



THE BUSINESS BOARD



CAMBRIDGESHIRE
& PETERBOROUGH
COMBINED AUTHORITY



Annual Report

2020 —
2021



As we look to the future, the Business Board will make sure we're poised to seize the opportunities of the emerging sectors, by identifying, understanding, and breaking down any barriers to growth that currently exist.

Chairman's foreword



As the Local Enterprise Partnership (LEP) for the Cambridgeshire and Peterborough region, the Business Board has supported workers, learners and business leaders across our region in the face of COVID-19-triggered adversity over the last year.

But we're not the same LEP we were 12 months ago, and I'm proud of that. Since COVID-19 struck, we've adapted to help both those hardest hit by the pandemic, and those able to seize the opportunities the pandemic presented for some sectors of our economy.

Indeed, one of our greatest strengths is our ability to get the job done by continually evolving and adapting to drive economic growth, secure inward investment and protect and create jobs.

For example, our COVID-19 Capital Grant Scheme has provided £5,495,000 of funding to 132 businesses, protecting 522 existing jobs and creating 287 new jobs. And the Micro Grant Scheme distributed £479,000 to 127 companies, protecting and creating a combined 127 jobs across our region.

Both schemes were about investing – not just to survive, but to strengthen – and it's been incredibly rewarding for my team and I to see first-hand how effective the grants have been.

I'm proud of how we brought together businesses, education providers, local authorities and member organisations to establish our Economic Recovery Subgroup, working through the local economic response to COVID-19 together.

As we look towards recovery, businesses across our region will blaze a trail of ideas and opportunities that will help Cambridgeshire and Peterborough to rebuild from this pandemic. Our role over the next 12 months is to be the catalyst for that trail.

We are cementing Cambridgeshire and Peterborough's position as one of the UK's leading hotbeds for inclusive growth. We need our businesses to thrive and the local economy to prosper, so workers, learners and leaders can fulfil their hopes and realise their goals. And with this in mind, we've expanded our Business Board to make sure we have the wide range of expertise, capabilities, and perspectives we need to achieve our ambitious plans for the future.

COVID-19 aside, we've continued to invest in Local Growth Funding across our region, and we're now creating a job for every £7,500 we invest. This is almost a ten times improvement in cost per job created compared to those made before the Business

Board managed these investments – a remarkable achievement. As we look to the future, the Business Board will make sure we're poised to seize the opportunities of the emerging sectors, by identifying, understanding, and breaking down any barriers to growth that currently exist. Our newly-adopted sector strategies will inform this exciting challenge.

Our investment in Growth Works, our new Business Growth Service, is accelerating the rebound and regrowth of our economy, leading the area out of recession and achieving our ambition of doubling Gross Value Added over 25 years, in a more sustainable, greener, digitally enabled, and inclusive way.

I'm incredibly proud of the Business Board's achievements over the past year, and incredibly excited about the opportunities that are ahead of us. Our mission now is to work with our partners to create an innovation economy that leads to an opportunity society for everyone in our region.

Austen Adams
Chair of the Business Board

**A NOTE FROM
OUR MAYOR**

Compassion, Co-operation & Community



Since being elected Mayor of Cambridgeshire & Peterborough, and Leader of the Combined Authority, in May 2021, I have been incredibly impressed by the Business Board.

Having stood shoulder to shoulder with businesses throughout the pandemic, the Board are focused on supporting businesses and working collaboratively with a wide range of partners to deliver the strongest possible economic recovery.

That passion is manifested in my mantra; the three Cs of Compassion, Co-operation and Community. These values are at the centre of everything we do. These are not just words; for me they are about creating the conditions for success and how we ensure that our economy both continues to grow and works for the benefit of everyone in Cambridgeshire and Peterborough.

Compassion is about a focus on the areas which for too long have suffered stagnant wages and poor productivity, brought about by low skill levels and situational circumstance.

We are working to reverse the situation, putting skills at the heart of levelling up areas, including in the Fens and Peterborough, raising the aspirations of residents, and at the same time helping local businesses to recruit the staff they need, so they can continue to grow.

Co-operation is about building strong relationships with businesses, local authorities, member organisations and education providers so that together we can bring enterprise, skills and the public sector closer together to support economic growth, increased jobs and greater shared prosperity.

