

Appendix 1

The Cambridgeshire & Peterborough Growth Company

UPDATE ON BUSINESS CASE DEVELOPMENT

The Development of the Strategic Case

The Local Industrial Strategy sets out a wide range of business support and associated skills interventions that are aimed at stimulating and then enabling and supporting business growth. These are summarised below.



The SOBC stipulated that the Delivery Plan for the Growth Company would be developed in consultation with officers in the seven local authorities, in order to tailor the services to the specific needs of the three sub-economies. The results of this consultation process have identified the importance of a number of key features in how the Business Growth Services should be delivered:

1. **Firms should be engaged into all the services available through a “single front door”** to avoid business leaders being contacted multiple times by sales teams promoting different services
2. **Firms should be provided with an integrated offer** and not be required to navigate the CPCA’s and other existing similar services in a piecemeal manner. The offer should be in the form of a bespoke package able to meet diverse customer needs across a portfolio of services.
3. **Firms should be provided with growth funding alongside growth advice** by adding the two growth grants specified in the list to the portfolio of services, including;
 - a. **A Capital Growth Grant** to co-invest in growth through organic expansion, paying for new equipment and larger premises to meet increased market and customer demand.
 - b. **An innovation & relocation grant** to co-invest with small firms in the costs of accessing; R&D funding from UK and EU agencies for new product development; or investment for new build employment space and help with planning permissions.

The goals and delivery approach for this fully integrated service have been agreed with local authority officers as being required to be focused differently in each of the three sub-economies. The different needs of each sub-economy are summarised overleaf.

Next Steps

The Business Board is asked to note that officers propose to complete the sub-economy Delivery Plans and include these in market engagement with prospective private sector providers of the five services, to build an evidence base for the OBC, for a final recommendation for whether delivery should best be mobilised through recruited staff into the Growth Company or procured providers to it.

