

# Growth Works: Performance Year 1 to 17<sup>th</sup> December 2021



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HM Government



**European Union**  
European Structural  
and Investment Funds

**Performance in year 1 finished in great shape. Across all service lines, 17 of the 19 performance indicators were either met or exceeded**

**While one came in at 87% of year-1 target (coaching diagnostics) and the other was reprofiled to Year-2 and Year-3 targets (innovation and relocation grants).**

# Summary – Programme Dashboard: End of Year-1 to 17<sup>th</sup> December 2021

Dashboard Summary – Programme Outcome and Top Leading Indicators							Overall RAG Status <span style="color: green;">●</span>	
Service Line / Whole of Programme View	Target Indicator	Q4 Target	Q4 Actual (16/12)	YTD Total at Q4	Year 1 Target	Actual Outcomes in Q4 as at 16/12	Progress against Year-1 Target (at 16/12)	
All Service Lines – Outcome	Jobs created (inc. Apprentices)	N/A	504.5	1,000	589	Up 66 <span style="color: green;">↑</span>	<span style="color: green;">↑</span> 168.8%	
Top Leading Indicators - Growth Coaching	Businesses provided with (i.e. undertaken) a Growth Diagnostic	486	388	726	832	Up 115 <span style="color: orange;">→</span>	<span style="color: orange;">→</span> 87.3%	
	Businesses starting coaching assignments (Growth support following diagnostic)	105	91	216	193	Up 17 <span style="color: green;">↑</span>	<span style="color: green;">↑</span> 111.9%	
Top Leading Indicators - Inward Investment	Inward investors receiving information, diagnostics, and brokerage support)	9	57	151	18	Up 16 <span style="color: green;">↑</span>	<span style="color: green;">↑</span> 838.9%	
	Inward investor commitments to expand or for new investments	2	2	15	6	Up 2 <span style="color: green;">↑</span>	<span style="color: green;">↑</span> 250.0%	
Top Outcome and Leading Indicator – Skills	Additional training / learning outcomes (excludes apprenticeships)	129	159	257	209	Up 24 <span style="color: green;">↑</span>	<span style="color: green;">↑</span> 122.9%	
	CO23's / SME Engagement	8	20	34	11	Up 8 <span style="color: green;">↑</span>	<span style="color: green;">↑</span> 309.1%	
Top Leading Indicators - Grants & Equity	Companies receiving grants	5	11	43	18	Up 2 <span style="color: green;">↑</span>	<span style="color: green;">↑</span> 238.9%	
	Small Business Capital Growth Investment Equity (£000)	1,000	1,500	1,500	1,000	Up 1,500 <span style="color: green;">↑</span>	<span style="color: green;">↑</span> 150.0%	

## Dashboard Summary Overall RAG Status

The overall RAG status for the reporting period to 16<sup>th</sup> December 2021 is GREEN. Our evaluation is based on our delivery record. The programme went fully live with the business launch on 27<sup>th</sup> May.

Up to and including the end of this reporting period (16<sup>th</sup> December), against year one targets we have delivered:

- Over 168% of jobs committed.
- 141% of apprenticeships.
- Over 110% of companies starting their growth coaching assignments.
- 838% of annual inward investors receiving support. *(Over 94% of the full Year-3 target pipeline achieved)*
- 250% of new/expanded inward investments.
- Over 120% of learning outcomes.
- Three times the number of CO23s and R9s completed against the ESF profile.
- Almost 240% of companies awarded grants.
- Equity first deal signed leveraging £250k in GrowthCo funds to secure £1.5m in investment.



# **GROWTH WORKS**

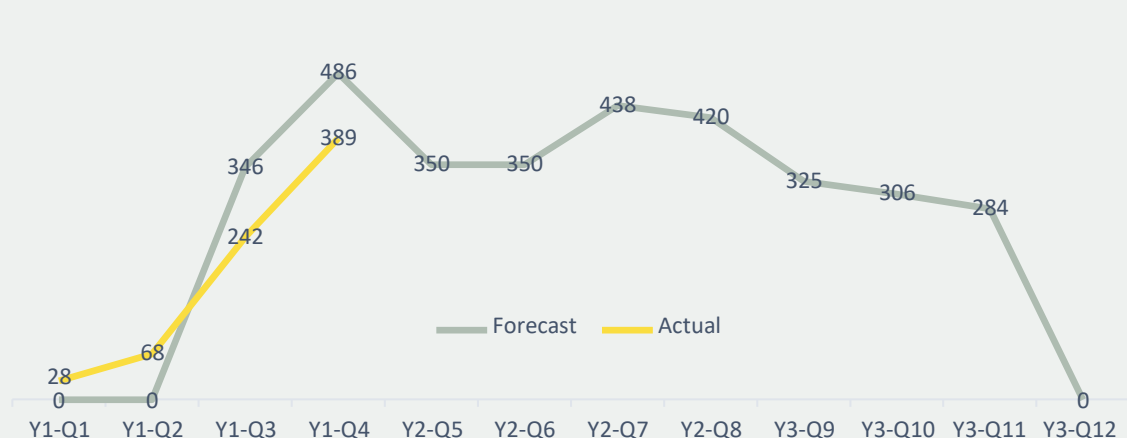
**GROWTH COACHING SERVICE**



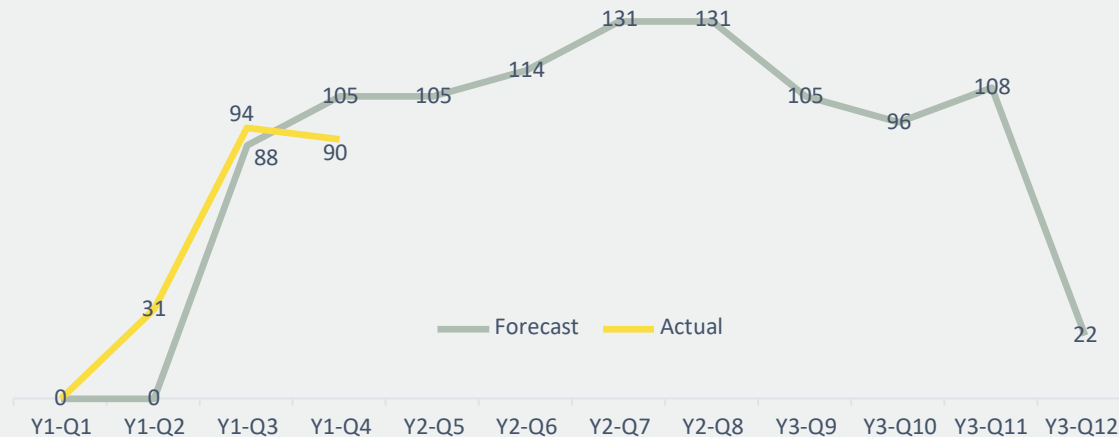
# SERVICE LINE DASHBOARD VIEW: Growth Coaching Service

NOTE: Q4 targets are to 16<sup>th</sup> December.