Community is about building more prosperous, more enterprising, better skilled, and more ambitious places, where people and businesses thrive. Our work is about ensuring that growth means something to people and that our communities are stronger, happier and healthier within an economy which is better connected as a result of our projects.

I am very grateful to the Board Members for their tireless work to support our local economy. Collectively their experience, knowledge and support is vast and spans a multitude of sectors. I am incredibly proud that our Business Board is made up of business leaders from every size of business, we are – quite rightly – a broad church.

I am looking forward to working with the Board Members over the next four years to drive inclusive economic prosperity for everyone, in every part of Cambridgeshire & Peterborough.

Mayor Dr Nik Johnson

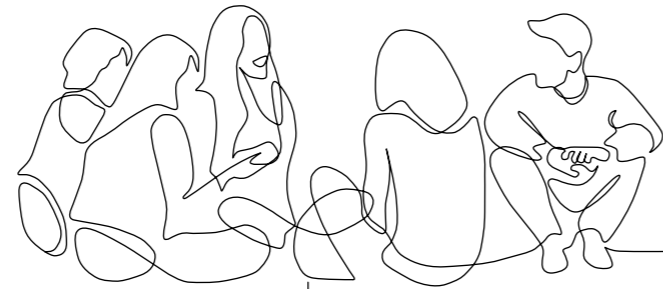


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**LOOKING BACK:
WHAT THE BUSINESS BOARD
DELIVERED IN 2020/21**

Highlights



£50,000,000

Delivering Peterborough's New University

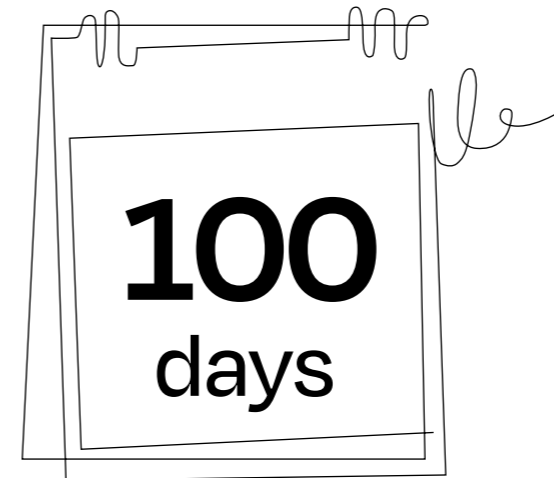
Through our creative, 'can do' approach, we were able to get Peterborough's new university project moving again after it had been stalled for over two decades. We put together a £50 million build budget for two buildings – and are delighted that ARU Peterborough will open its doors in 2022.

89.4% reduction

Overhauling our Local Growth Fund

The previous Local Enterprise Partnership was able to create only one job for every £71,000 spent. We've brought a more commercial, impact-focused approach to its management, raising that performance considerably when deploying the remaining £64,941,652 of Local Growth Funding.

By March 2021, we'd reduced the spend per job created to just £7,500 – a saving of 89.4%.



Accelerating inward investment

As part of Growth Works we launched Locate Cambridge, a new, world-class inward investment service. This service will extend our reach into key global markets, to engage and persuade overseas firms to locate into our economy or invest in our strategic projects to improve our employment space, transport, and educational infrastructure.

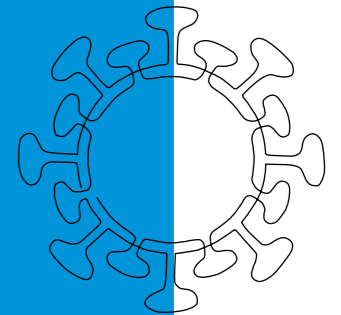
Within just 100 days of launching, the service had already secured commitment from seven inward investors to either invest in the region or expand on existing commitments.

522 existing jobs protected

287 new jobs created

Supporting businesses hit by COVID-19

Our rapid response to the outbreak of the coronavirus pandemic enabled us to invest in the creation of 287 new jobs while protecting a further 522 existing jobs in our region. Our COVID-19 Capital Grant Scheme allocated £5,497,000 of grant funding to 132 businesses. 104 of the smallest businesses in our region also received grant funding from our COVID-19 Micro Grant Scheme.



