businesses provided with (i.e. undertaken) a Growth Diagnostic	832	737	1,558	577	350	577
	Businesses starting coaching assignments (Growth support following diagnostic)	193	216	481	88	105	88
Top Leading Indicators - Inward Investment	Inward investors receiving information, diagnostics, and brokerage support)	18	153	62	54	12	54
	Inward investor commitments to expand or for new investments	6	15	15	2	3	2
Top Outcome and Leading Indicator – Skills	Additional training / learning outcomes (excludes apprenticeships)	209	257	748	166	165	166
	CO23's / SME Engagement	11	34	114	25	23	25
Top Leading Indicators - Grants & Equity	Companies receiving grants	18	43	30	11	6	11
	Small Business Capital Growth Investment Equity (£000)	1,000	1,500	8,000	0	1,500	0

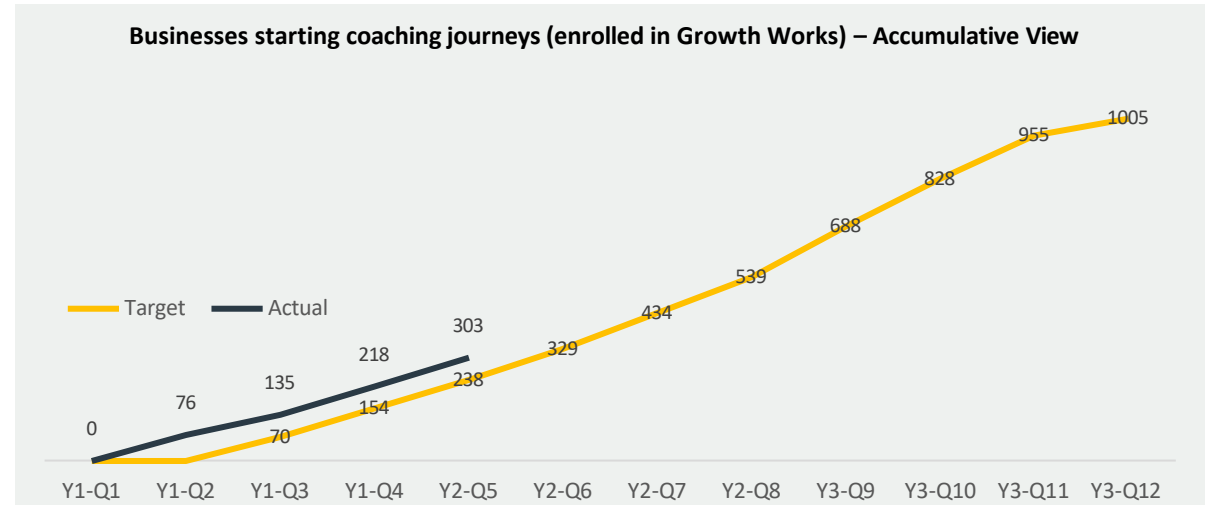
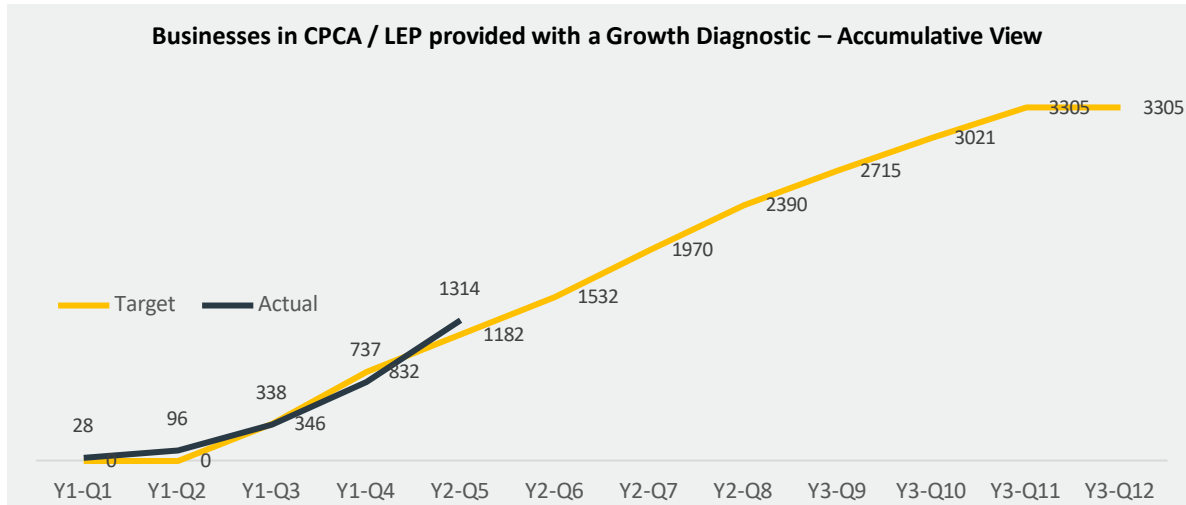
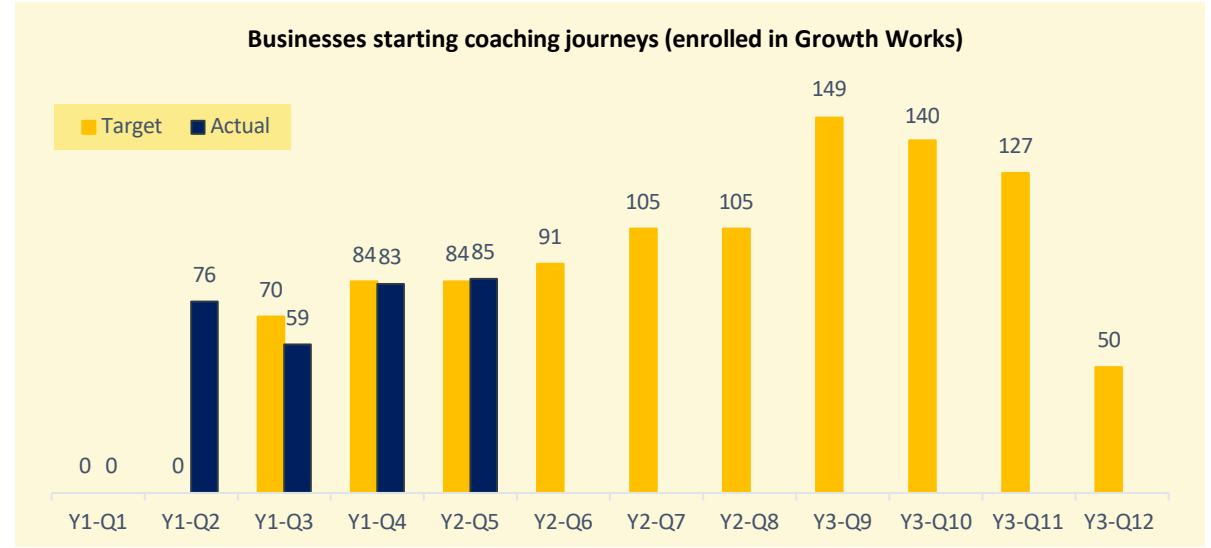
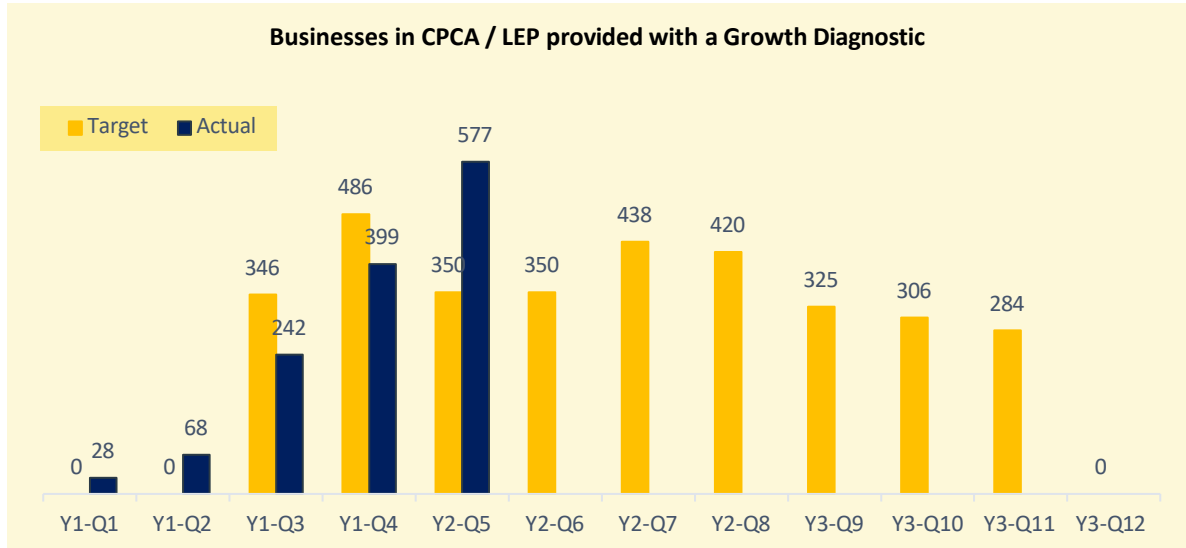