	Greater Peterborough	The Fens	Greater Cambridge
Growth Coaching Service	<p>Customer focus towards a mix of firms as follows: Size focus: 70% <10 emp; 20% 50 emp; 10% <250 emp</p> <p>Sector focus: Logistics, Construction, food and drink, Business Services, Digital, Environmental. Connectivity with proposed Manufacturing Network for improved access to firms</p> <p>Need deliver partners with strong coach connections, sales processes growth barrier diagnostic software</p>	<p>Customer focus: Consider adopting a lower growth threshold for firms in fens</p> <p>Emphasise network building amongst firms and better connecting them into District Councils</p> <p>Focus specifically on Agri-Food Sector Supply Chains</p>	<p>Sector focus: Life Sciences, Digital, Adv Manufacturing</p> <p>Size focus: strong emphasis on micro businesses</p> <p>Recognition of different needs between city and rural firms</p> <p>Strong use of existing business networks inside Cambridge, with clarity for the customer on what is already available and what value the proposed services add to existing support.</p> <p>Careful monitoring of take-up with ability to flex and adapt services and growth ambition thresholds of customers.</p> <p>Need delivery partner, familiar with supply chain growth models such as those used in collaborative R&D, AMSC Sharing in Growth programme and U.S. models such as the Illumina Accelerator</p>
Inward Investment Service	<p>Hunts: Sector focus - precision technology, digital, paper and packaging, metal and composite materials manufacturing industries, logistics and e-commerce.</p> <p>Specific support for business in internationalisation and accessing new markets, as well as leadership and management training for SMEs in priority sectors esp if delivered at IMET</p> <p>Building sustainable support networks through coached firms becoming mentors to other firms, and collaborate to build shared capability supply chains in local clusters.</p>	<p>Targeted Scale-Up Relocation Packages for firms attracted from contiguous economies, along with Cambridge firms looking to scale-up, where cost of space and labour is becoming key to operational efficiency.</p> <p>Creation of bespoke packages of support for firms relocating into the Fens, including partnerships with developers to support expansion of business space availability.</p>	<p>Connectivity with local networks and services such as Cambridge & Linking wider scale-up support elements with inward locating firms and connecting them into clusters and networks</p> <p>Need to operate links with Dept for International Trade with single front door</p> <p>Target investors on to enterprise zone, new towns and new employment sites</p> <p>Packages for South Cambs sites for businesses moving out of Cambridge</p>
Skills Brokerage Service	<p>Connectivity with local networks and services such as Opp Peterborough</p> <p>Sector focus: food and drink, Logistics, Eng, Manufacturing</p> <p>Development of shared sector academies with Launchpad and capital grants</p> <p>Skills focus: Sales, business management, social media marketing, digital</p>	<p>Development of apprenticeship courses to better meet business needs, both now and into the future, including STEM.</p> <p>Develop stronger links with CITB on modern method construction</p> <p>Need delivery partner with ability to navigate business needs and educational attainment between local partners, FE/HE providers</p>	<p>Connectivity with local services such as the current GCP-led skills brokerage</p> <p>Development of apprenticeship courses based on CPER, Rand & Regeneris research.</p> <p>Importance of levy marketplace becoming efficient and spreading apprenticeships across sector clusters and supply chains, using strategic FE and independent providers.</p> <p>Developing employment centres such as Waterbeach brokerage</p> <p>Focus on to SMEs, especially those in Life Sciences in second cycle of growth.</p>
Capital Growth Grant	<p>Target customers already supported with advisory, coaching and skills services focusing on investments in the range of £50-£150k grant size</p> <p>Hunts: Grants and loans for rapid growth companies which often struggle to secure finance for newer bigger premises as their financial track record is not long enough. Funding an integrated approach between capital growth grants and firms involved in Launchpads, esp around IMET</p>	<p>Integrate with partners like CBRE to scale employment space investment.</p> <p>Coordinate individual investments to agglomerate into potential Wisbech and Charteris Enterprise Park Projects.</p> <p>Focus onto move-on accommodation particularly Wisbech</p>	<p>Create evaluation processes that focus investment onto firms caught up in a market failure, acting as an investor/lender of last resort, to avoid duplication with a currently buoyant angel equity investor market. Connect capital growth grants to firms supported by launchpad, especially those in new towns.</p>
Innovate & Relocate Grant	<p>Better linking Peterborough manufactures with Cambridge-based new product development consultants, using new and innovation grants to support collaborations. Target contract manufacturers for first own-product development, and traditional firms needing next generation offers.</p>	<p>Create Off-Plan Demand to link with Property Developers</p>	<p>Link firms receiving innovation grants with R&D grant proposal authoring experts in partner organisations such as TWI, ARU, IFM, UoC and Make UK</p> <p>Need delivery partner with experience in proposal writing at high success levels in both UK and EU</p>
Service Integration	<p>Essential for a single front door and fully integrate offering to all customers for all services, create bespoke packages to attract in local firms, relocators, investors and employment site developers</p> <p>Require an integrating partner with experience in >£20m consortium management, tools and techniques – Track record in delivering 100s pa SME engagements and 1,000s of jobs outcomes</p>	<p>Hunts: focus grants to support innovation and product development onto priority sectors</p>	

The Development of the Financial Case

The SOBC headline proposal to fund the original three services, detailed in Appendix 1, was estimated to cost £19.64m and proposed to use £2.196m of the CPCA Business Board's MTFP 2020-2023, plus £897k of Enterprise Zone receipts. The £2.196m was made up as follows;

1. Budget allocations for the implementation of the Local Industrial Strategy running for three years and consisting of £200k pa, of which we proposed to use £50k pa for 3 years (£150k).
2. Budget allocations for the implementation of the Skills Strategy running for three years and consisting of £150k pa, of which we propose to use £100k pa for 3 years (£300k).
3. £1,746k of budget allocations for the following staff which were proposed to be transferred into the Growth Company along side a majority of staff made up of new recruits.
 - a. Three FTEs from the Growth Hub, including all their costs paid by BEIS
 - b. One FTE Business Skills Manager
 - c. One FTE Strategic Funding Manager
 - d. 50% of the costs of the Chief Officer of the Business Board

The remaining £16.55m being leveraged from a combination of eight non-CPCA funds. These include match funding for CPCA investment in the form of:

1. Revenue funding from the Careers and Enterprise Company through a contract with the CPCA
- 2. Revenue funding from the Growing Places Fund managed by the Business Board**
3. Capital funding from the Local Growth Fund managed by the Business Board
4. Revenue funding from the European Regional Development Fund managed by the MHCLG
5. Revenue funding from the European Social Fund managed by DWP
6. Revenue funding from South Cambs District Council offering match funding of a staff member
7. Revenue funding from income from SME customers of the Growth Coaching Service

Key amongst these was an application from the Growing Places Fund for £4,975k of revenue, that would be added to the CPCA funding and then offered as match funding in order to raise a further £6,336k of European Regional Development Fund and European Social Fund finance.