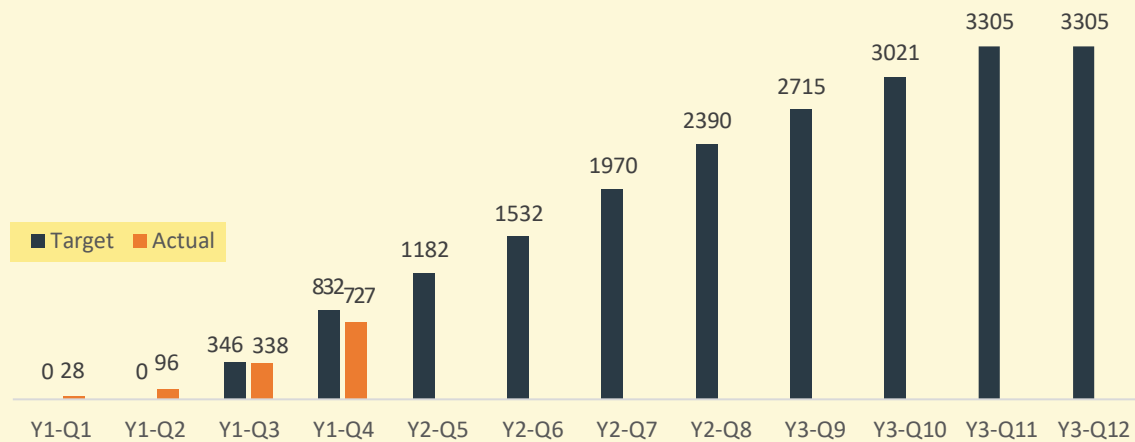
Businesses in CPCA / LEP provided with a Growth Diagnostic



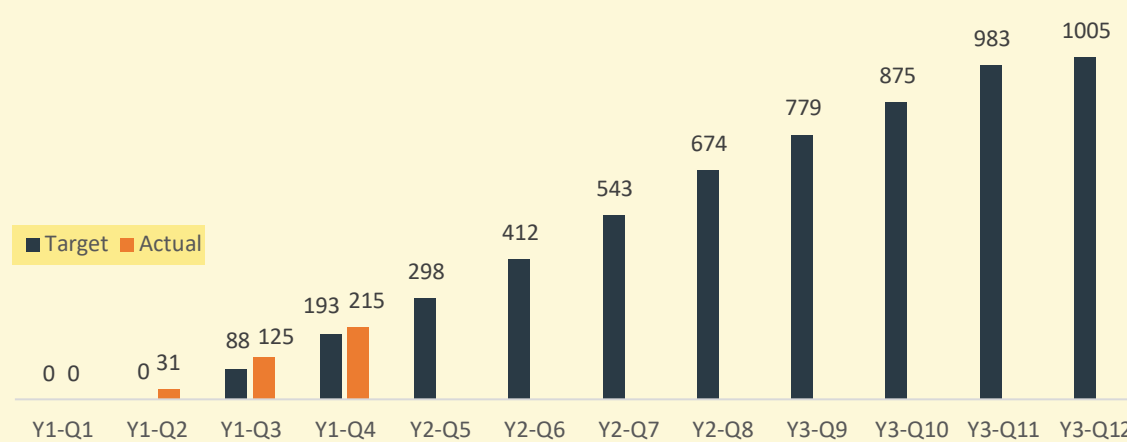
Businesses starting coaching assignments (Growth support following diagnostic)



Businesses in CPCA / LEP provided with a Growth Diagnostic – Accumulative View

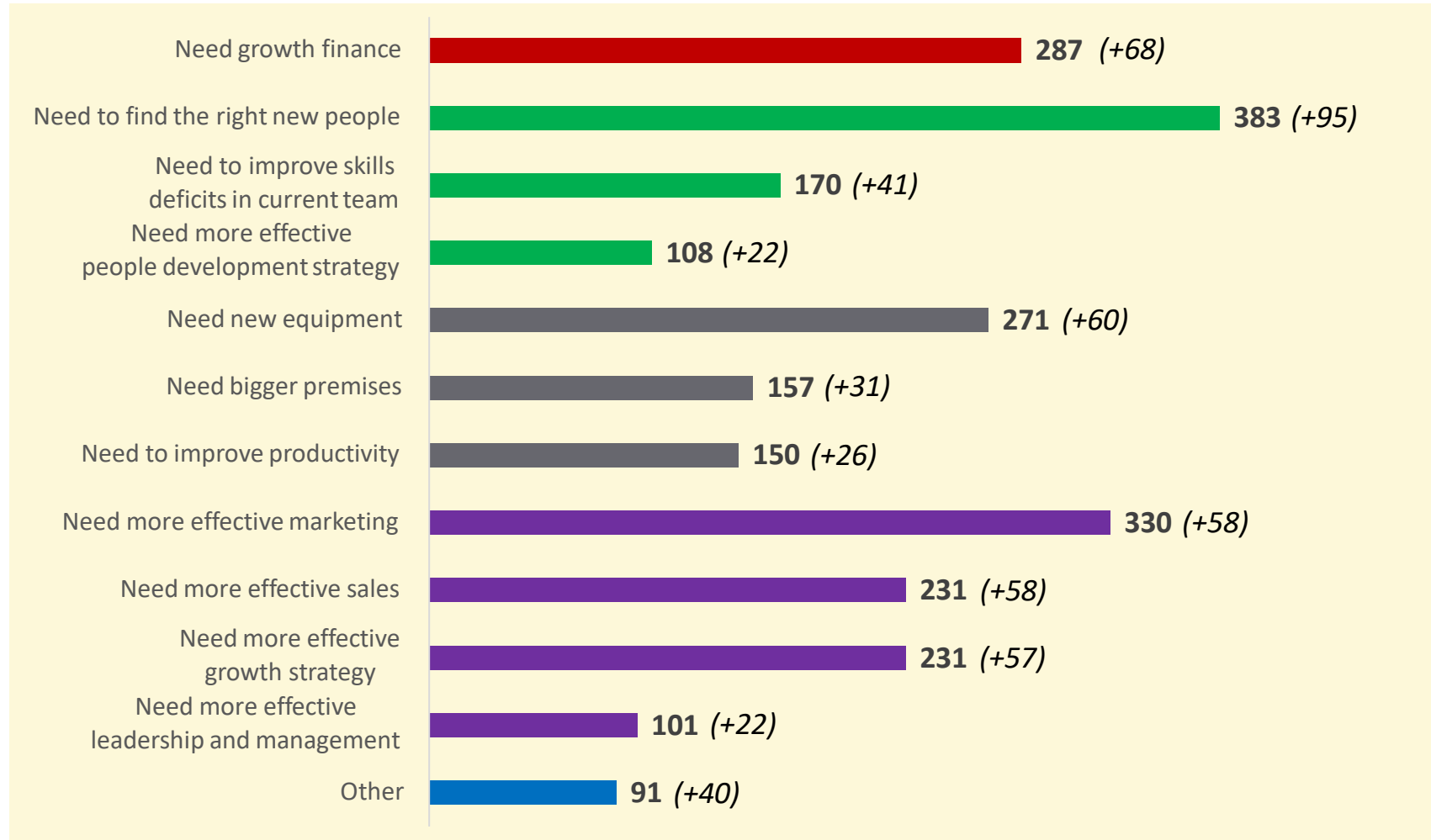


Businesses starting coaching assignments (Growth support following diagnostic) – Accumulative View



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

Business challenges cited by companies on their diagnostic forms. Data shown is to 16<sup>th</sup> December as total to date.  
(New additions for the month 1<sup>st</sup> to 16<sup>th</sup> December in brackets).