2. Growth Coaching and Growth Hub

The content in this section covers Performance Indicators

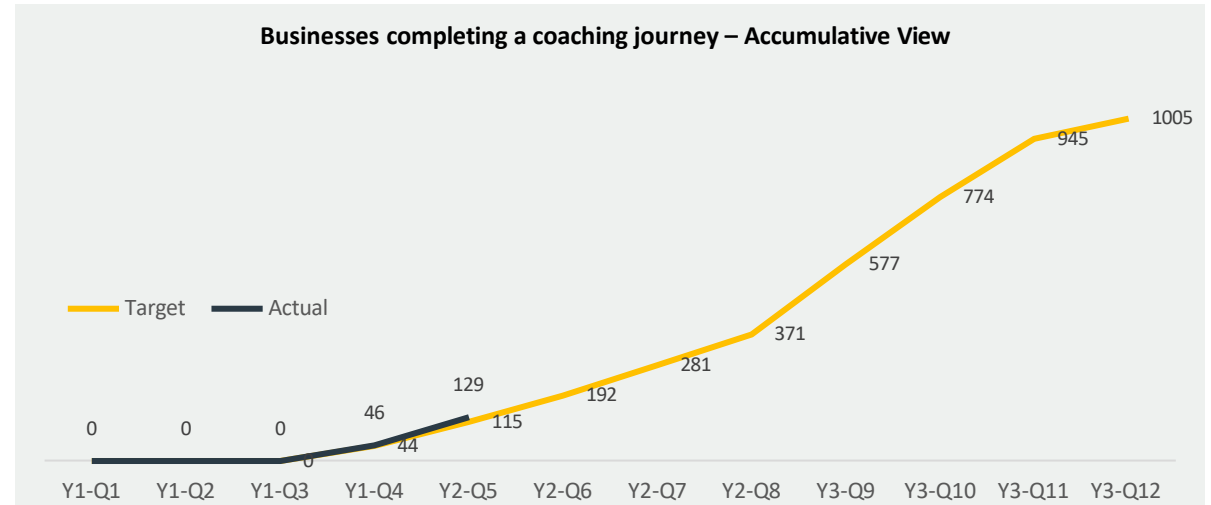
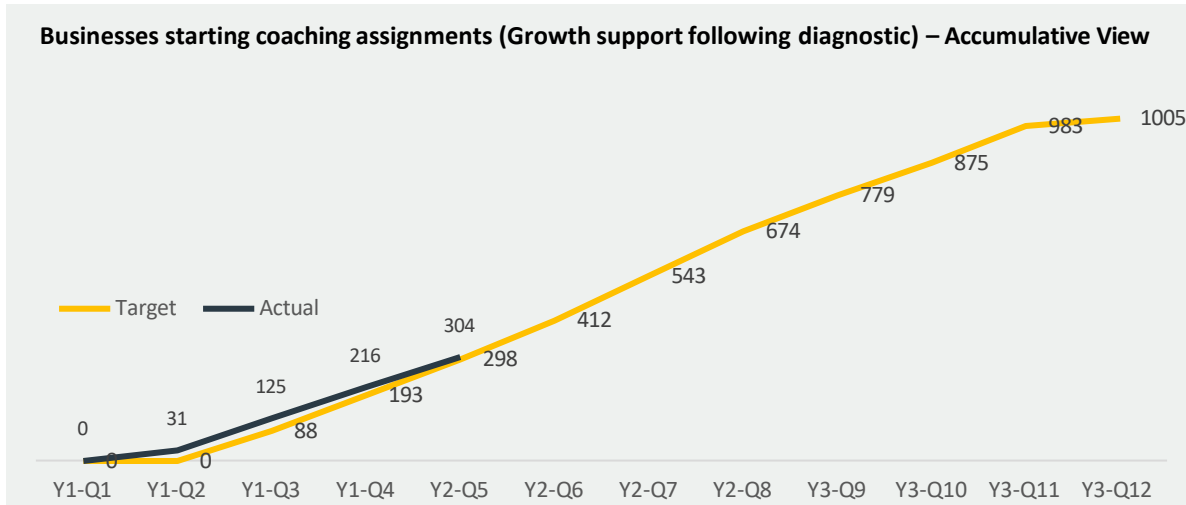
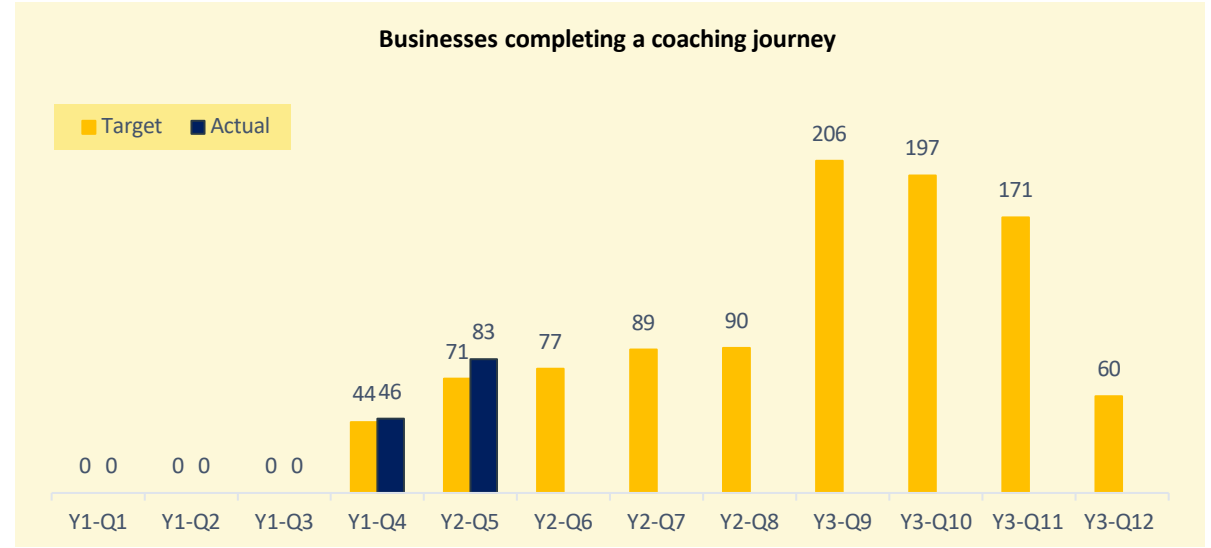
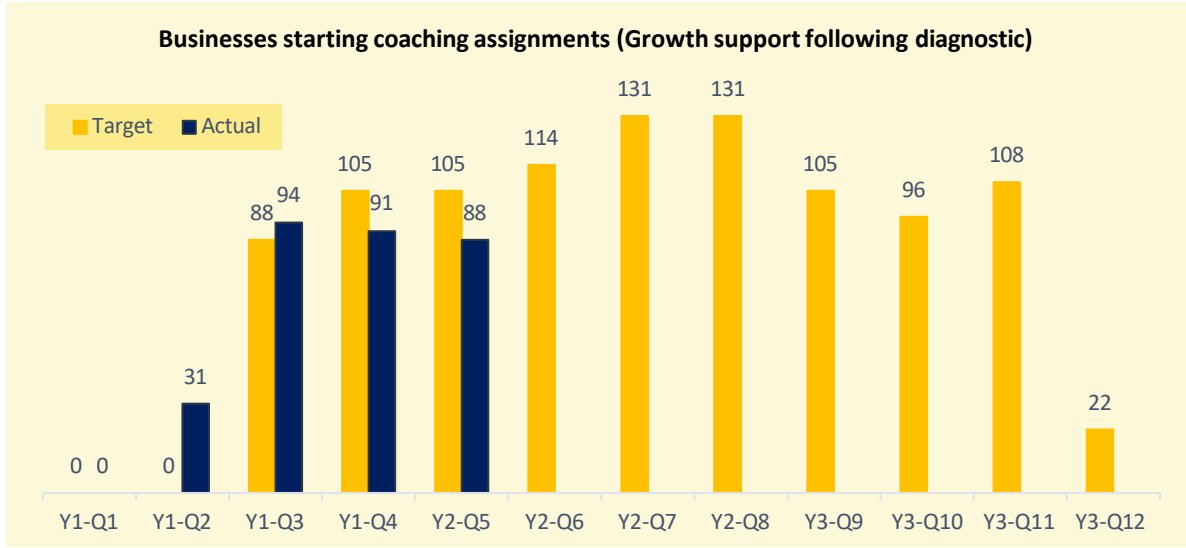
SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: NOTE: Q5 data is to 31st March.



SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: NOTE: Q5 data is to 31st March.



SERVICE LINE VIEW: Growth Coaching Service – Business Challenges

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



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

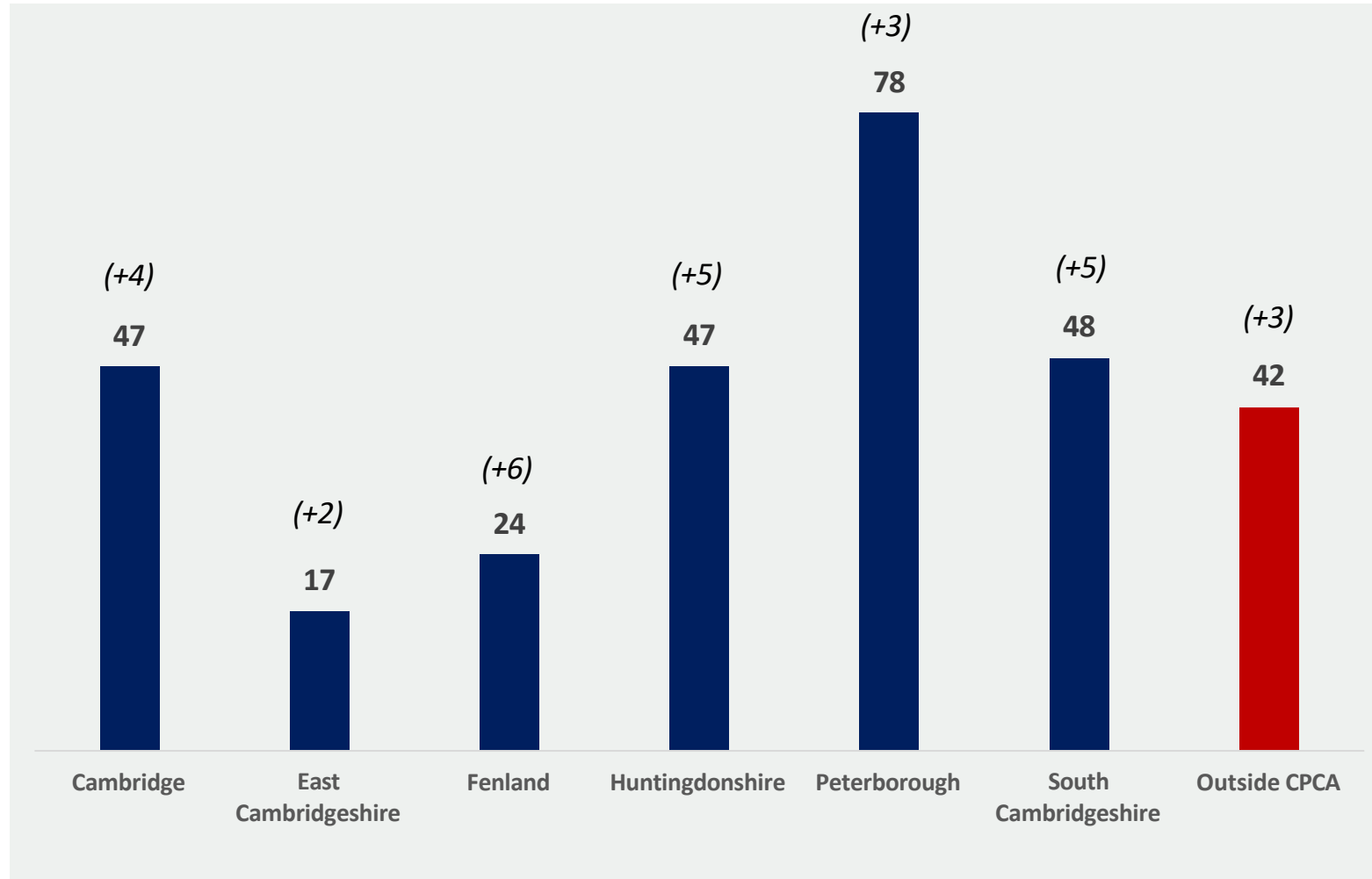
The table opposite lists the reasons and the number of recorded entries against each (where a company may record more than one reason). There are 3,704 in total, an increase of 512 entries in the month 1st to 31st March.

- Green bars indicate people and talent challenges. These make up 26.2% of entries.
- Grey bars indicate operational and infrastructure efficiency and effectiveness challenges. These make up 22.1% of entries.
- Purple bars indicate growth specific challenges. These make up 33.2% of the entries.
- The brown bar indicates finance as a challenge. This makes up 14.1% of entries.
- Others (blue bar) make up 4.5% of entries.

It is perhaps unsurprising that sales and marketing features so prominently, as this is the 'foot on the gas' that drives growth and SMEs typically focus their efforts tactically in this domain.

SERVICE LINE VIEW: Growth Coaching Service

Businesses starting coaching journeys (enrolled in Growth Coaching) by CPCA district. Data shown is to 31st March as total to date.