5,000 better-quality jobs

Transforming our Growth Hub

We delivered on economic development by challenging established thinking on how best to accelerate business growth in a local economy. We devised a financial model to leverage just £2.3 million of Combined Authority revenue with nearly £18 million of other public and private sector contributions. Based on current forecasts, this will deliver over 5,000 better-quality jobs into the places that need them most.



Creating the Anglia Ruskin University Peterborough



Through our creative, 'can do' approach, harnessing our ability to bring others on a journey of change and acceptance, we were able to get a university project that had been stalled for over two decades moving again.

The commercial approach and ability to develop private sector partnerships and business models, brought by the Business Board, enabled the development of a higher impact and more commercially sustainable solution, in just six months.

To solve the impasse between local stakeholders in Further Education, the City Council, community groups and the business community (that had long abandoned the project), the Business Board, working in unison with the Mayor, convened key leaders to help all parties to recognise and accept that the past and current approach had not, and could not succeed, and that a fresh and more commercial and ambitious approach was needed.

To unlock Peterborough's potential, we adopted a more commercial, ambitious approach and successfully attracted in high-quality university and private sector investors, Anglia Ruskin University and Photocentric Ltd (who in 2020 won their third Queen's Award for Innovation).

We put together a £50 million investment for two buildings – firstly a teaching building, focused on health, social care, education, management, finance and law, to overcome the current skills gaps holding back local employers who helped cocreate the University's curriculum to match supply and demand.



The first teaching building, including specialist labs and state-of-the-art teaching spaces, will open its doors to 2,000 students in 2022, with an ambition to offer courses for up to 12,500 by 2030 on the redeveloped Embankment site.

The second building is a Net Zero Innovation Incubator that will build a bottom-up indigenous innovation eco system, creating highly-skilled intensive jobs for graduates.

The building will feature 3,300 sqm of flexible research space over three floors, helping to complete the transformation of the under-utilised Wirrina car park into a green, well landscaped campus, fully accessible to the public.

The centre is a joint venture between the Business Board, Combined Authority and Photocentric. It will link with local industry, fostering collaboration and innovation in a wide range of materials technologies, including 3D printing research, sustainable plastics, and new ways to make batteries.

These are just two of the six phases of development of the Peterborough University & Research Campus that will support the city and its region to realise its potential as a new economic powerhouse.

“ To unlock Peterborough's potential, we adopted a more commercial, ambitious approach and successfully attracted in high-quality university and private sector investors

Growth Works



Growth coaching



Inward investment



Skills



Grants & funding

Growth Works is a unique programme set to re-energise and strengthen the support offer for businesses, learners and workers across the region.



In the spring of 2021, our transformational Business Growth Service, Growth Works, was launched.

Growth Works is a unique programme set to re-energise and strengthen the support offer for businesses, learners and workers across the region. It's already developed a pipeline of potential start-ups, set-ups and scale-ups that are able to help us achieve place-based, productive and inclusive growth. We provide these firms with an integrated and bespoke support offer package, which is able to meet diverse needs across our portfolio of sectors and sub-economies.

Growth Works is also brokering opportunities to encourage and increase work experience, T level industry placements, traineeships, apprenticeships, and graduate placements, particularly through wider employer engagement plus a new digital talent portal.

As well as providing support to our existing businesses, Growth Works is seizing high-potential inward investment opportunities with existing UK companies outside our region, and global growth companies seeking to open up the UK market to their services.

Businesses are also benefiting from the ability to access Growth Work's Capital Growth Investment Fund. This offers grants, loans and equity investments to firms that need finance to grow, but are struggling to get it from banks and elsewhere.

By integrating all these services into one, our investment in Growth Works will create 5,278 new jobs, 1,400 new apprenticeships, and generate significant internal investment in Cambridgeshire and Peterborough over the next three years.

How Growth Works hit the ground running

By the end of March 2021, within weeks of launching, Growth Works had awarded over £2 million to 32 businesses across the region.

The grant funding is forecast to create 321 new jobs whilst stimulating £11.18 million in capital expenditure.

We've awarded grants region-wide, across a broad range of sectors, including: automotive, electronics, engineering, financial services, healthcare, hospitality, leisure, manufacturing, retail, and transport.