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

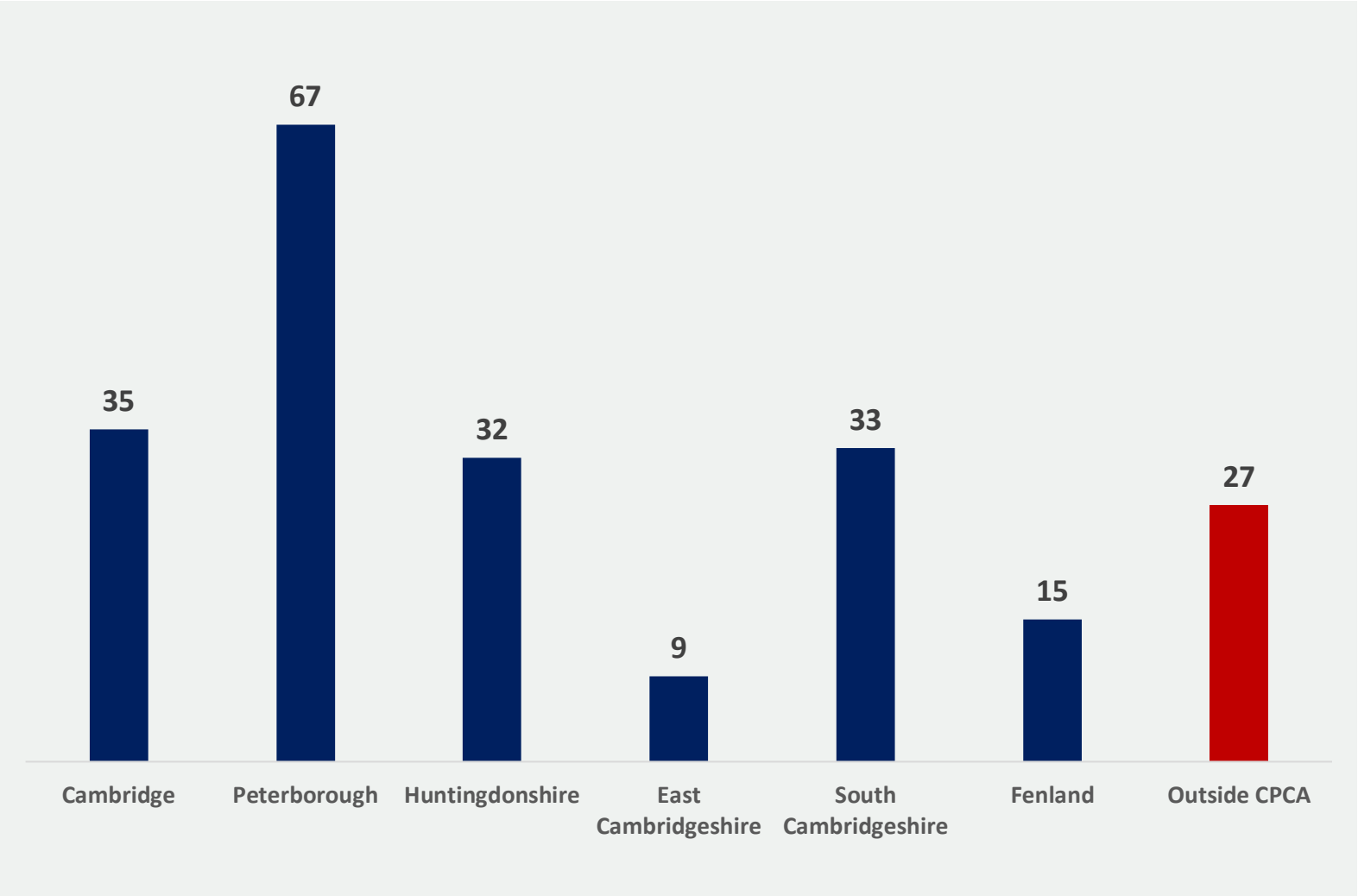
The table opposite lists the reasons and the number of recorded entries against each (where a company may record more than one reason). There are 2,510 in total, an increase of 578 entries in the month 1<sup>st</sup> to 16<sup>th</sup> December.

- Green bars indicate people and talent challenges. These make up 26.3% of entries.
- Grey bars indicate operational and infrastructure efficiency and effectiveness challenges. These make up 23.0% of entries.
- Purple bars indicate growth specific challenges. These make up 35.6% of the entries.
- The brown bar indicates finance as a challenge. This makes up 11.4% of entries.
- Others (blue bar) make up 3.6% 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 16<sup>th</sup> December.



District	Count	Share
Cambridge	35	16.3%
Peterborough	67	29.8%
Huntingdonshire	32	13.9%
East Cambridgeshire	9	4.3%
South Cambridgeshire	33	15.9%
Fenland	15	7.2%
Outside CPCA	27	12.5%
Total	218	100.0%

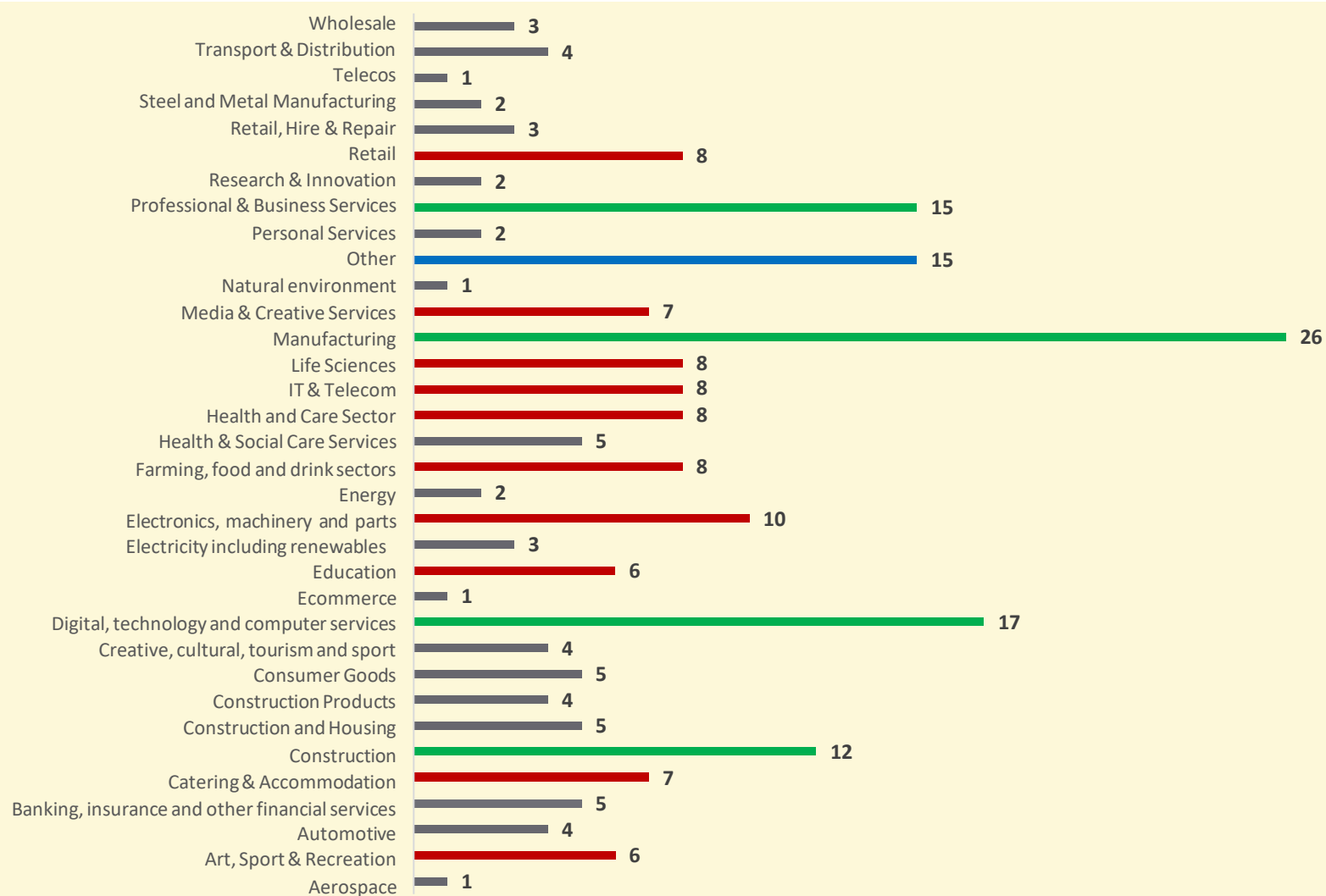
At 16<sup>th</sup> December a total of 218 companies had started their coaching journeys through enrolment in Growth Coaching. The chart opposite and table above lists the number of companies by CPCA district.