District	Count	Share
Cambridge	47	15.5%
East Cambridgeshire	17	5.6%
Fenland	24	7.9%
Huntingdonshire	47	15.5%
Peterborough	78	25.7%
South Cambridgeshire	48	15.8%
Outside CPCA	42	13.9%
Total	303	100.0%

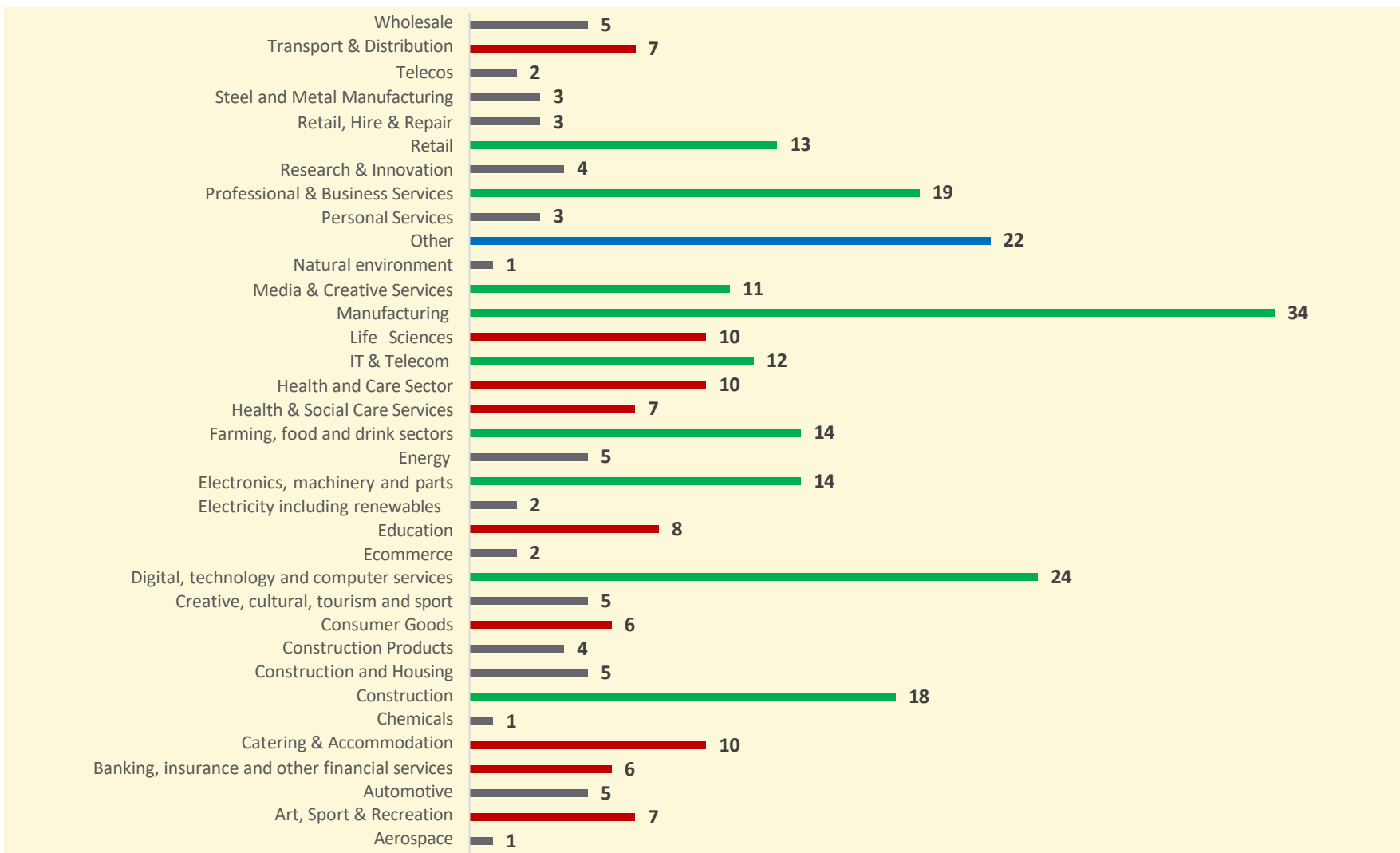
At 31st March 2022 a total of 268 companies had started their coaching journeys through enrolment in Growth Coaching. The chart opposite and table above lists the number of companies by CPCA district.

Of the 32 companies listed as being outside the CPCA area all but one are inside the wider LEP area.

Kings Lynn and West Norfolk	4
North Hertfordshire	1
Rutland	8
South Holland	1
South Kesteven	19
Uttlesford	4
West Suffolk	3
Out of CPCA/LEP area	2

SERVICE LINE VIEW: Growth Coaching Service

Businesses starting coaching journeys (enrolled in Growth Coaching) by sector. Data shown is to 31st March.



At 31st March 2022 a total of 303 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 eleven or more companies.
- Brown bars indicate sectors with between six and ten companies
- Grey bars indicate sectors with between one and five companies.
- The Blue bar indicates 'other'



GROWTH WORKS

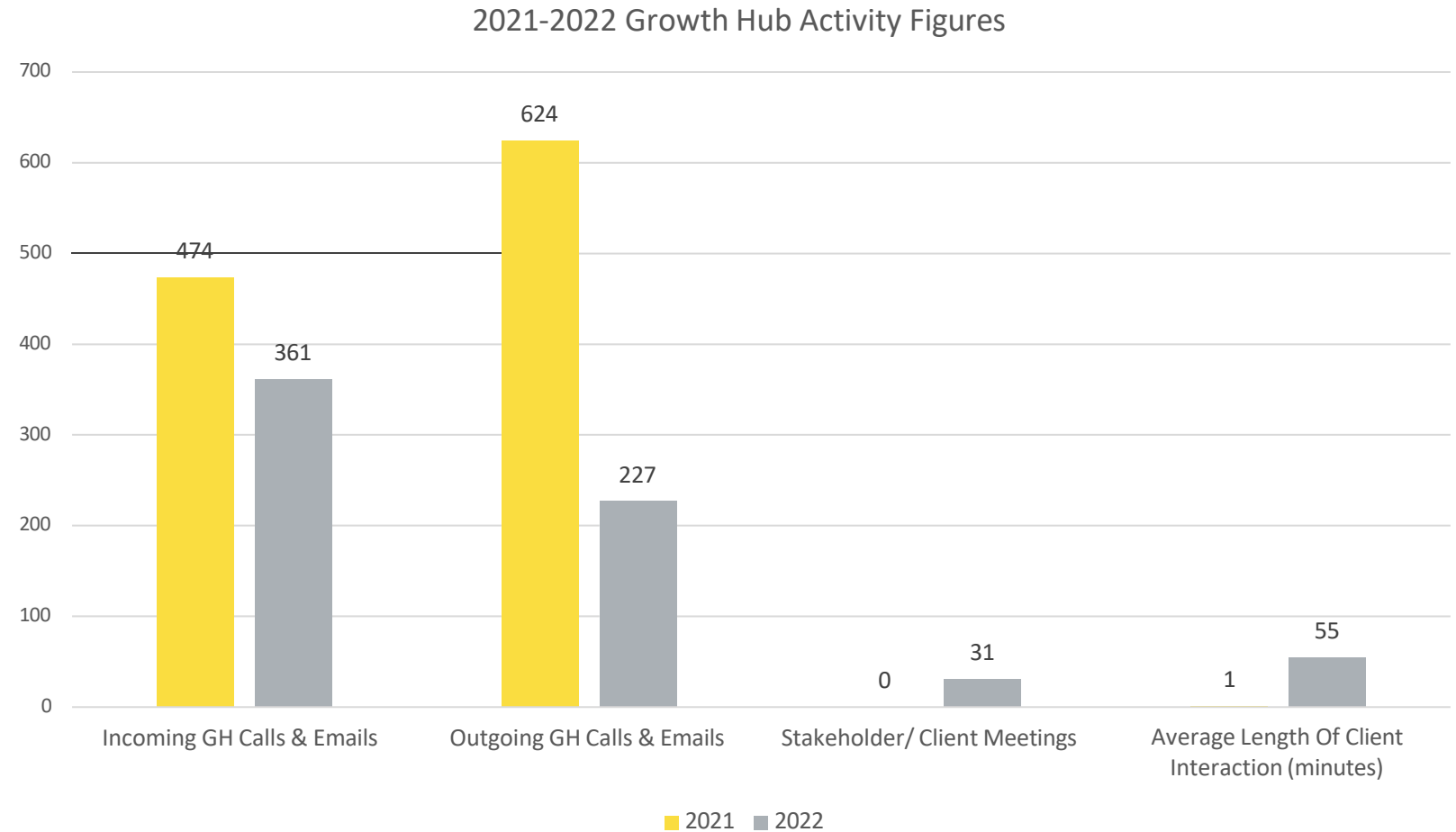
GROWTH HUB (all business service)



SERVICE LINE REPORTING: Growth Coaching Service – Growth Hub, March 2022

Growth Hub data presented is taken from HubSpot.

- 2021 email figures out of the GH are very high as we were all concentrating on making clients aware of GW programme, thus lots of emails out.
- We are still seeing higher than national average calls coming into the GH, nationally most GH's are just mailing out with no or very little incoming mail or calls.





GROWTH WORKS

SECTION – 2d:

New service delivery through Growth Works – updates

- **CRF Update**
- **HDC Update**

SERVICE LINE REPORTING: Growth Coaching Service

Community Renewal Fund Pilot – Update on “Start & Grow”.

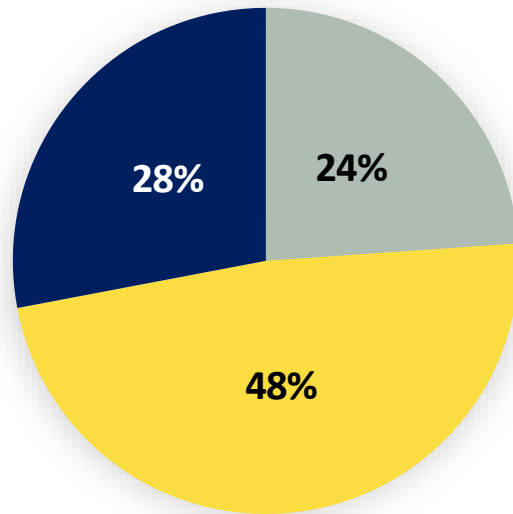
CRF Headline: the core team is in place, demand is coming through, but securing completion of the Contract Change Notice is critical to success.

Core Team

- The core team is in place: 1x Programme Director, 2x Business Advisors, and 2x Grant Administrators (as reported last month, this team was up and running 14th February).

Demand Generation

- 318 expressions of interest: 199 are from micro-businesses, with 119 from pre-starts. They are split across the three DCs:
 - Huntingdonshire District Council – 153 (48%)
 - Peterborough City Council – 89 (28%)
 - Fenland District Council – 76 (24%)
- Work with JCP paying off - 42% (134) of all referrals from Fenland, Peterborough, and Hunts JCP's.
- 83% (263) have engaged in introductory workshop
- 55% (175) have attended 2 workshops.
- The team are actively working with 173 clients on their grant applications.
- In discussion with DLUHC to explore an extension to the delivery window.