The value of the grants ranged from £20,000 to £150,000. We assessed applications against criteria that included quantitative value for money and qualitative elements.

The quality scores were assessed on points based on geographical location, sector diversification, strategic alignment, social inclusion and apprenticeship utilisation.

£2m awarded

32 businesses benefited

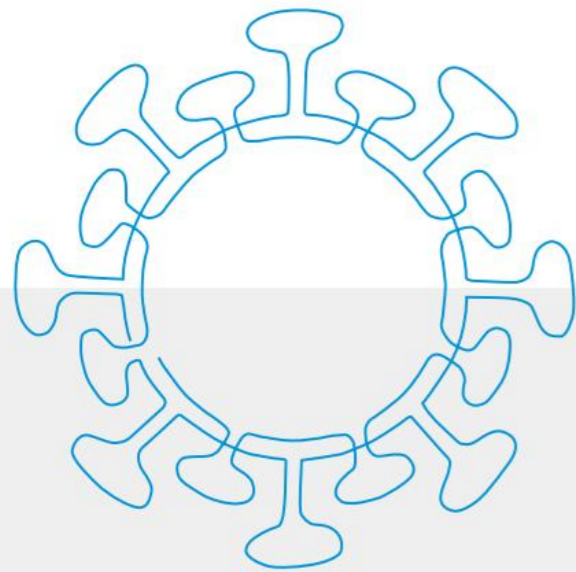
321 jobs forecasted

£11.8m expenditure stimulated



Cambridgeshire and Peterborough Growth Hub

During 2020-21, the Growth Hub has continued to provide support under the umbrella of the Growth Works. It's also offered guidance on COVID-19 resilience and the European Union Exit Transition – including import and export advice, fulfilling the Department for Business, Energy and Industrial Strategy criteria for funding, and delivering their various grant funding schemes. The Growth Hub's transformation to a new Growth Coaching Service has been instrumental in proactively engaging with the highest potential firms to speed their growth, build their capacity for growth, and sustain their period of growth.



COVID-19 recovery and support

In response to the COVID-19 pandemic, we very quickly devised, established, and launched two grant schemes to assist businesses when they needed it most.

The COVID-19 Capital Grant Scheme provided grants of up to £150,000 to companies with between 6 and 249 employees. The Micro Capital Grant Scheme provided grants of up to £5,000 to sole traders, and employers with less than 5 employees.

The COVID-19 Capital Grant Scheme allocated £5,497,000 of grant funding to 132 businesses, creating 287 new jobs and protecting a further 522 existing jobs.

The Micro Capital Grant Scheme paid £479,000 of grant funding to 127 small and medium-sized enterprises, creating and protecting 260 jobs.

The availability of targeted grants has made a real difference, not just to ensuring survival, but to also help lay the foundations for recovery and future growth aspirations.

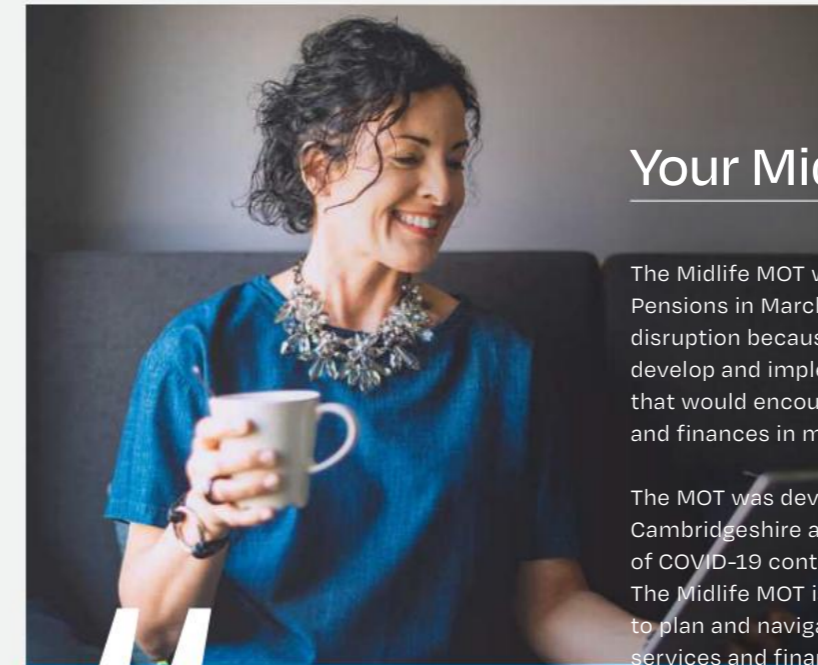
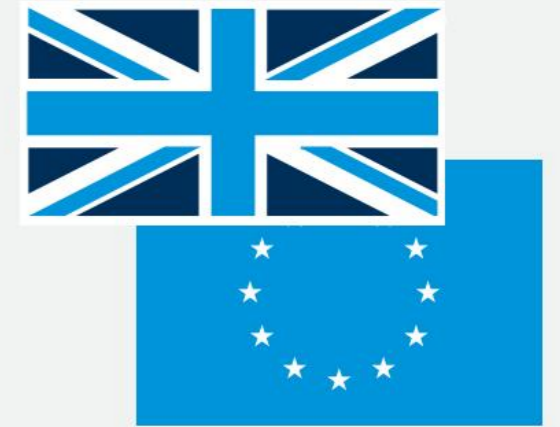
£5,497,000