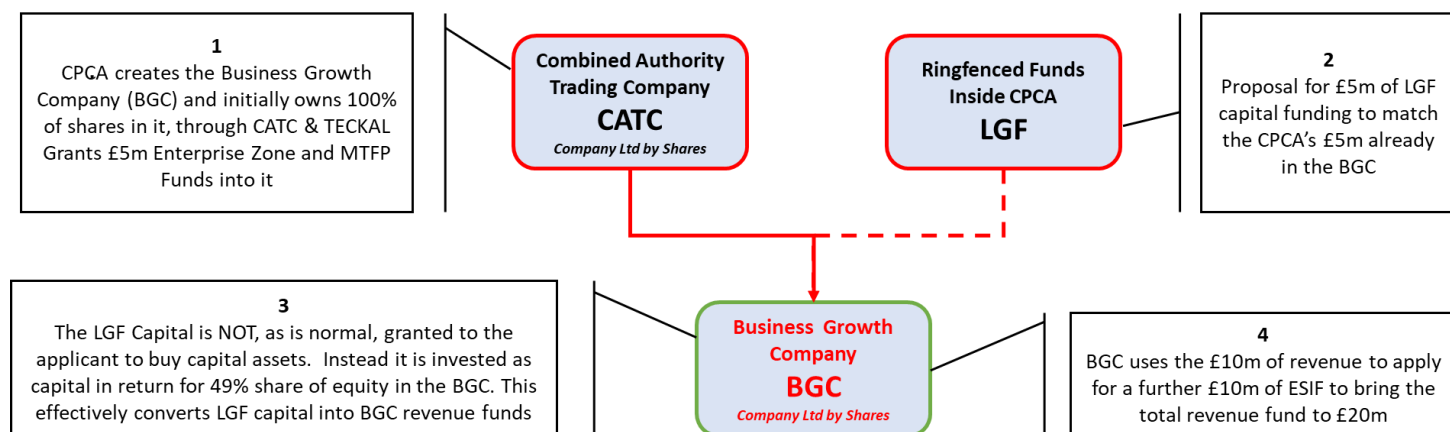
At the time of writing the SOBC, it was the view of the CPCA's Section 76 Officer, that the Growing Places Funding, previously provided by the Greater Cambridge & Greater Peterborough LEP, to local firms in the form of loans which had subsequently been repaid, could be designated as revenue in the CPCA's accounts, and reallocated to new projects as such. However, the CPCA's auditors, Ernst & Young, later ruled that this was not the case and that these funds must be considered capital.

This leaves a vital component of the revenue match funding arrangement, the £4,975k Growing Places Funding, missing from the SOBC proposed financial strategy.

Removing this vital building block in the match funding arrangement would leave only the £3,651k from the CPCA and its other local partners available for match funding to ESF and ERDF, reducing the scale of the business Growth service to around £7m from just under £20m. This, in turn would significantly reduce its ability to make a meaningful impact on spreading growth more inclusively across the three sub-economies.

The Proposed Solution to Create a Revenue Fund to Mobilise the Growth Services

Business Board officers, in partnership with CPCA legal and financial colleagues, and external advisors Pinsent Masons, have constructed and validated a method by which, the missing the £4,975k of Growing Places Funding, might be applied for, from the Local Growth Fund, in a manner that produces revenue funding within the Business Growth Company. The application process is illustrated below in rounded figures.



Note; Figures Approximate and rounded up

The above process is subject to the normal competitive application processes for LGF funding allocations. However, should that process prove successful, in return for an LGF investment of around £5,000k, the Business Growth Company would generate a net worth on its balance sheet of around £7.5m. This would be generated through Growth Capital Grant investments in to the population of 1,000 of the fastest growing firms in our economy, as customers of the Growth Coaching and Inward Investment services. As part of the portfolio offer, some of these scale-ups will be provided with investment capital from the Capital Growth Grant. Whilst the smaller investments will take the form of a grant, the larger investments will be provided in return for equity in the invested firms. Across the £15m of Capital Growth Grant budget, it is anticipated that around half, at an average value of £200k, will generate an equity investment portfolio, worth around £7.5m.

This equity portfolio will accumulate over three years onto the balance sheet of the Business Growth Company, providing a commensurate value for the LGF equity investment into the Company, as well as ongoing business activity in dividend receipts and equity sales, that will qualify the Company as a going concern.