■ Fenland
■ Huntingdonshire
■ Peterborough

Community Renewal Fund Pilot – “Start & Grow”

- Total Contract Value - £3.86m
- £1.38m match from ARG:
 - 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)

SERVICE LINE REPORTING: Growth Coaching Service – final view was February 2022

Huntingdon District Council – Update on Digital and Growth Grants.

Final Update

- There has been nothing of note to report this month in relation to the HDC project. The data presented here is the final view that we reported in the February 2022 Reporting Period.
 - Excellent response to launch; 2nd round of workshops for Digital ran 25/1/2022 and 50 applications received.
 - Growth Grants now closed and awarded.
- Consequently, there will be no further monthly reporting on the HDC project in Q6 and beyond.

Huntingdon District Council – Digital and Growth Grants

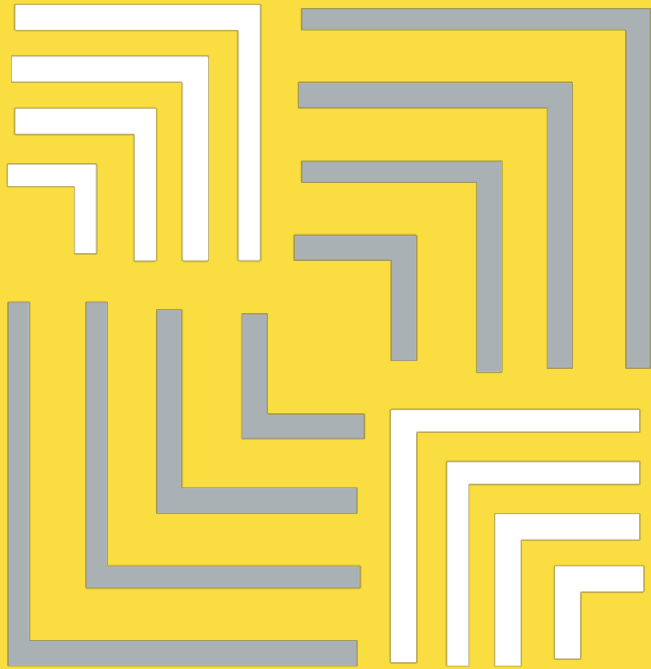
- Growth Grants and Digital Grants are now live and will close when the money is allocated. Funds (ARG) must be spent by 31st March 2022.

Growth Grants

- 41 Growth Grants awarded in total and paid out totaling £1,022,904
- Due to the response and demand when this scheme was opened in November the current applications have exhausted the funds so applications remain closed.
- This latest round and awards for payment conclude the HDC Growth Grants Funds.

Digital Grants

- 44 grants totaling £88,000 each, been awarded and paid out.
- Further 6 totaling 12,000 being paid out this week
- Applicants must attend a prerequisite workshop
- HDC responsible for demand generation and all grant approval
- Further 48 grants being accessed and once awarded we will conclude Digital Grants for HDC.

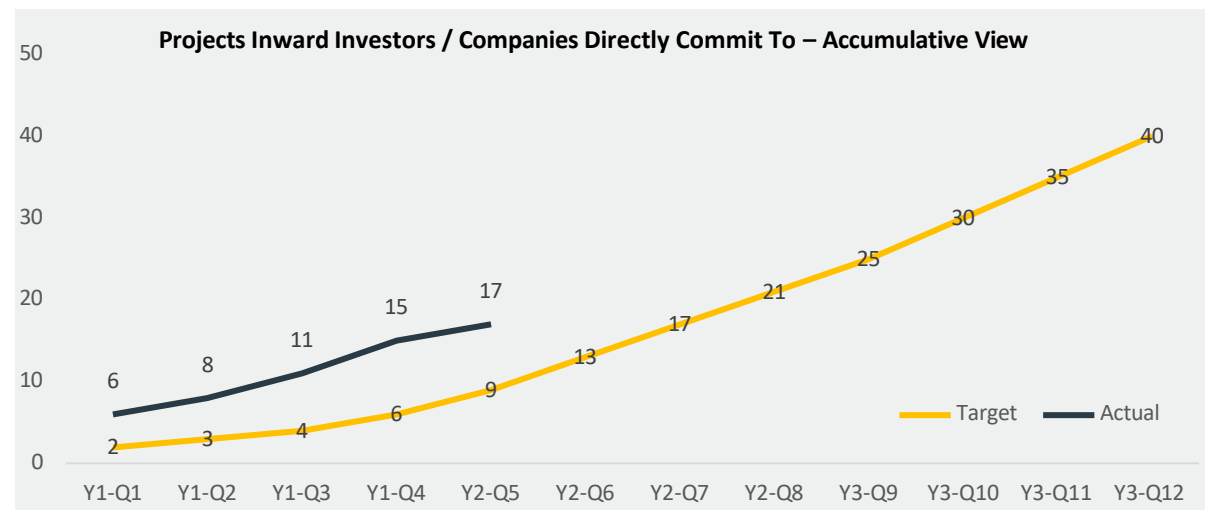
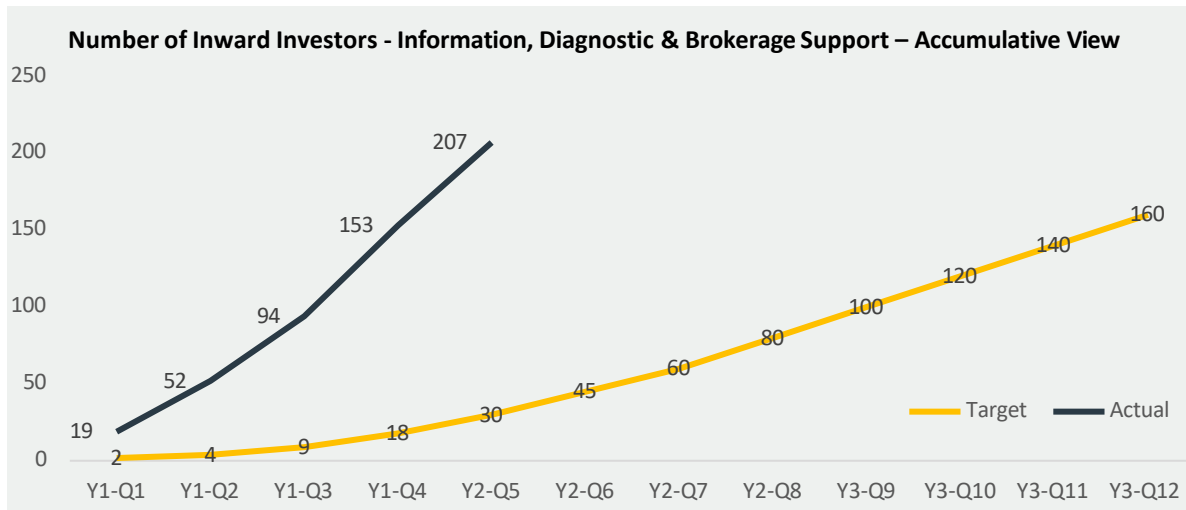
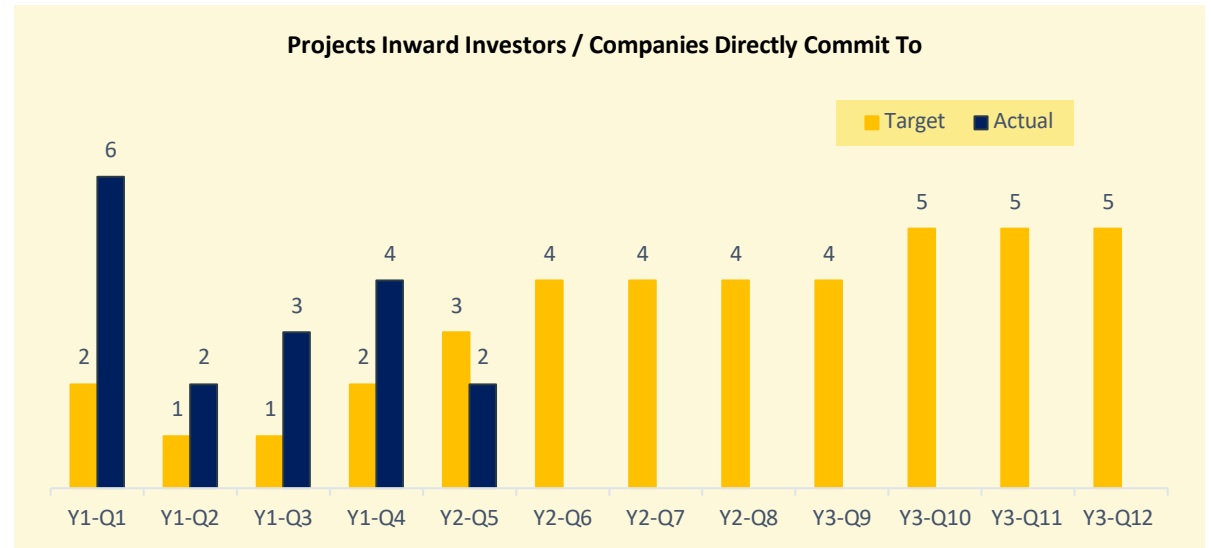
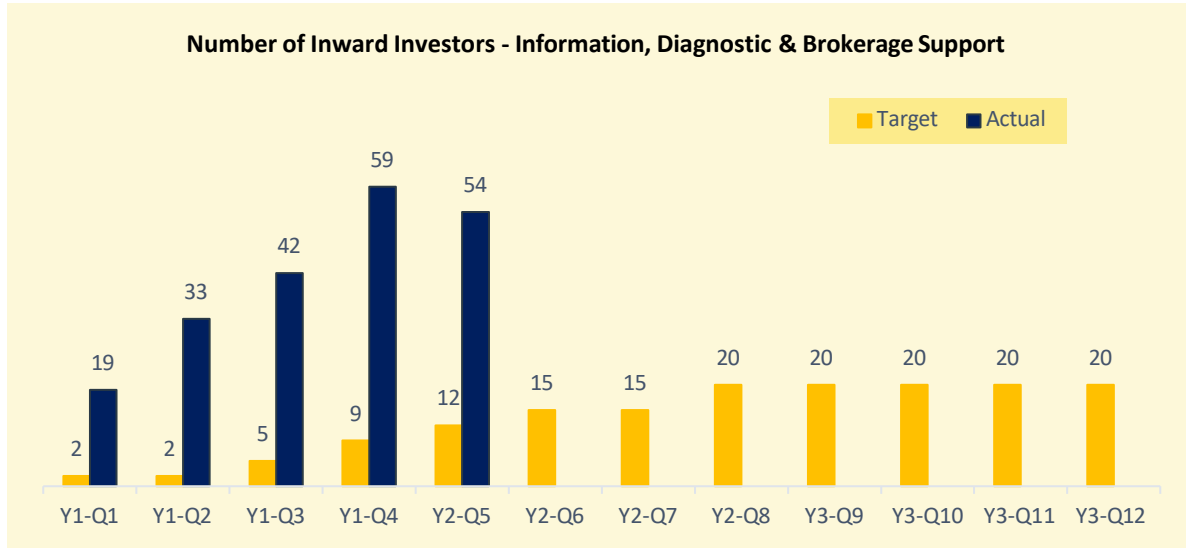


3. Inward Investment

The content in this section covers Performance Indicators, Pipeline and Campaign Management, and the Marketing Plan and Activity