Of the 27 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	4
South Kesteven	10
Uttlesford	4
West Suffolk	3
Out of CPCA/LEP area	1

## SERVICE LINE VIEW: Growth Coaching Service

Businesses starting coaching journeys (enrolled in Growth Coaching) by sector. Data shown is to 16<sup>th</sup> December.



At 16<sup>th</sup> December 2021 a total of 218 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 more than ten 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'

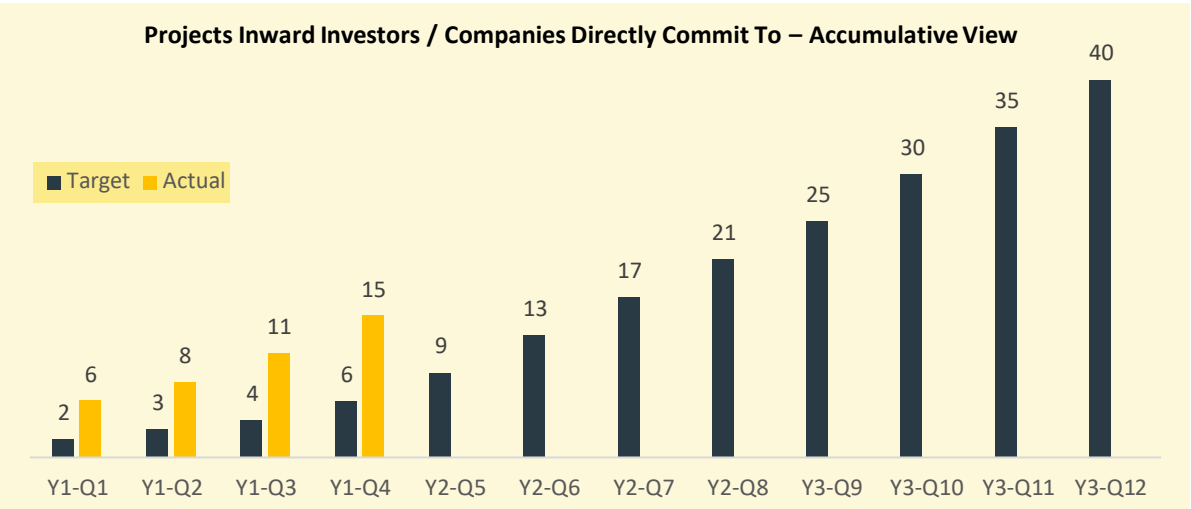
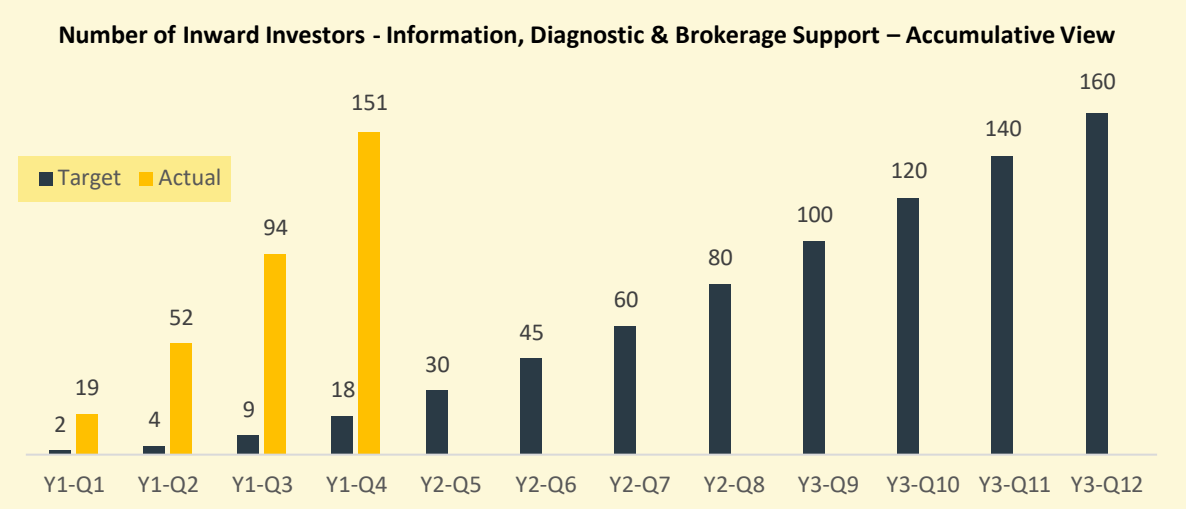
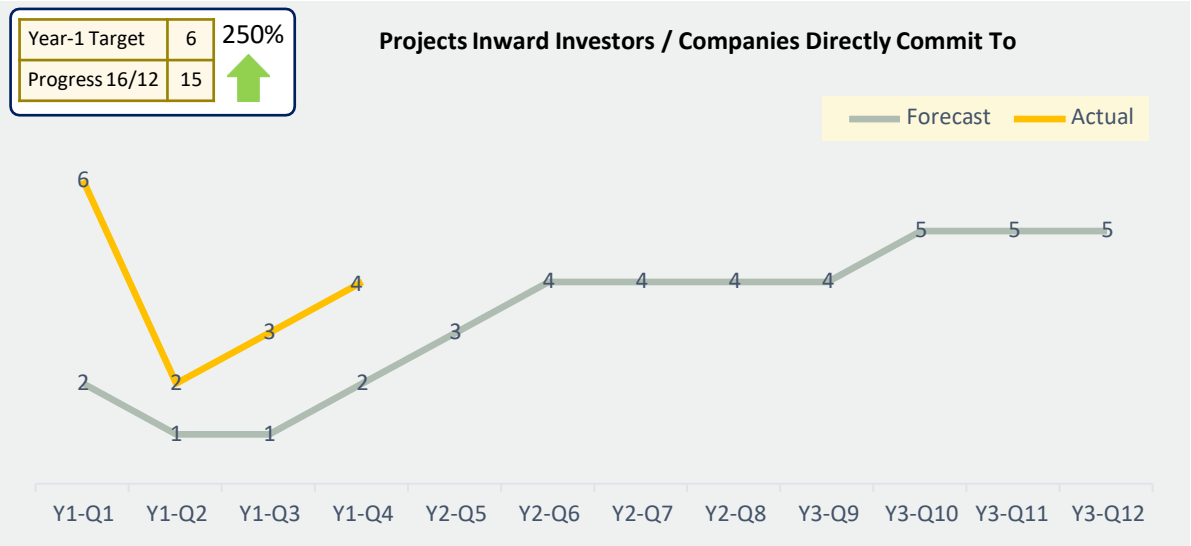
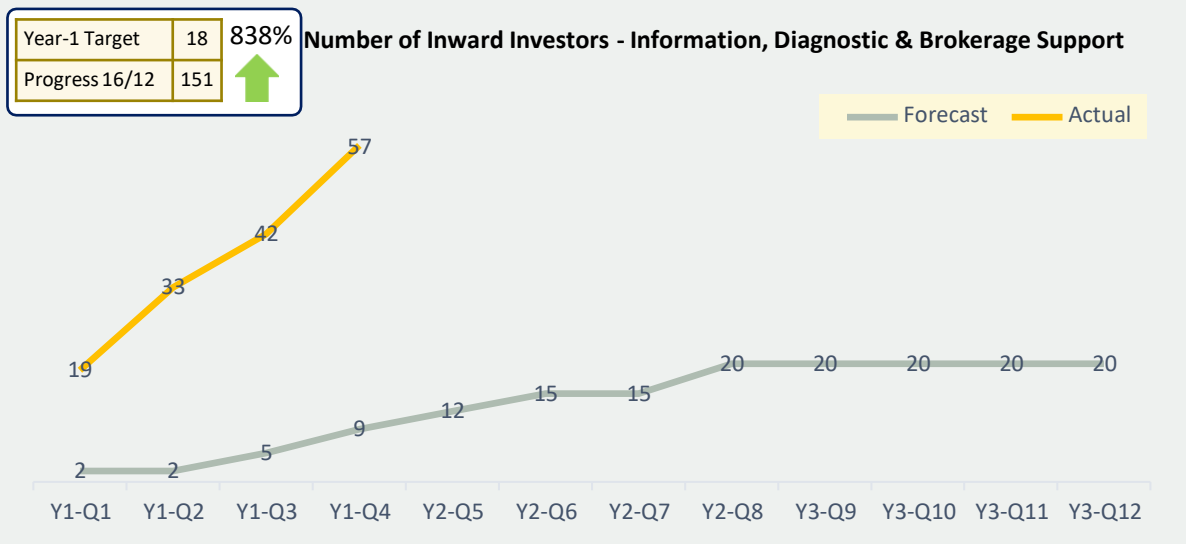