Next Steps

The Business Board is asked to note that officers plan to submit an Expression of Interest on the basis above, to the Local Growth Fund during August and a full proposal in September. Match funding proposals to ESF and ERDF will be submitted in August and October respectively.

The Business Board is also asked to note that It is anticipated that indications of success or failure to secure these funding streams will be received during November, potentially in time to present an OBC to the Business Board and CA Board, for provisional approval to mobilise the Business Growth Service, between December and April 2020.

The Development of the Commercial Case

The SOBC included a basic level evaluation of the alternatives for mobilising the business growth service, with the funding assembled through the financial strategy. These being:

1. **Growth Company delivery using procured private sector providers**
2. **In-house CPCA delivery of all services by Officers**
3. **Growth Company delivery using recruited staff**

The following commercial criteria were used in the SOBC and a more in-depth evaluation was planned as part of the development of an OBC;

1. **Contractual complexity** – favouring proven, simpler commercial constructs with fewer contracts, interfaces and dependencies between parties;
2. **Risk** – based on an assessment specifically of the legal and commercial risks pertaining to the proposed and alternative outsourcing models and the risk of supplier failure;
3. **Value for Money** – to assess the likely value delivered from the options and whether a procured solution would stimulate sufficient competition to deliver good VFM;
4. **Service Quality** – to assess balancing the CPCA's requirement for control and flexibility with procured providers' or recruited staffs' ability to deliver the outcomes required;
5. **Use of Private Sector Capability** – to assess how well the different options exploit potential market capability in delivering the service;
6. **Attractiveness to Market** - to assess how commercially attractive each model is likely to be to potential suppliers, customers and partners.
7. **People Implications** – to assess the organisational, legal (TUPE), management, motivational and cultural impacts of the three alternative delivery models on:
 - a. CPCA staff employed in roles related to the Growth Hub, inward investment and skills engagement with businesses and providers
 - b. External staff employed by our contractors in those same fields, such as Opportunity Peterborough and Form the Future.
 - c. Constituent Local Authority staff employed in those fields, such as local economic development officers.

This basic evaluation within the SOBC, shown overleaf, concluded that there was marginal benefit between options 1 and 3. Hence, further work over the summer was proposed to strengthen the evidence base, in order to make a clearer recommendation.

Delivery Model Options Benefits-risk Analysis

Growth Service	Contractual Complexity	Risk	Value for Money	Service Quality	Use of Private Sector Capability	Attractiveness to Market	People Implications	Overall Rating
Procured Services From Commercial Marketplace	Bad	Medium	Medium	Good	Medium	Medium	Medium	Medium
In-house Local Government Officer Delivered	Good	Bad	Bad	Bad	Bad	Bad	Medium	Bad
Outsourced Delivery by Arms-Length Body The Growth Company	Medium	Good	Good	Good	Good	Good	Medium	Good
Investment Service	Contractual Complexity	Risk	Value for Money	Service Quality	Use of Private Sector Capability	Attractiveness to Market	People Implications	Overall
Procured Services From Commercial Marketplace	Medium	Medium	Medium	Good	Medium	Medium	Medium	Medium
In-house Local Government Officer Delivered	Good	Bad	Bad	Bad	Bad	Bad	Medium	Bad
Outsourced Delivery by Arms-Length Body The Growth Company	Medium	Good	Good	Good	Medium	Good	Medium	Good
STAR Hub	Contractual Complexity	Risk	Value for Money	Service Quality	Use of Private Sector Capability	Attractiveness to Market	People Implications	Overall
Procured Services From Commercial Marketplace	Medium	Medium	Medium	Good	Medium	Good	Good	Medium
In-house Local Government Officer Delivered	Good	Bad	Bad	Bad	Bad	Bad	Medium	Bad
Outsourced Delivery by Arms-Length Body The Growth Company	Medium	Medium	Good	Good	Medium	Good	Medium	Medium

Economic Case Benefits of for Options 1 & 3

The summary economic evaluation of the recommended delivery route, for a Growth Company with recruited staff, against the current methods of delivery are shown below. These include baseline comparisons between:

1. The proposed Growth Company with recruited staff model to deliver the Growth Coaching Service, compared with a scaled-up version of the current Growth Hub delivered with Officer staff by the CPCA.
2. The proposed Growth Company with recruited staff model to deliver the Inward Investment Service, compared with a scaled-up version of the current Opportunity Peterborough Ltd, procured Inward Investment Pilot contracted by Greater Cambridge Partnership.
3. The proposed Growth Company with recruited staff model to deliver the Skills Brokerage Service, compared with a scaled-up version of the current Form The Future Ltd, procured Skills Brokerage Pilot contracted by Greater Cambridge Partnership.