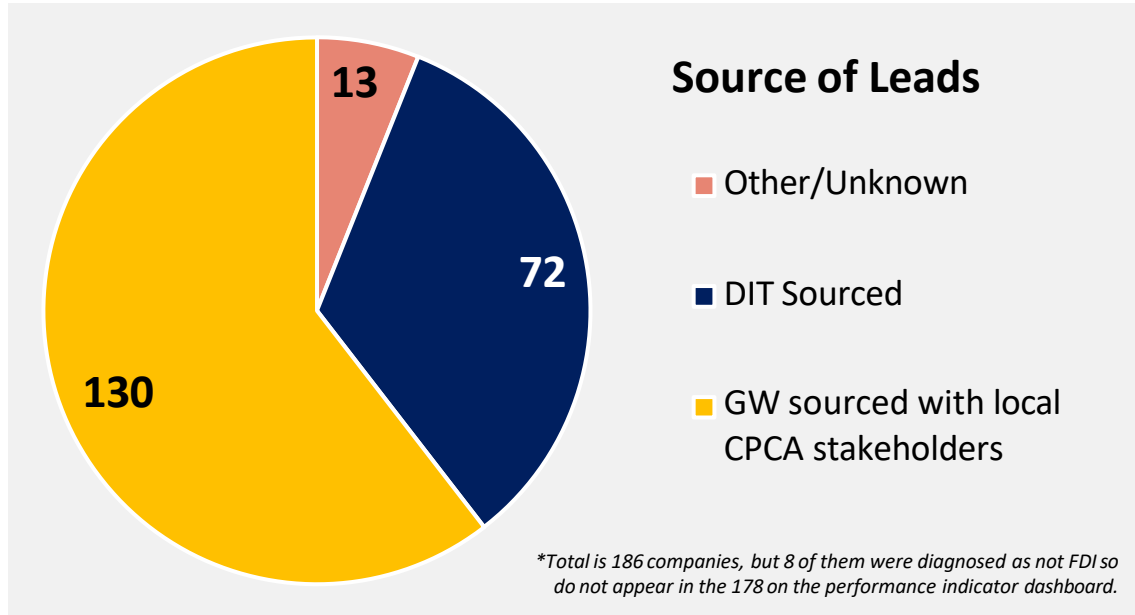
SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Q5 data is to 31st March.



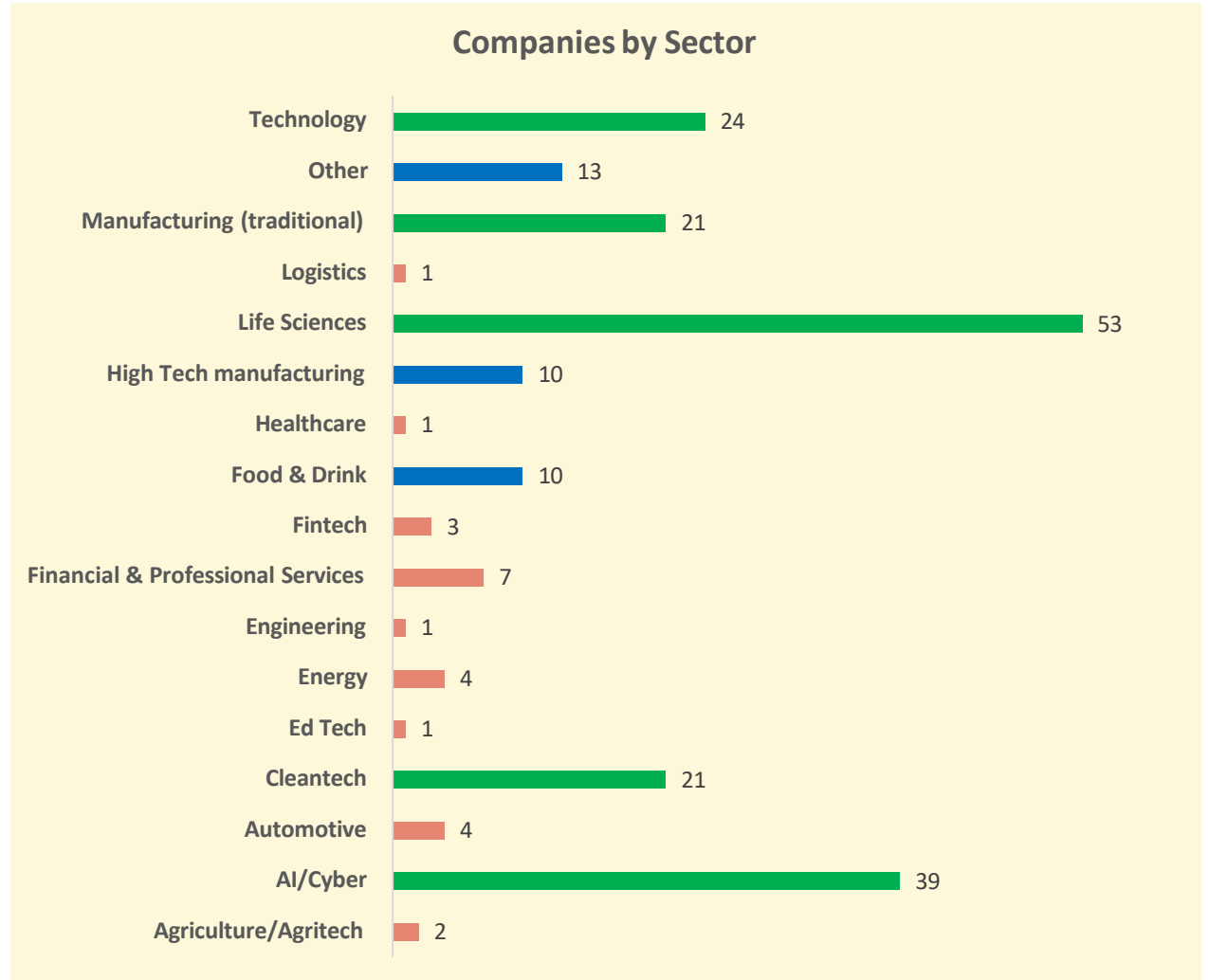
SERVICE LINE VIEW: Inward Investment Service – origin of leads and sector coverage of leads

NOTE: Q5 data is to 31st March.



GW/CPCA/Local Partner Channel	Number
Competition	56
Commercial Partner	13
CPCA	8
Growth Works Sourced	41
External Event	7
Direct	4
Huntingdonshire District Council	1

- The data shows for every DIT inbound lead GW sources 2 leads through its own efforts. 13 of 17 leads in March were from DIT.
- Life Sciences, AI/Cyber, Tech and Cleantech companies account for almost 64% of leads.

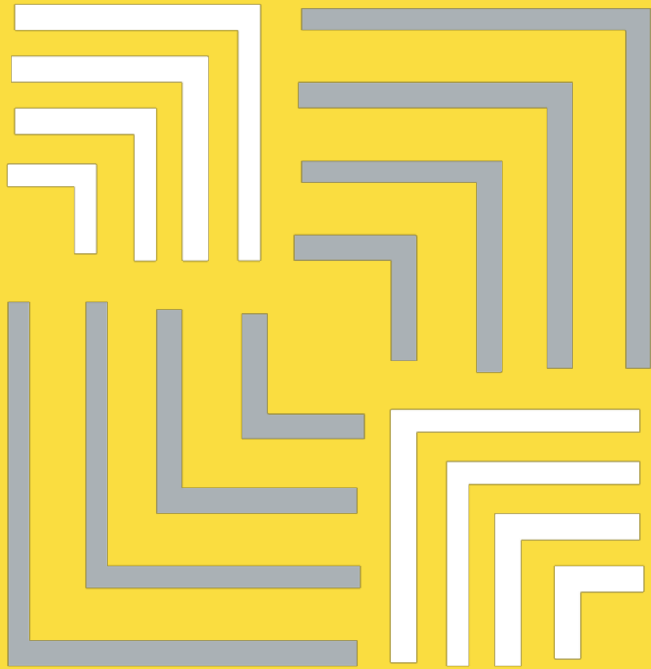


SERVICE LINE VIEW: Inward Investment Service – locations of FDI successes

NOTE: Q5 data is to 31st March.

District	Successes	Jobs Committed (+Grants*)	Sectors	Countries of Origin
Cambridge	3	44 (+5 Grants*)	<ul style="list-style-type: none"> • Financial Services • Life Sciences x2 	<ul style="list-style-type: none"> • Netherlands • Netherlands, South Korea
Peterborough	5	25 (+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	4	30 (+13 Grants*)	<ul style="list-style-type: none"> • AI/Cyber • Engineering • Life Sciences • Technology 	<ul style="list-style-type: none"> • Australia • UK inbound • Turkey • Netherlands
Fenland	1	8 (+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	17	337 (+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.



4. Skills

The content in this section covers Performance Indicators, Pipeline and Campaign Management, and the Marketing Plan and Activity

SERVICE LINE DASHBOARD VIEW: Skills Service

NOTE: Q5 data is to 31st March.

Target / Indicator	Contract Deliverables - Targets				Contract Deliverables - Performance				(Q5) This Quarter					Q6 Target	Q7 Target	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 31-Mar 2022)	Year-3 Actual	Whole of Contract Actual (15-Feb 2021 to 31-Mar 2022)	Q5 Target (01-Jan to 31-Mar)	Actual (31/01)	Actual (28/02)	Actual (31/03)	Q5 Total to 31/03			
Apprenticeships created	51	449	900	1400	66	75		141	75	27	18	30	75	100	125	149
Additional training / learning outcomes (excludes apprenticeships)	209	748	748	1705	257	166		423	165	17	58	91	166	198	220	165
CO23's / SME Engagement	11	114	151	276	34	25		59	23	8	12	5	25	26	30	35
R9's (CO23 action plans completed)	3	75	129	207	9	11		20	10	2	1	8	11	10	25	30

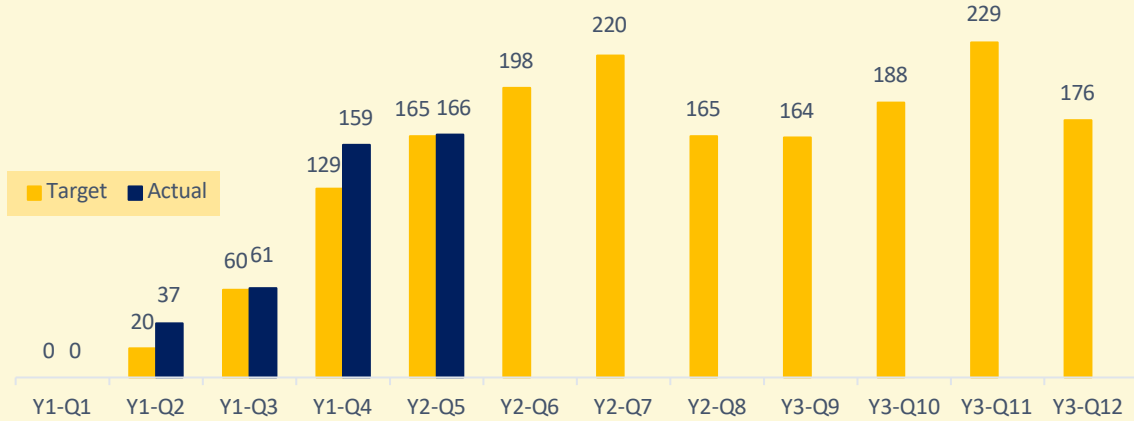
Skills Update:

- Apprenticeships created continued to track in line with weekly run rate to ensure KPI achieved
- Learning Outcomes gap closed being slightly ahead of run-rate in March with a vigorous approach and implementation of our plan
- SME Engagement / CO23's continued steadily through March to exceed Q5 target, and building a good pipeline for Q6
- R9's performed as forecast in February report with anticipated progress of Y1 and early Q5 action plans coming to fruition
- 120 day plan is purpose built to achieve KPI's through adding value via our platform and direct engagement. This continues in next 120 day plan
- Linked with Growth Coaching to maximise the Skills opportunities from diagnostics was refined and launched with the team in March
- SL Director & SRO working together regarding an apprenticeship baseline.