of grant funding
to 132 businesses

The European Union exit

Through the Growth Hub, we established a Brexit taskforce, pulling together knowledge and experience from specialist organisations and business advisers across Cambridgeshire and Peterborough. We set up a Brexit advice hub, offering free-to-access support options for local businesses as they prepared for a possible Brexit outcome.

Our team of business experts shared insight into the implications of Brexit for businesses and staff alike, advising on key topics such as the rights of European Union workers, the impact on trade, potential financial consequences, and the documentation that businesses need to have in place. Over 500 companies benefited from the advice and specialist workshops provided through the Growth Hub.



Your Midlife MOT

The Midlife MOT was launched by the Department for Work and Pensions in March 2021 to support those who have suffered a disruption because of COVID-19. We were awarded funding to develop and implement a regional version of the national programme that would encourage people aged 40+ to assess their health, career and finances in mid-life.

The MOT was developed as a digital service to allow the residents of Cambridgeshire and Peterborough to access support as the impact of COVID-19 continues, and as the furlough scheme is removed. The Midlife MOT is an innovative service that not only helps individuals to plan and navigate a complex landscape of career options, health services and financial planning, but it is also suitable for employers to offer their employees.

To raise awareness of the service, we ran a promotional campaign that included radio advertisements, social media assets, targeted SMS messaging, and editorial in the local press. Over 2,500 users were engaged within a 5-week period, and were signposted onto the three project partners – Public Health England, the Money and Pensions Advice Service, and the National Careers Service. Longer-term, we plan for the Midlife MOT website to become part of the Digital Talent Platform within the Growth Works with Skills service. This MOT complements the activities of Growth Works and can be expanded to offer a wider range of services to a demographic often overlooked.

Over the course of the 10-week pilot, our Midlife MOT was accessed by over 35,000 people – a resounding success.

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Growth Funds

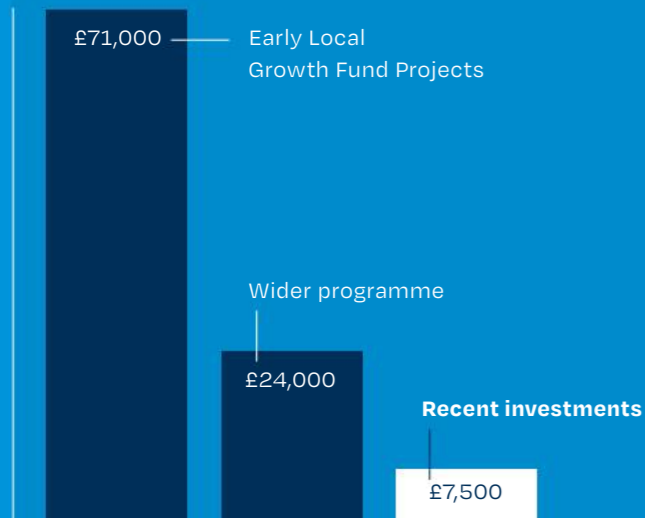
Local Growth Fund (LGF)

The former Greater Cambridge and Greater Peterborough Local Enterprise Partnership was awarded **£71.1 million of Local Growth Fund capital in the 2014 first round of Growth Deals, an additional £38 million in round 2 in 2015, and a further £37.6 million in 2017 in round 3 – a total of £146.7 million.**

Since 2018, we've coordinated awards to Local Growth Fund projects, and under the direction of our board members, the Combined Authority has implemented an outcomes focused approach, setting out clear priorities linked to evidence of outputs deliverability and building in strong evaluation and monitoring processes.