The results from the SOBC are set out below, showing gross ten-year benefits for each of the proposed services, over and above a scale-up of each at the current services.

	BAU	Growth Service	Incremental Difference	% Difference
Net Present Fiscal Cost	£699,747	£2,528,665	£1,828,918	261.4%
Net Present Value	£202,722,255	£623,041,002	£420,318,746	207.3%
Payback Period	Year 1	Year 1	0	0
Net Present Budget Impact	-£80,902,760	£168,627,729	-£87,724,969	108.4%
Financial Return of Investment	116.6	67.7	NA	-42.0%
Net Present Public Value	£121,119,748	£451,884,607	£330,764,859	273.1%
Overall Return on Investment	984.2	247.4	NA	-74.9%

	BAU	Inward Investment Service	Incremental Difference	% Difference
Net Present Fiscal Cost	£284,450	£1,747,523	£1,463,073	514.4%
Net Present Value	£26,799,709	£366,685,683	£339,885,974	1268.2%
Payback Period	Year 1	Year 2	-1 Year	100.0%
Net Present Budget Impact	-£3,869,962	-£11,922,523	-£8,052,561	208.1%
Financial Return of Investment	14.6	7.8	NA	-46.4%
Net Present Public Value	£22,645,298	£353,015,637	£330,370,340	1458.9%
Overall Return on Investment	95.2	210.8	NA	121.4%

	Form the Future BAU	New Skills Service	Incremental Difference	% Difference
Net Present Fiscal Cost	£651,391	£2,467,419	£1,816,028	278.8%
Net Present Value	£13,638,575	£34,181,982	£20,543,408	150.6%
Payback Period	Year 4	Year 5	-1 years	25.0%
Net Present Budget Impact	-£5,343,783	-£12,908,371	-£7,564,588	141.6%
Financial Return of Investment	9.2	6.2	NA	-32.3%
Net Present Public Value	£7,643,402	£18,806,192	£11,162,791	146.0%
Overall Return on Investment	21.9	14.9	NA	-32.0%

The costs for each service were based on the total cost to the CPCA, including direct costs from its MTFP and any contributions to the services from the Enterprise Zone receipts, as well as any indirect costs, such as those financed by funds the CPCA is the managing authority for; e.g. The Local Growth Fund and Growing Places Fund. Excluded from this comparison are costs that are met by sources external to the CPCA, such as from commercial income from businesses and external grants to either the Growth Company or its customers from the European Regional Development fund or European Social Fund. The headlines were that;

1. **The Growth Coaching Service showed a negative ROI** based on Officers' forecasts of the likely job creation outcomes from a Growth Company with recruited staff. This poor ROI was due, in the main, to the lack of evidence for what levels of business growth additionality was able to be generated by a cohort of recruited staff to the Growth Company. The comparison used established evidence from the current Growth Hub Service of an average of 0.6 jobs being created from each SME customer engaged, and a forecast job outcome rate per intervention of 1.5 jobs for the Growth company with recruited staff. The difference in outcomes was not able to outweigh the increased cost of the proposed new model.

Since, this work on the SOBC, officers have gathered further evidence that supports the benefits of a procured model. This is from a BEIS procured national Growth Coaching Service, showing an average of 2.6 jobs created per intervention. This procured model would provide sufficient additional job outcomes to produce a positive ROI.

2. **The Inward Investment Service** showed a positive ROI based on Officers' forecasts of the likely job creation outcomes from a Growth Company with recruited staff. Although this was modest.
3. **The Skills Service (STAR Hub) showed a negative ROI** based on Officers' forecasts of the likely job creation outcomes from a Growth Company with recruited staff. This poor ROI was due, in the main, to the high levels of performance of the currently procured skills brokerage, delivered on behalf of Greater Cambridge Partnership, by Form the Future Ltd. With little evidence for increases in outcome delivery from a cohort of recruited staff to the Growth Company, the lack of difference in outcomes could not outweigh the increased cost of the proposed new model.