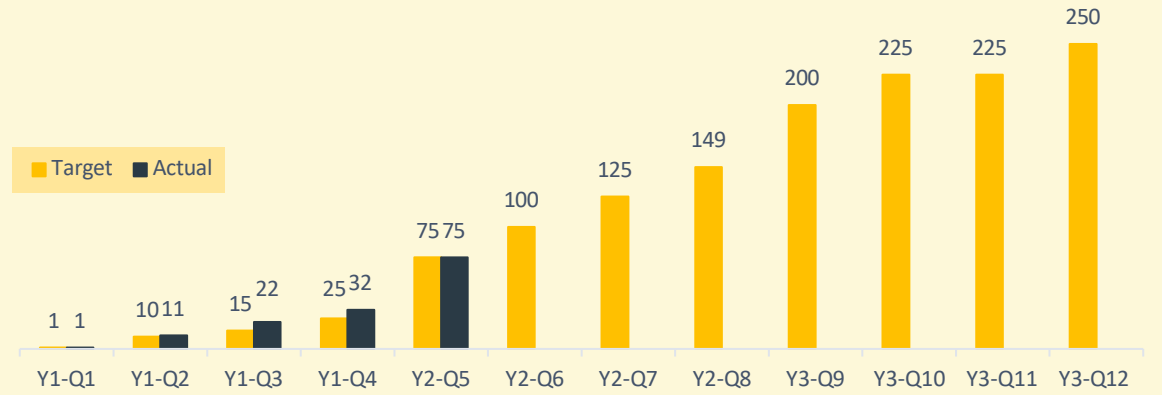
SERVICE LINE DASHBOARD VIEW: Skills Service

NOTE: Q5 data is to 31st March.

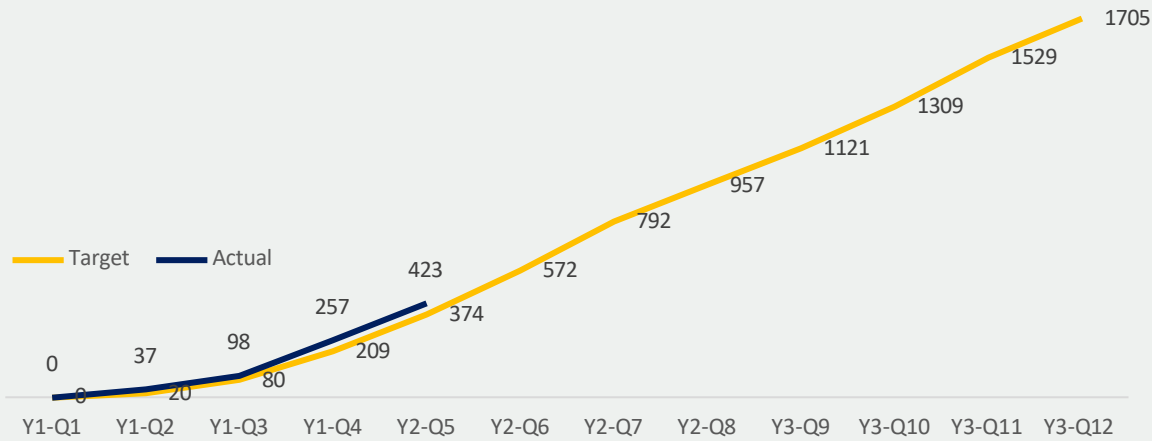
Additional training / learning outcomes (excludes apprenticeships)



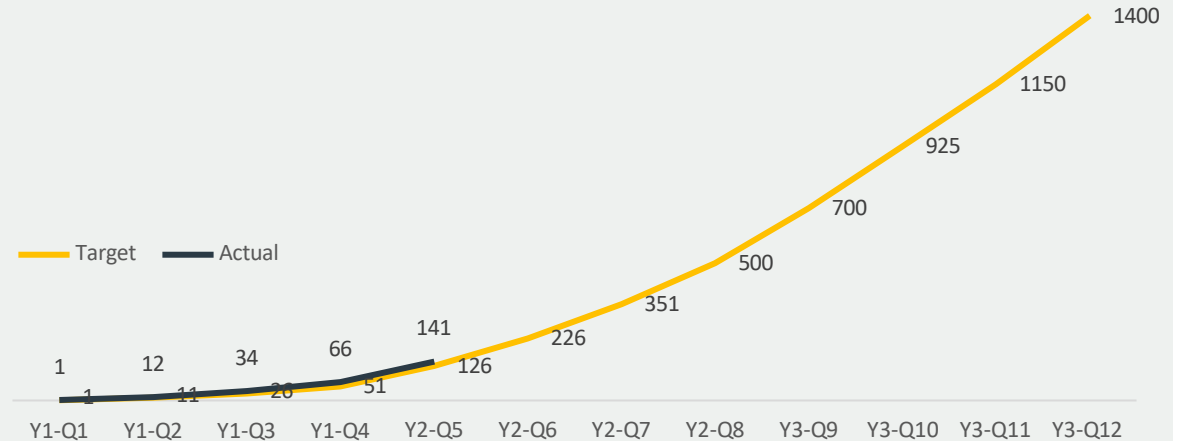
Apprenticeships Created



Additional Training + Learning Outcomes – Accumulative View

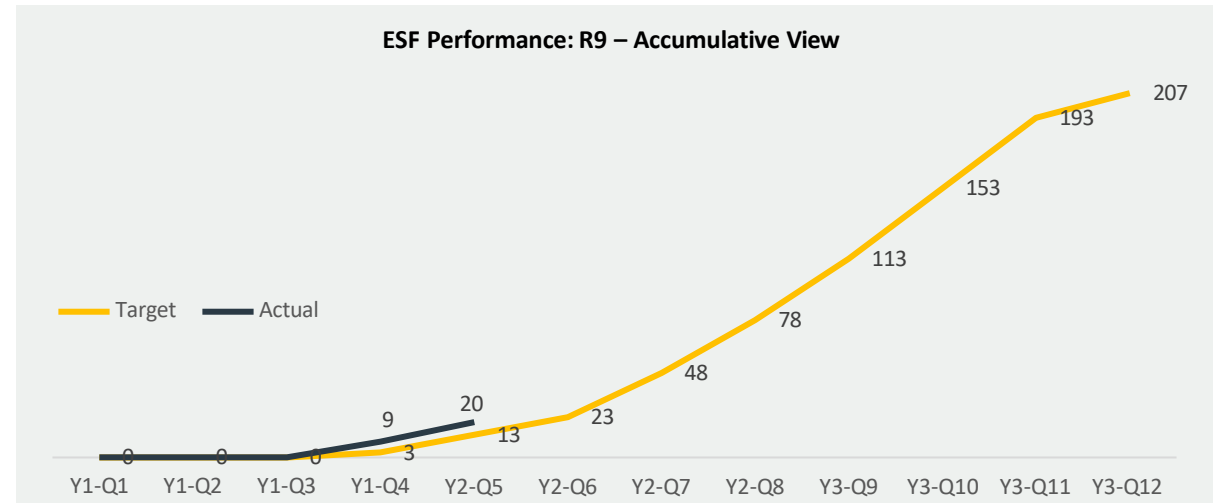
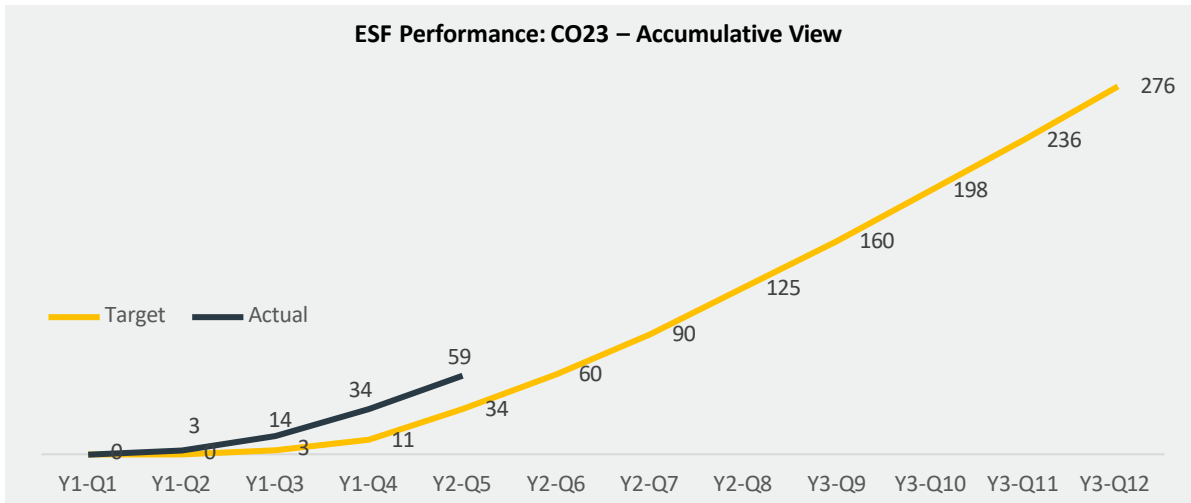
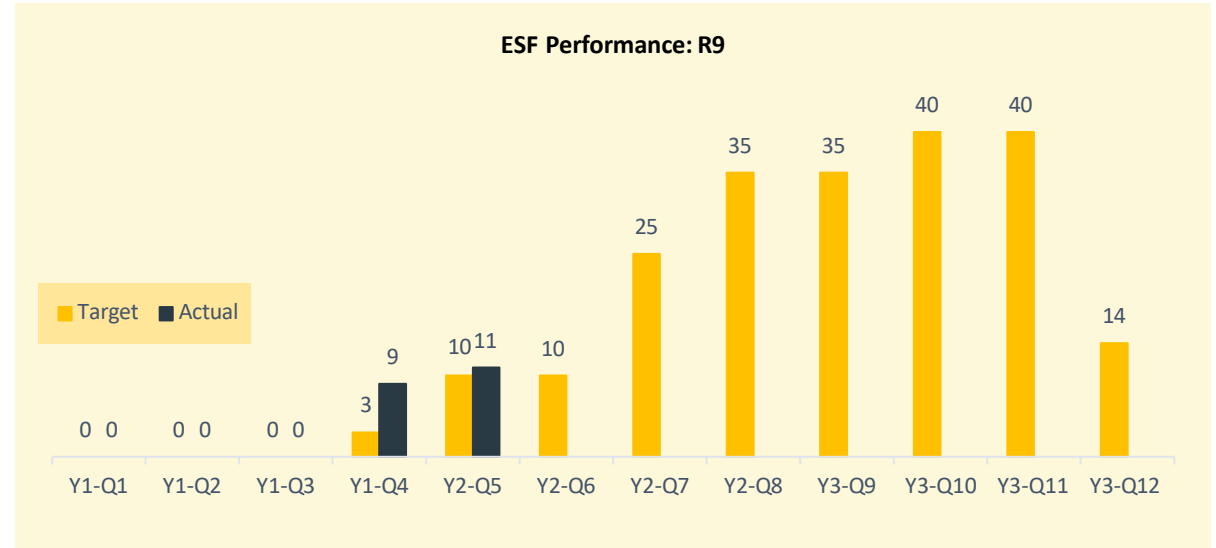
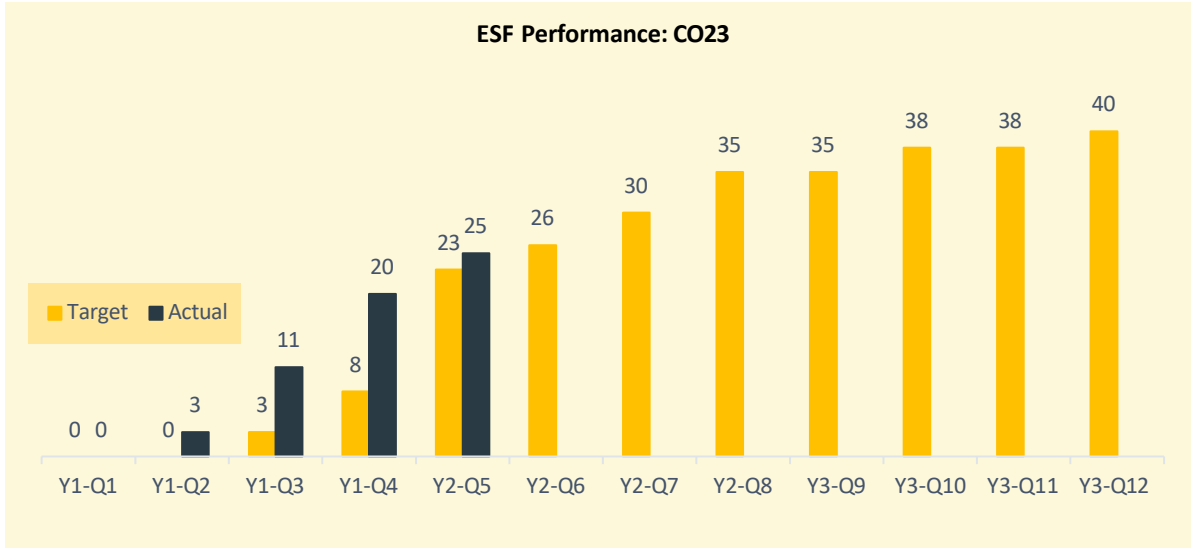