**INWARD INVESTMENT SERVICE**

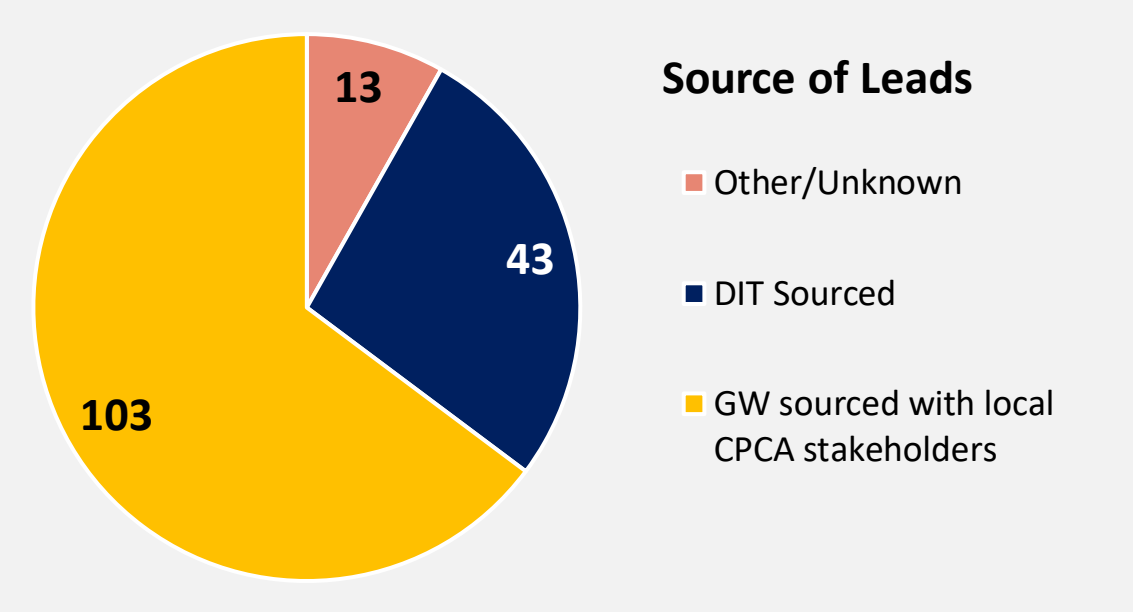
# SERVICE LINE DASHBOARD VIEW: Inward Investment Service

NOTE: Q4 targets are to 16<sup>th</sup> December.



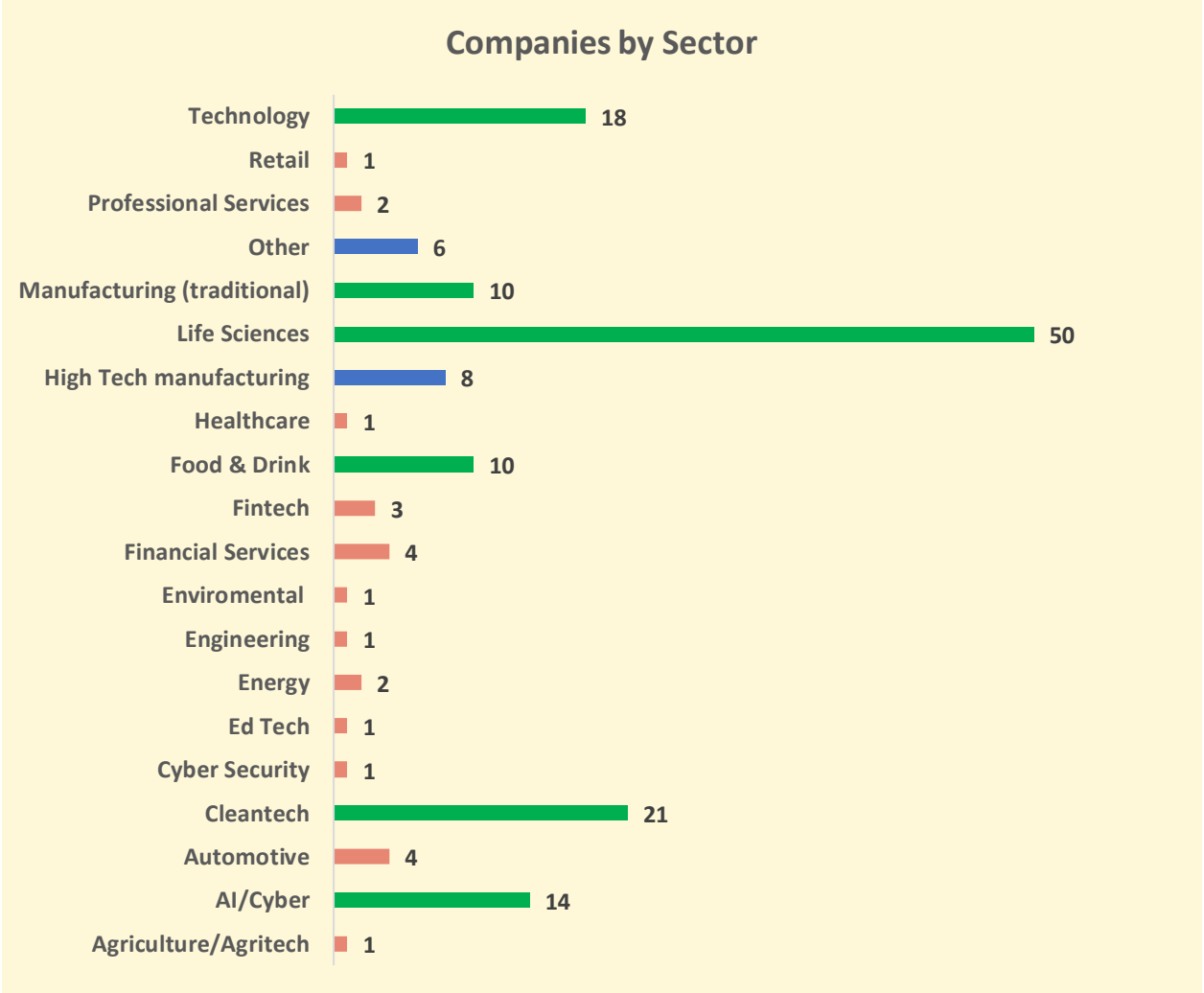
# SERVICE LINE VIEW: Inward Investment Service – origin of leads and sector coverage of leads

NOTE: data shown is to 16<sup>th</sup> December.