Since, this work on the SOBC, officers have gathered further evidence that supports the benefits of a procured model. This is from the GCP procured, Form the Future Ltd delivery of the Greater Cambridge Skills Brokerage, that provides outcomes evidence to support the previously used contract forecasts for performance. This validates the higher VFM for the procured service above and beyond the Growth Company with recruited staff model.

Wider CPCA Benefits of Options 1 & 3

When presented to the Combined Authority Board, Leaders raised a number of concerns regarding officers' recommendation to mobilise the Business Growth Services, using a Growth Company to recruit and transfer staff into, as an "arms-length" delivery body of the CPCA.

In particular, the Mayor sought assurances from officers that the effort to create a new CPCA subsidiary and recruit expert staff into it, as well as to transfer out;

- a. **All the Growth Hub staff (John Stenhouse & two others)**, currently delivering most of the BEIS contracted outcomes from the Business Board;
- b. **The Business Skills Manager (Fiona McGonigle)**, currently establishing the apprenticeship levy marketplace;
- c. **The Strategic Funding Manager (Steve Clarke)**, currently administering the LGF budget
- d. **Half of the resource of the Chief Officer of the Business Board (John T Hill)**

Would not have any diversionary or diluting impact on other CPCA priority projects including;

- 1. **University of Peterborough** with construction underway in 2021 confirmed new curriculum that meets needs and ready to open no later than 2022.
- 2. **Market Town Masterplans** to be completed in 2019, with clear deliverables flowing through the Stronger Towns funding to be allocated to the CPCA in 2020
- 3. **Adult Education Budget** showing clear evidence of a stronger delivery focus on the Local Industrial Strategy, less on leisure learning and those with higher level qualifications, and more on Fenland and Peterborough and on those with lower level qualifications.
- 4. **Business Board Local Growth Fund** demonstrating that the majority of funding has been allocated to local businesses, with an improved dragons den style process and greater VFM.

Since the SOBC, officers have responded to this challenge by carrying out a resources review to test the business board officer cohort's ability to deliver mobilisation of the LIS as well as delivery of the four wider CPCA objectives. This included four tests of whether:

- 1. The CPCA priority projects were achievable and if not, whether alternative delivery approaches and milestones were appropriate.
- 2. The Director could, going forward, commit enough personal time in an appropriate manner to the achievement of these goals.
- 3. The directorate staff had adequate resources in place to realise these goals, and if not, if there were opportunities to reallocate resources from non-priority activities.
- 4. The residual services were being managed effectively to meet other CPCA obligations to agreed devolution deal, strategies, statutory responsibilities and Board decisions.

The resulting conclusions were that the mobilisation of the Growth Company, using transferred CPCA staff as above a to d, could introduce significant risk to the achievement of CPCA priorities 1 to 4.

Officer Confidence in Recruiting to Option 3

Since the SOBC, the officer team has carried out an in-depth assessment of the resources needed to establish an operational delivery company and recruit sufficiently expert and experienced staff to it, to be able to deliver the services defined in the SOBC. This included testing the market for expert staff to help mobilise the Growth Coaching Service, with an advertising campaign on LinkedIn, Indeed and Times Jobs for an offer of a salary grade of up to £80k. This resulted in no sufficiently qualified or experienced candidates being attracted to the CPCA

The conclusion of this recruitment exercise was to significantly reduce officer confidence levels in the Growth Company as an effective vehicle to attract and recruit a total of 25 sufficiently expert staff to deliver the SOBC jobs and skills outcomes.

Officer Confidence in Procuring to Option 1

Since the SOBC, the officer team has carried out informal market testing throughout the course of July and August and is scheduled to carry out more formal Market Consultation over September and October. This has included gathering evidence from the following prospective bidders for the procurement of the portfolio of services. Those involved in this informal market testing included:

- | | |
|-------------------------------|--|
| 1. Oxford Innovation Ltd | Providers of Growth Coaching under contract to BEIS |
| 2. East Midlands Business Ltd | Providers of Global Growth Coaching under contract to DIT |
| 3. Exemplas Ltd | Providers of Global Growth Coaching under contract to DIT |
| 4. Ngage Ltd | Providers of Growth Coaching under contract to ERDF |
| 5. Inst for Manufacturing | Providers of Growth Coaching under contract to BEIS/AMSCI |
| 6. TWI Ltd | Providers of Growth Coaching for Hi-Techs through EC/I-UK |
| 7. Opportunity Peterborough | Providers of Skills & FDI services under contract to CPCA |
| 8. Form the Future Ltd | Providers of Skills Brokerage services under contract to GCP |
| 9. Cambridge & | Prospective providers of FDI services |

The conclusion of this market testing exercise was to significantly increase officer confidence levels in the Growth Company as an effective vehicle to sufficiently expert providers with staff in-place, to deliver the SOBC jobs and skills outcomes.