Apprenticeships Created – Accumulative View



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

NOTE: Q5 data is to 31st March.

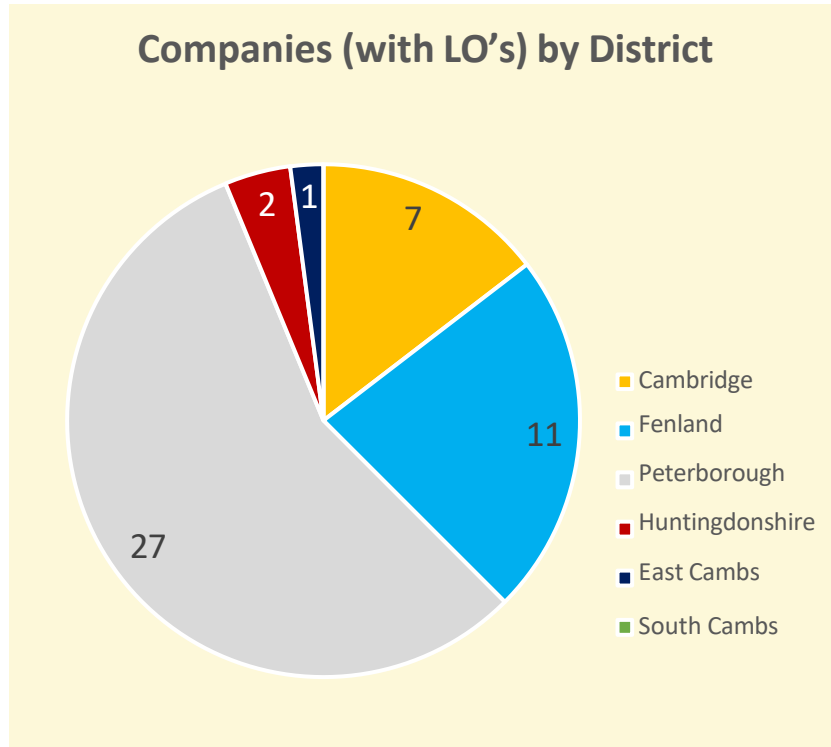
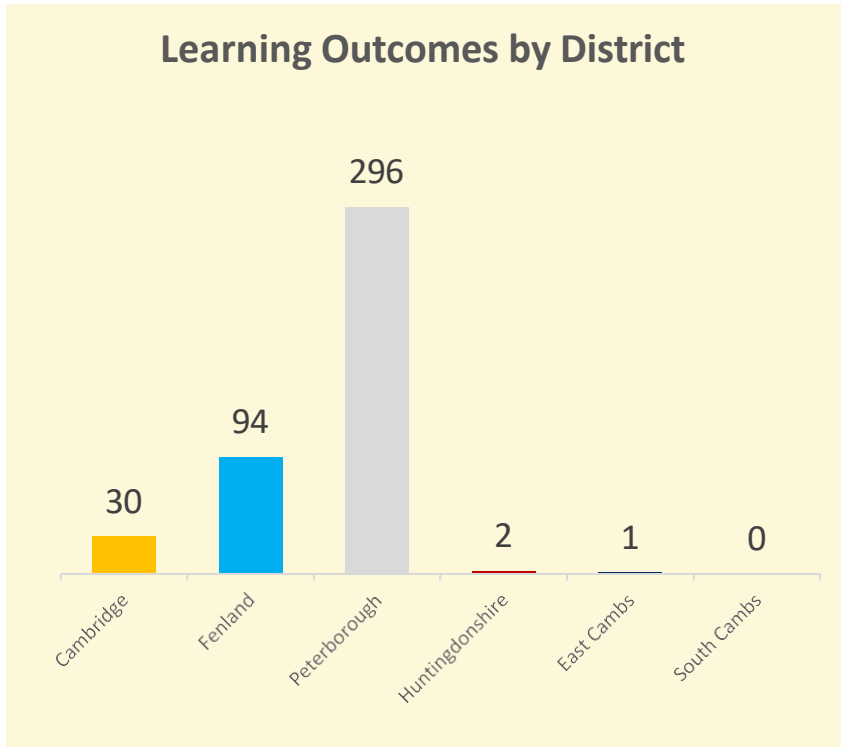


SERVICE LINE : Skills Service – learning outcomes and companies (with LO's) by district

NOTE: Q5 data is to 31st March as contract performance to date, with a table showing this quarter's breakdown.

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

1. Reconfigured our team to address a balance between all the districts in the patch.
2. Focus on an evolving top-50 accounts, as well as working directly with each DC about their top employers, to drive impact in the Learning Outcomes delivered and Apprenticeships created across all the districts within the region.
3. Focus on “under-performing” districts via the Growth Coaching diagnostic leads.



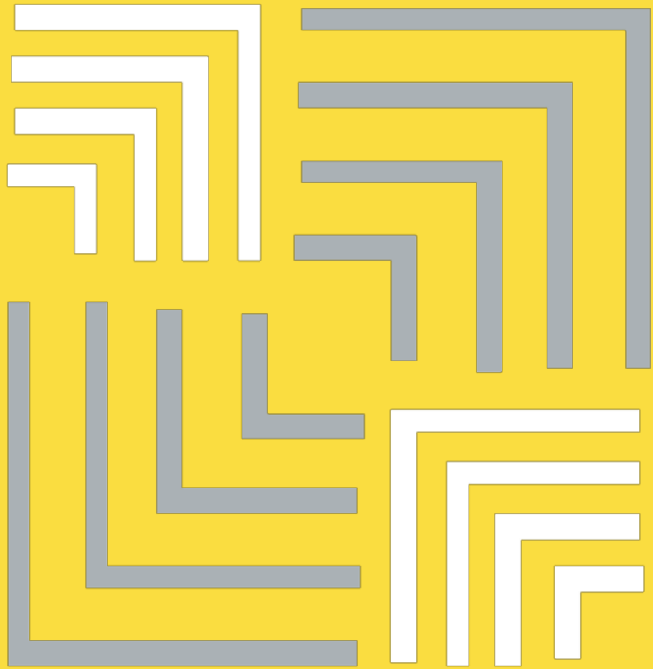
NOTE: at 31st March 2022 a total of 48 companies had created 423 learning outcomes.

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

District	Learning Outcomes	Companies
Cambridge	30	7
Peterborough	296	27
Huntingdonshire	2	2
East Cambridgeshire	1	1
South Cambridgeshire	0	0
Fenland	94	11
Total	423	48

Table-2 shows the number of learning outcomes in each of the months so far in Q5, by DC.

District	Jan'22	Feb'22	Mar'22
Cambridge	5	4	
Peterborough	11	37	58
Huntingdonshire			1
East Cambridgeshire			
South Cambridgeshire			
Fenland	1	17	32
Total	17	58	91