Current forecasts indicate our approach is on track to deliver better outcomes and gain greater value for money for each output.

Looking at cost per job created, the early Local Growth Fund projects awarded by the previous LEP delivered at £71,000. Initial data for the wider programme under stewardship of the Business Board now suggests a much-improved cost per job of around £24,000, and the most recent Local Growth Fund investment by the Business Board is delivering at an average cost per job of just £7,500, which is almost a ten times improvement in cost per job compared to the previous LEP.



HM Government

How do we compare?

Our Local Growth Fund programme of £146.7 million will have leveraged in £328 million from other sources, delivered 4,790 homes and 6,497 new jobs, and created 2,589 apprenticeships at completion.

The South East Midlands Local Enterprise Partnership's Local Growth Fund programme of £265 million levered in £350 million of private investment, delivered 3,442 new jobs, and has enabled 3,693 new homes so far.

The Oxfordshire Local Enterprise Partnership's Local Growth Fund programme of £143 million levered in £317 million of private investment, and has delivered 1,900 new homes and 123 direct jobs, and accommodated 8,100 jobs and 118 apprenticeships.

Getting Building Fund

We recommended Getting Building Funding for approval in October 2020, with two projects supported under the new initiative:

- University of Peterborough Phase 2 Manufacturing and Materials R&D Centre (Photocentric) awarded £14,297,000.
- Peterborough City Council Infrastructure for University Phase 2 (Peterborough City Council) awarded £827,000.

Eastern Agri-Tech Initiative

The Eastern Agri-Tech Growth Initiative is designed to support the development of new and innovative ideas within the Agri-Tech sector.

During the 2020/21 financial year, the Initiative awarded £1,454,445.49 to 27 projects creating 20 new jobs, whilst protecting an additional 12. It also unlocked £2,296,116.49 in match funding to stimulate growth within the Agri-Tech sector.

Thirteen of the projects were awarded funding from the scheme's Growth Fund, which offers grants of between £10,000 and £150,000 to support product development and improve agricultural productivity.

The other 14 were awarded funds from the research, development and prototyping fund. Offering grants of between £10,000 and £60,000, it helps to support the research and development of new products or processes.



Local Economic Recovery Strategy (LERS)

The Economic Recovery Sub-Group, part of the wider Local Resilience Forum, was formed in March 2020 to respond to the economic and business impacts of COVID-19. Made up of senior officers from our local authorities and representatives of local businesses, it committed to developing a joint Local Economic Recovery Strategy (LERS) in November 2020, with further refresh updates undertaken in January and March 2021.

Local Industrial Strategy (LIS)

Historically, growth and especially the quality of growth across our cities and towns has not been inclusive. This has led to high levels of health, wellbeing, and prosperity disparity, with pockets of urban and rural deprivation. The Local Industrial Strategy provides a basis and opportunity to address the inequalities that undermine economic growth and vision, helping to transform our region into a leading place in the world to live, learn and work. We understand that an inclusive growth strategy improving absolute standards of living is vital for the long-term economic sustainability of our economy. As such, it represents a risk mitigation strategy as well as an opportunity.

European Regional Development Fund



The European Regional Development Fund initiative backs projects that help local areas grow by funding investment in innovation, small and medium-sized enterprises, employment and job creation.

- **Approved:** 146 applications.
- **Awarded:** a total of £349,595.82 in grants.
- **Forecast:** 401 protected jobs (with 19 actuals to date).

Enterprise Zones

As the Local Enterprise Partnership, the Business Board is responsible for the delivery of two Enterprise Zones across the region – Alconbury Weald Enterprise Campus (2012) and Cambridge Compass Enterprise Zone (2016) which cover six key development sites across the area. Enterprise Zones enable key development sites to flourish by consolidating infrastructure, attracting business, and creating jobs.