Next Steps

The Business Board is asked to note that officers plan to carry out a formal Market consultation with the above and more prospective bidders, to deepen the evidence base and provide further confidence in a potential recommendation for the OBC, to mobilise the Business Growth Service, through Option 1, Growth Company delivery using procured private sector providers.

Appendix 1: The sources of funding proposed in the SOBC

Total Project Funding - Growth Service	£2,859,000	£3,859,000	£4,954,000	£11,671,999	100%
Proportion of total funding from CPCA staff budget	£372,000	£372,000	£372,000	£1,116,000	10%
Proportion of total funding from EZ receipts	£45,000	£65,000	£110,000	£220,000	1.9%
Proportion of total funding from Growing Places Fund	£725,333	£922,000	£1,138,667	£2,786,000	24%
Proportion of total funding from Local Growth Fund	£50,000	£0	£0	£50,000	0.4%
Proportion of total funding from ERDF	£666,667	£1,000,000	£1,333,333	£3,000,000	26%
Proportion of customer contributions to services provided	£1,000,000	£1,500,000	£2,000,000	£4,500,000	39%
Total Project Funding - Inward Investment Service	£1,224,000	£1,330,000	£1,254,000	£3,808,000	100%
Proportion of total funding from CPCA staff budget	£100,000	£100,000	£100,000	£300,000	8%
Proportion of total funding from SCDC staff budget	£66,000	£66,000	£66,000	£198,000	5%
Proportion of total funding from EZ receipts	£30,000	£184,000	£308,000	£522,000	14%
Proportion of total funding from Growing Places Fund	£484,000	£350,000	£186,000	£1,020,000	27%
Proportion of total funding from ERDF	£544,000	£630,000	£594,000	£1,768,000	46%
Total Project Funding - STAR Hub	£1,690,000	£1,230,000	£1,240,000	£4,160,000	100%
Proportion of total funding from CPCA staff budget	£110,000	£110,000	£110,000	£330,000	8%
Proportion of total funding from Skills Strategy Implementation budget	£100,000	£100,000	£100,000	£300,000	7%
Proportion of total funding from Local Ind Strategy Implementation budget	£50,000	£50,000	£50,000	£150,000	4%
Proportion of total funding from Careers Enterprise Company	£120,000	£120,000	£120,000	£360,000	9%
Proportion of total funding from EZ receipts	£100,000	£25,000	£30,000	£155,000	4%
Proportion of total funding from Growing Places Fund	£410,000	£380,000	£380,000	£1,170,000	28%
Proportion of total funding from Local Growth Fund	£125,000	£0	£0	£125,000	3%
Proportion of total funding from ESF	£675,000	£445,000	£450,000	£1,570,000	38%
Total Project Funding - All Services	£5,773,000	£6,419,000	£7,448,000	£19,639,999	100%
Proportion of total funding from CPCA staff budget	£582,000	£582,000	£582,000	£1,746,000	9%
Proportion of total funding from Skills Strategy Implementation budget	£100,000	£100,000	£100,000	£300,000	2%
Proportion of total funding from Local Ind Strategy Implementation budget	£50,000	£50,000	£50,000	£150,000	1%
Proportion of total funding from Careers Enterprise Company	£120,000	£120,000	£120,000	£360,000	2%
Proportion of total funding from SCDC staff budget	£66,000	£66,000	£66,000	£198,000	1.0%
Proportion of total funding from EZ receipts	£175,000	£274,000	£448,000	£897,000	4.6%
Proportion of total funding from Growing Places Fund	£1,619,333	£1,652,000	£1,704,667	£4,976,000	25%
Proportion of total funding from Local Growth Fund	£175,000	£0	£0	£175,000	0.9%
Proportion of total funding from ERDF	£1,210,667	£1,630,000	£1,927,333	£4,768,000	24%
Proportion of total funding from ESF	£675,000	£445,000	£450,000	£1,570,000	8%
Proportion of other commercial income	£100,000	£150,000	£200,000	£450,000	2%
Proportion of customer contributions to services provided	£1,000,000	£1,500,000	£2,000,000	£4,500,000	23%