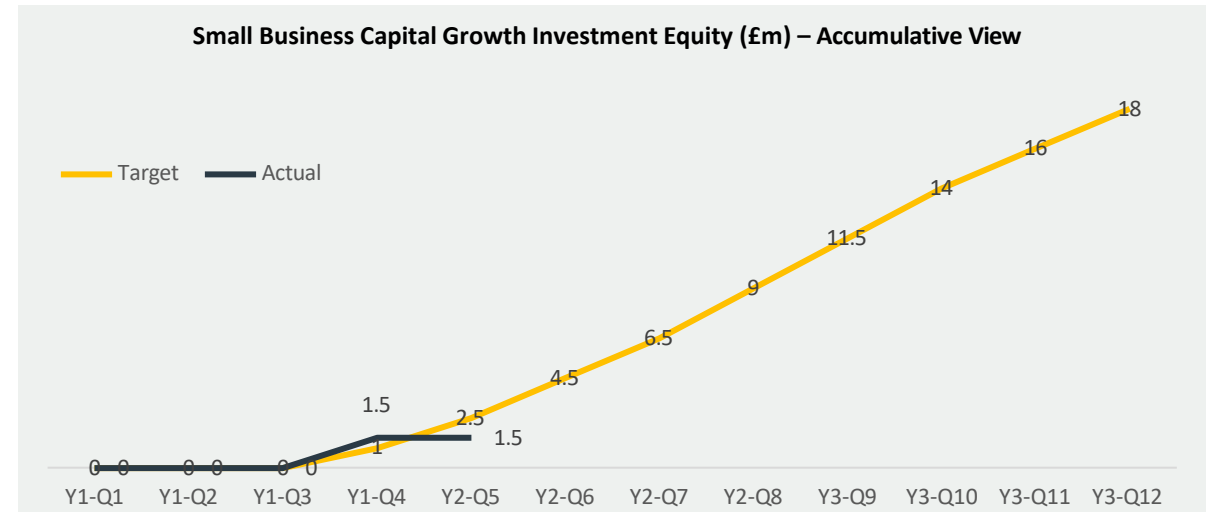
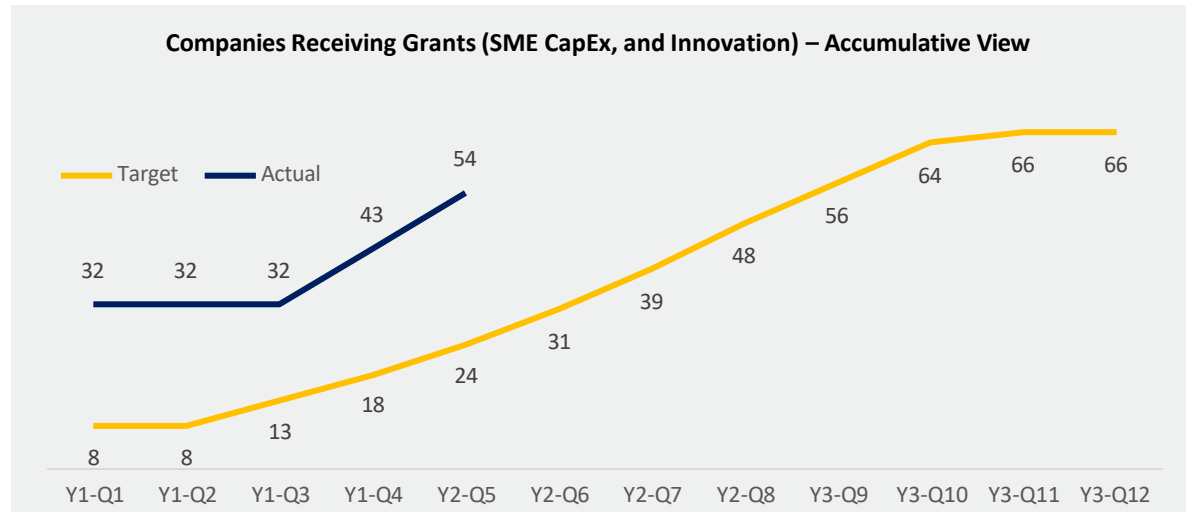
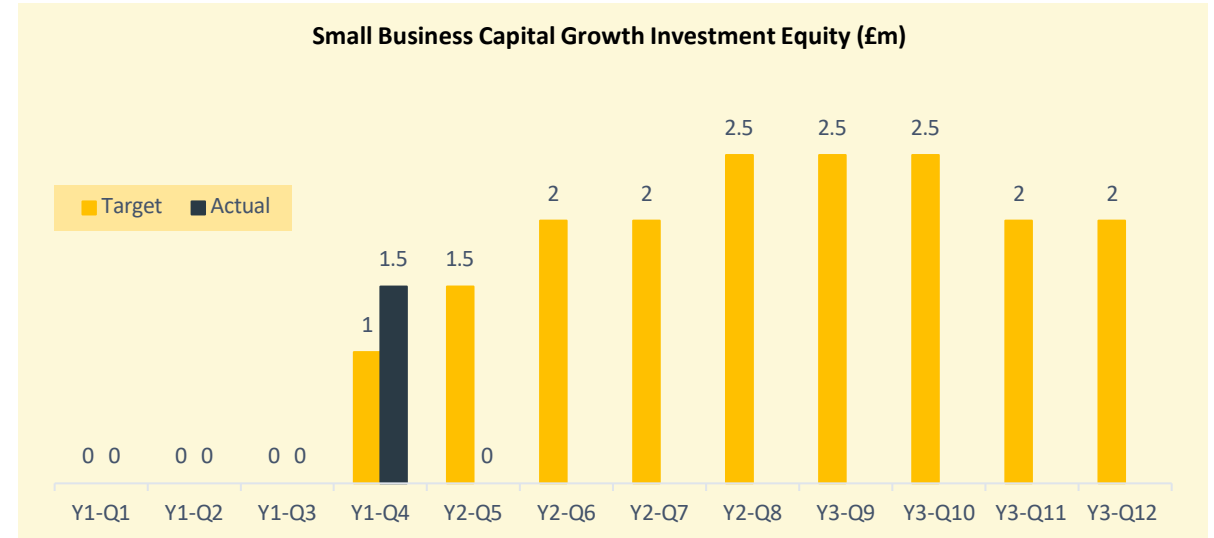
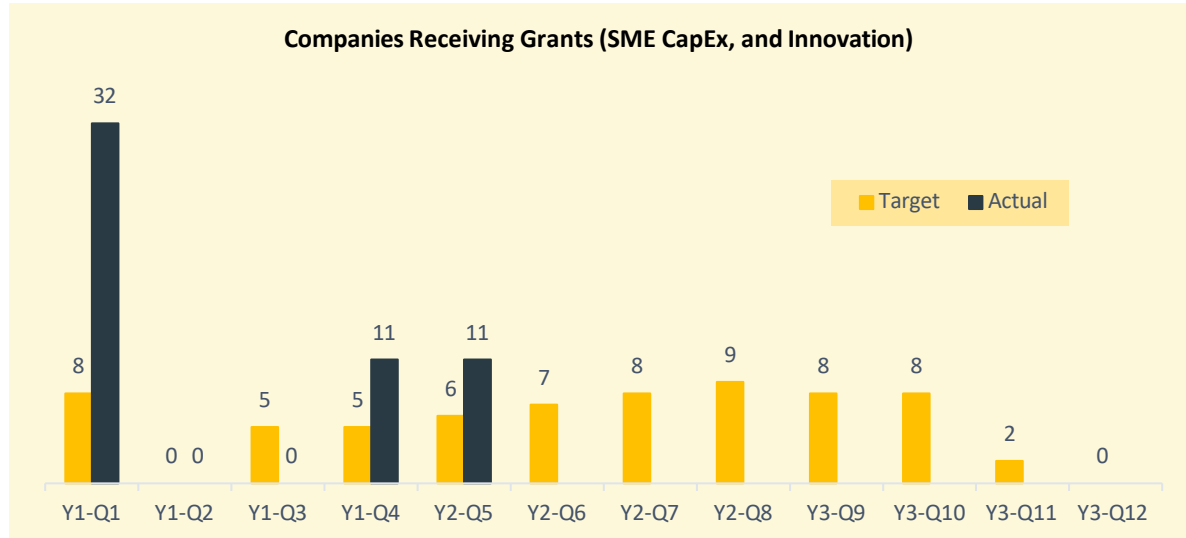


5. Grants and Equity

The content in this section covers Performance Indicators, Pipeline and Campaign Management, and the Marketing Plan and Activity

SERVICE LINE DASHBOARD VIEW: Grants & Equity Service

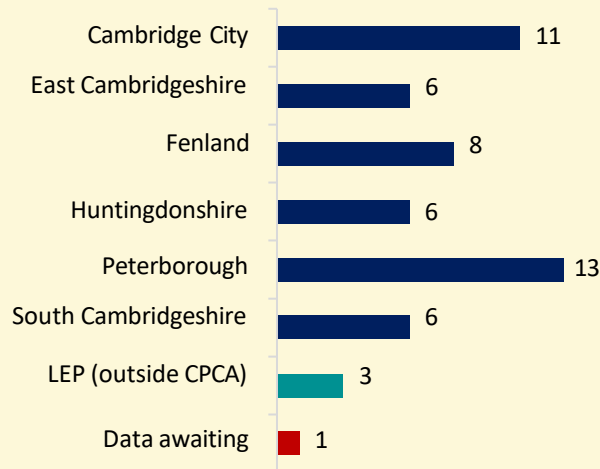
NOTE: Q5 data is to 31st March.



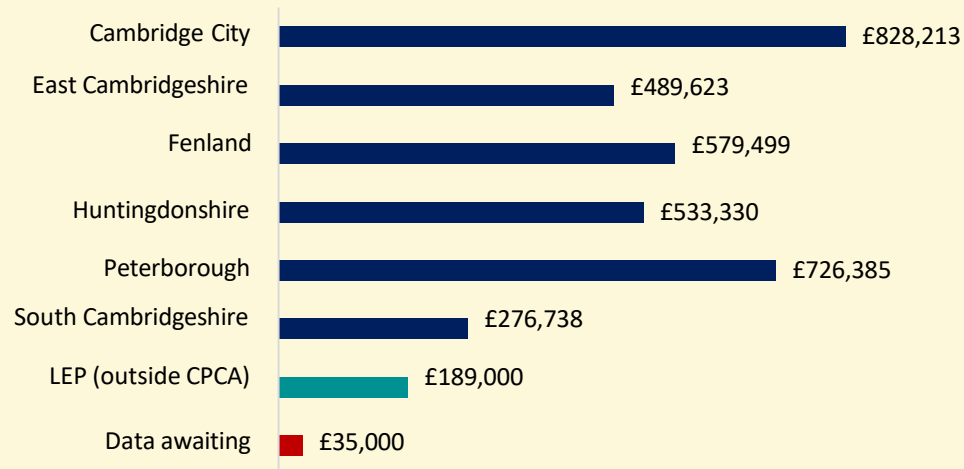
SERVICE LINE VIEW: SME CapEx Grants – awards and values by location

NOTE: data is to 31st March.

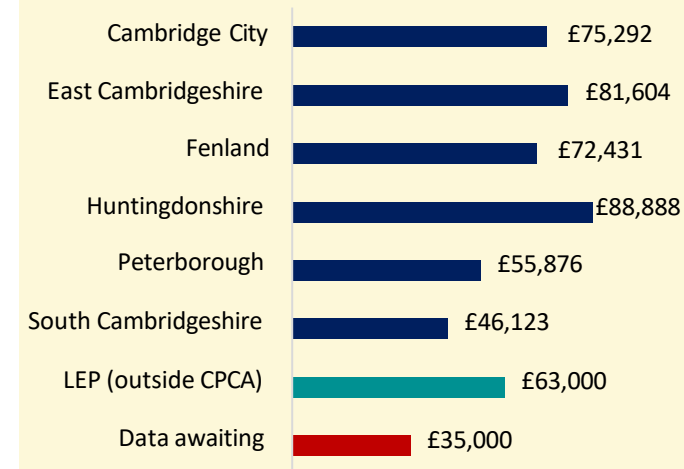
CapEx Grants: awards by DC



CapEx Grants: total value by DC



CapEx Grants: average value by DC



Location	Number of Grant Awards	Total Value of Grant Awards	Average Value of Grant Awards
Cambridge City	11	£828,213	£75,292
East Cambridgeshire	6	£489,623	£81,604
Fenland	8	£579,499	£72,431
Huntingdonshire	6	£533,330	£88,888
Peterborough	13	£726,385	£55,876
South Cambridgeshire	6	£276,738	£46,123
LEP (outside CPCA)*	3	£189,000	£63,000
Data awaiting**	1	£35,000	£35,000
TOTAL	51	£3,376,066	£68,899

- * 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.



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