GW/CPCA/Local Partner Channel	Number
Competition	39
Commercial Partner	12
CPCA	8
Growth Works Sourced	33
External Event	6
Direct	4
Huntingdonshire District Council	1

- The data shows for every DIT inbound lead GW sources 2+ leads through its own efforts.
- Life Sciences companies account for over 31% of leads, and they are more than double the size of the next highest sector for leads.





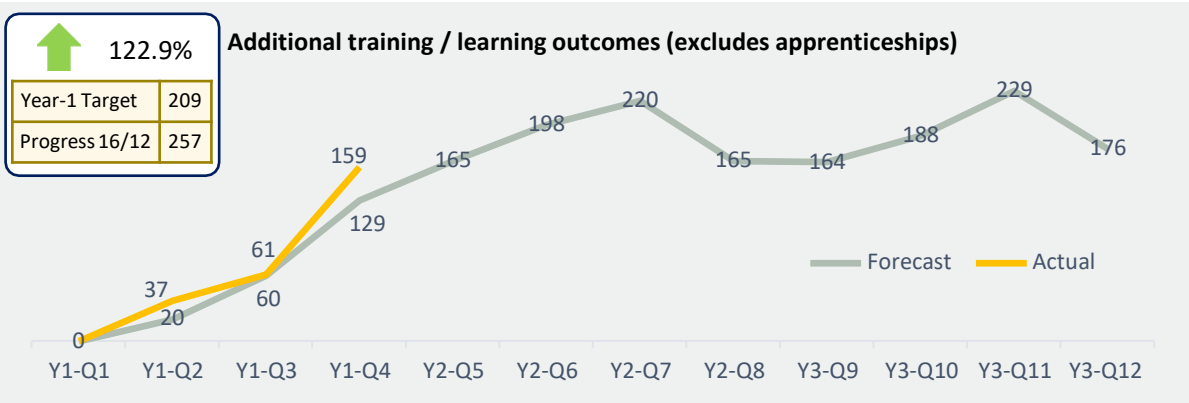
# **GROWTH WORKS**

**SKILLS SERVICE**

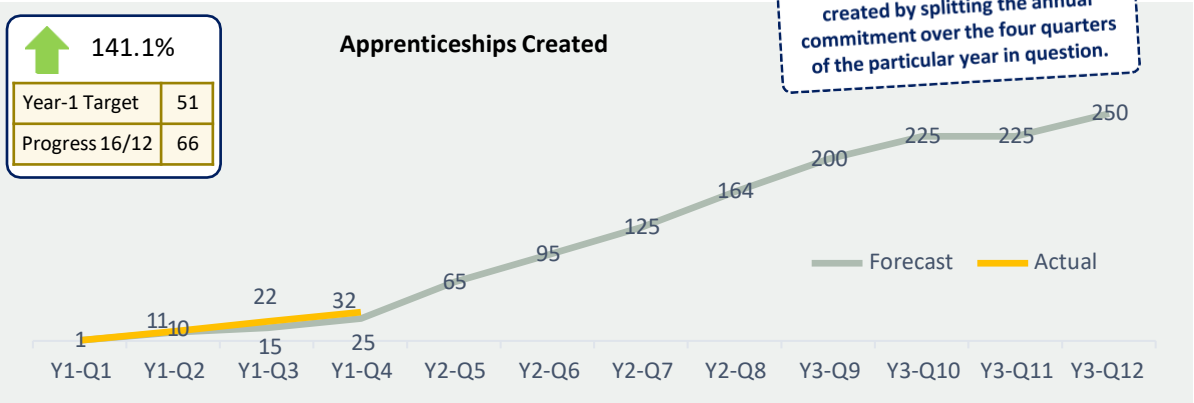
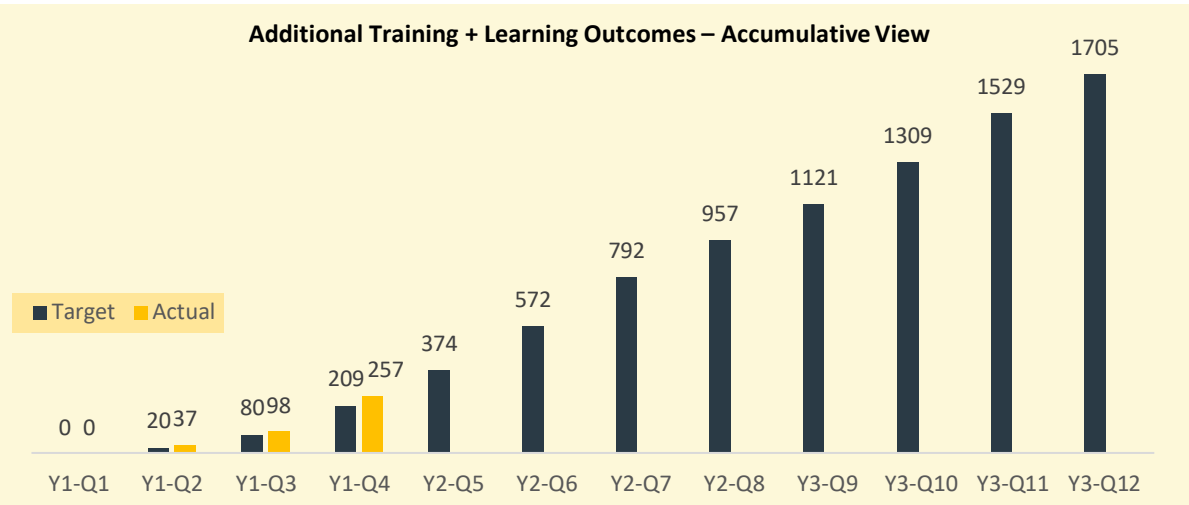


# SERVICE LINE DASHBOARD VIEW: Skills Service

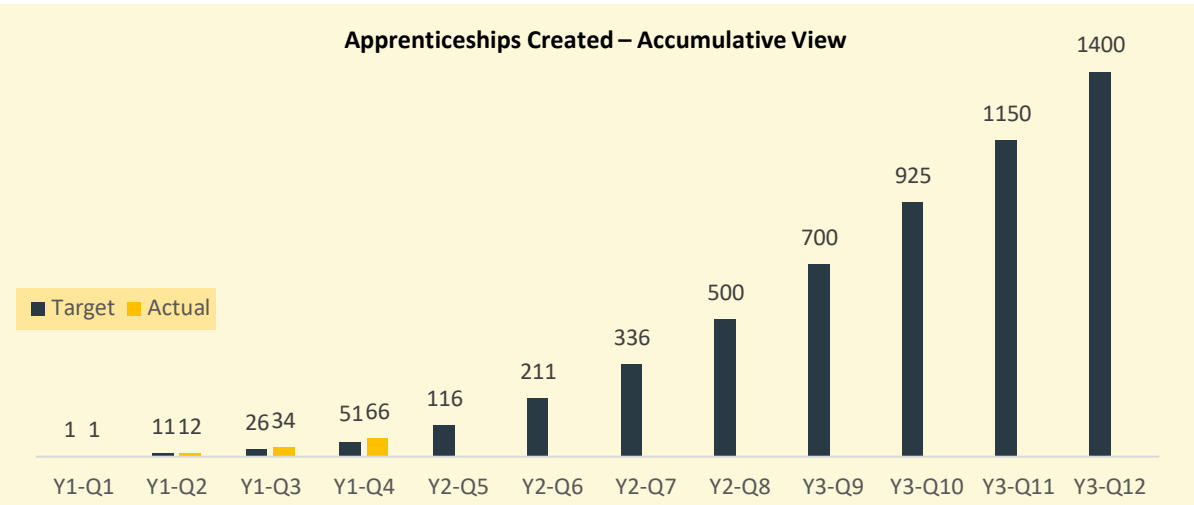
NOTE: Q4 data shown is to 16<sup>th</sup> December.



Additional Training + Learning Outcomes	Y1-Q1	Y1-Q2	Y1-Q3	Y1-Q4	Y2-Q5	Y2-Q6	Y2-Q7	Y2-Q8	Y3-Q9	Y3-Q10	Y3-Q11	Y3-Q12
Target	0	20	60	129	165	198	220	165	164	188	229	176
Actual	0	37	61	135								



Apprenticeships Created	Y1-Q1	Y1-Q2	Y1-Q3	Y1-Q4	Y2-Q5	Y2-Q6	Y2-Q7	Y2-Q8	Y3-Q9	Y3-Q10	Y3-Q11	Y3-Q12
Target	1	10	15	25	65	95	125	164	200	225	225	250
Actual	1	11	22	38								

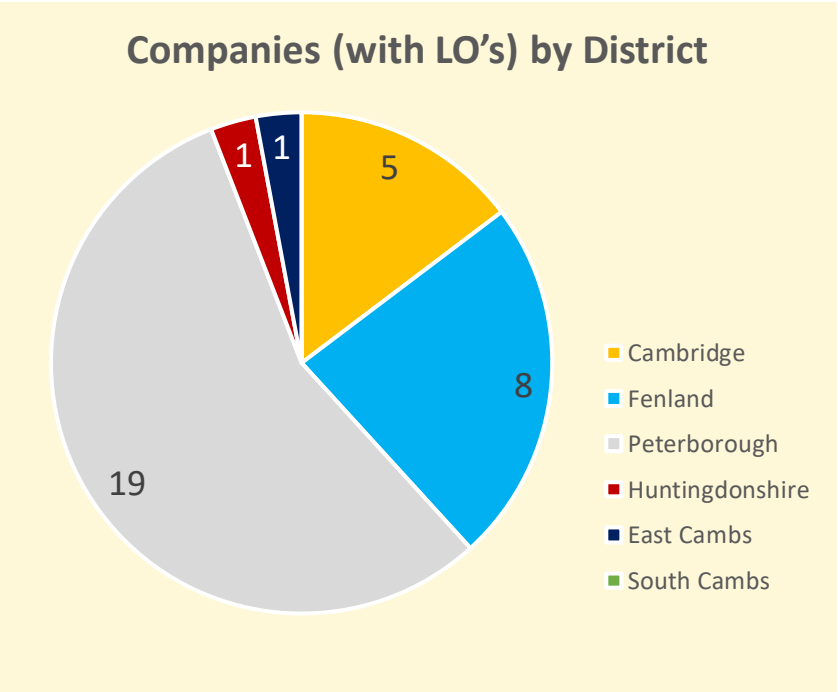
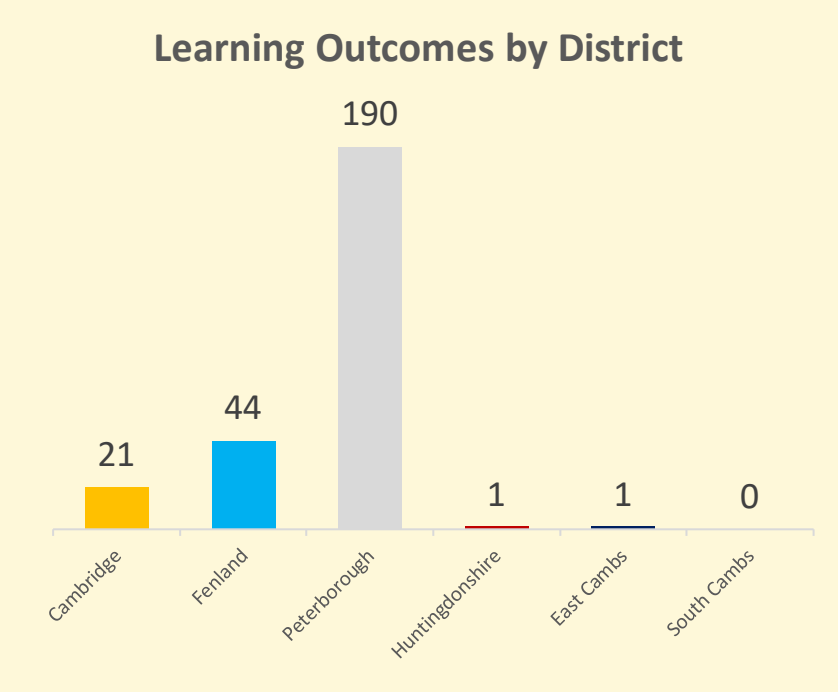


# SERVICE LINE : Skills Service – learning outcomes and companies (with LO's) by district

NOTE: data shown is to 16<sup>th</sup> December. It represents where we have got to, but not where we are headed.

At the start of contract delivery (May) to end of Q3 the data gathered showed us there was a heavy leaning towards Peterborough in the companies coming forward to be served as a result of our ‘whole of patch’ go to market approach. As a result they have taken forward two steps, with CPCA Skills sighted:

- 1. Reconfigured the team to to address a balance between all the districts in the patch and the balance is slowly shifting.
- 2. Focus on an evolving top-50 accounts across the patch, as well as working directly with each DC about their top employers so they can drive impact in the Learning Outcomes delivered and Apprenticeships created across all the districts within the region.



District	Learning Outcomes	Companies
Cambridge	21	5
Peterborough	190	19
Huntingdonshire	1	1
East Cambridgeshire	1	1
South Cambridgeshire	0	0
Fenland	44	8
Total	257	34

At 16<sup>th</sup> December 2021 a total of 34 companies had created 257 learning outcomes. The pie charts and table shown here demonstrate the data.



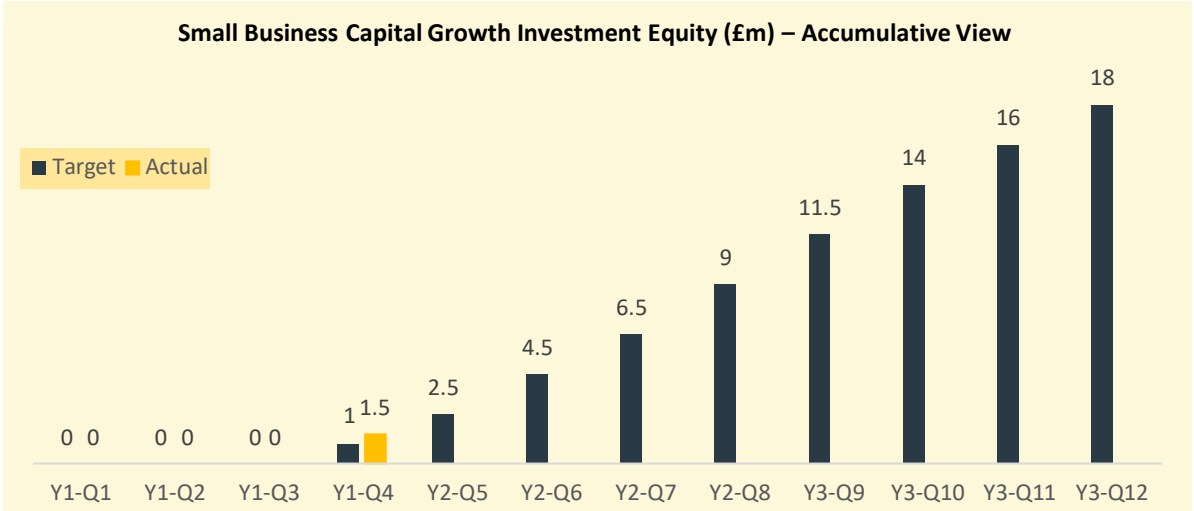
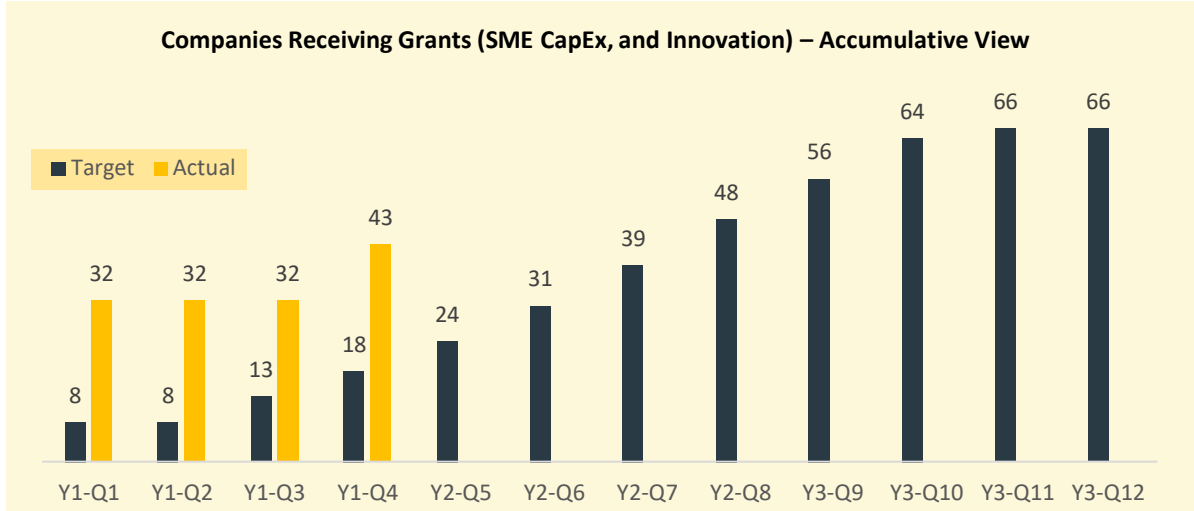
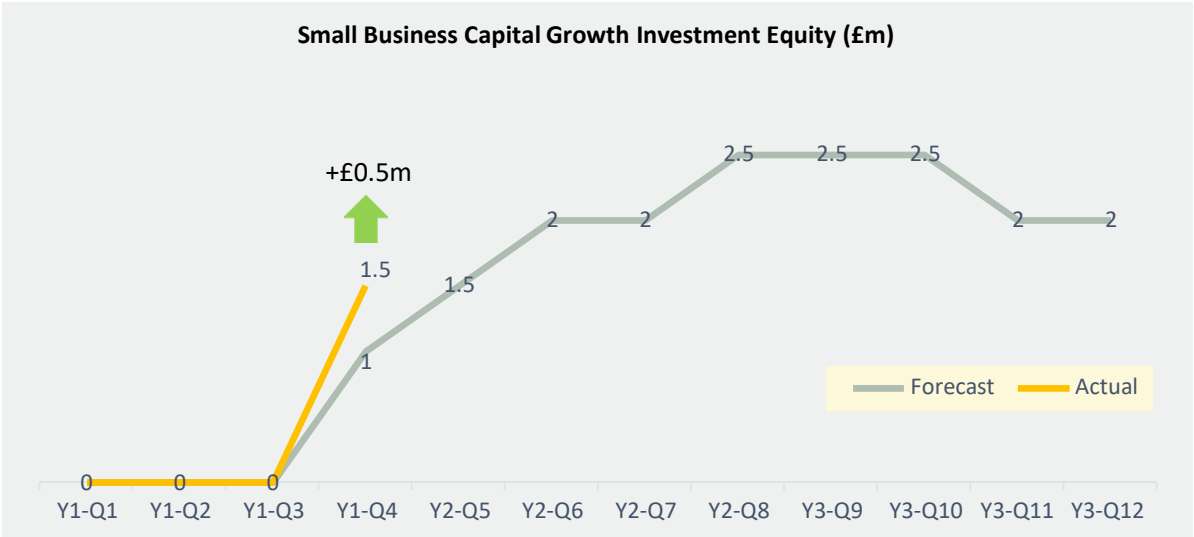
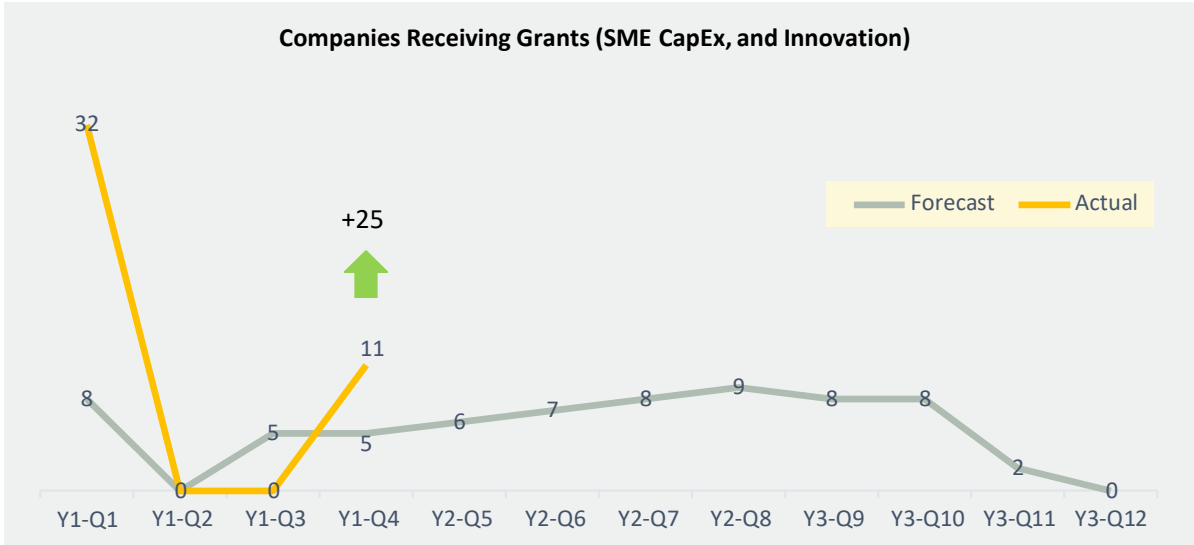
# **GROWTH WORKS**

**CAPITAL GRANTS & EQUITY  
INVESTMENT SERVICE**



# SERVICE LINE DASHBOARD VIEW: Grants & Equity Service

NOTE: Q4 targets are to 16<sup>th</sup> December.







**QUALITATIVE ASSESSMENT &  
PERFORMANCE PORTAL**

# Qualitative assessment & performance portal

- Since the New Year, focus is on two key areas:
  - The first being good quality qualitative performance assessed by using a Net Promoter Scoring system focusing on client feedback. One small survey completed in Jan 22 and next one due, March 22 and this will then be embedded within our monthly contractual management meetings.
  - Undertaking continual qualitative assessments of the data to ensure it is robust and has real efficacy.
- Late January 22, launched a Growth Works performance portal using software called SiteLantern which is in user testing stage at present. The platform includes two core functions:
  - Growth Works Performance:
    - How to assess and interrogate the Growth Works performance data from HubSpot to suit the Skills Committee requirements
    - What variables to consider, time frames and in what format
  - Business environment intelligence. Growth Works has acquired the companies house data to analyse trends within our local economy of all businesses registered in our area.
    - Where information is available on companies house, filter by sector, age of company, balance sheet, revenue or number of employees.
    - Understanding the number of businesses which register on Companies House each year
    - Understanding the businesses historical growth patterns
    - Demonstrating high growth sectors within our economy and our fastest growing companies who could benefit from targeted support from Growth Works



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