All business rates generated by the Enterprise Zones are retained locally for a period of 25 years to reinvest in local economic growth. This enables the Business Board to reinvest in site development and other local initiatives, to deliver long-term, sustainable growth based on cutting-edge technology and enterprise.



All business rates generated by the Enterprise Zones are retained locally for a period of 25 years.



Lancaster Way Business Park, Ely

Alconbury Weald Enterprise Campus

Location: Huntingdonshire
Owner/Developer: Urban & Civic

50 hectares of Enterprise Zone (EZ) designated employment land with over 100,000 sqm of employment space developed to date and creating over 900 new jobs.

Cambridge Research Park, Waterbeach

Location: South Cambridgeshire
Owner: Royal London
Developer: XLB Property

7 hectares of EZ designated employment land with over 17,500 sqm floorspace developed (with a further 28,000 sqm in planning) to date and creating over 750 new jobs.

Lancaster Way Business Park, Ely

Location: East Cambridgeshire
Owner/Developer: Grovemere Property

40 hectares of EZ designated employment land, with over 35,000 sqm floorspace developed to date and creating over 800 new jobs.

Northstowe, Phase 1

Location: South Cambridgeshire
Owner: South Cambridgeshire District Council

5 hectares of EZ designated employment land recently acquired by South Cambridgeshire District Council with detailed plans for the development of Enterprise Zone land (and local centre) to bring forward 1,580 sqm of new commercial floorspace from 2021/22.

Cambourne Business Park

Location: South Cambridgeshire
Owner: South Cambridgeshire District Council

4,600 sqm of employment land on Cam North and 5,000 sqm on Cam South recently acquired by South Cambridgeshire District Council to accelerate development on site from 2021/22.

Haverhill Research Park

Location: Suffolk
Owner/Developer: Jaynic Property

4 hectares of EZ designated employment land with new 3,000 sqm Epicentre (innovation incubator) creating 2,792 sqm of managed workspace and 140 new jobs.

Case studies

- 1 [Stainless Metalcraft](#)
- 2 [Soham Centre](#)
- 3 [The EpiCentre](#)
- 4 [Deanta Doors](#)
- 5 [OAL](#)
- 6 [Construction Hub](#)
- 7 [Anglian Water](#)

1

METALCRAFT TRAINING SCHOOL

Business Board Member, Nitin Patel, visited Stainless Metalcraft in the Fenland town of Chatteris to find out more about how one of the region's flagship advanced manufacturing companies is ensuring it has the skills it needs to thrive.

The Combined Authority and Business Board has a long-term ambition to create an advanced manufacturing innovation launchpad in Chatteris, aligned with the aim of the Combined Authority's Local Industrial Strategy to promote growth in the sector.



The facility will both tackle skills gaps in the region and support companies like Metalcraft to continue to grow, attract new investment, create jobs and ultimately level up the economy and life chances of local people. The school is planned to be completed in spring 2022.

On his tour, Mr Patel heard about the importance of the existing Metalcraft apprenticeship programme in developing people with the right skills to keep pushing the company forward. Almost half of its current employees have been trained by Metalcraft. This included Martin Lawrence, Metalcraft's commercial director, who himself started as an apprentice, and was showing Mr Patel around.

With the company celebrating 100 years of training apprentices in 2016, Metalcraft has a rich history of bringing forward new talent.

Mr Patel, who has a background in manufacturing and innovation, and currently works as a consultant and lecturer on business transformation said: 'Stainless Metalcraft would not be able to survive in the globally competitive world of advanced manufacturing if it didn't invest in excellence.

'Bringing through the next generation is always on their mind and their exceptional commitment to training and apprenticeships is a big part of their success story.

'The support from the Business Board to develop the new training school will help build on that heritage of developing skills. This will be vital to attracting more investment and creating more jobs in one of our priority economic sectors.'

New Stainless Metalcraft training school gets planning permission

A key investment is a £3.16 million Local Growth Fund grant to develop a new training school at the Metalcraft site, which will provide skills for a new generation of between 80 and 130 apprentices per year. The aim is to help them secure good careers in the industry and some will be recruited by Metalcraft directly. Work has begun on the site and the occasion was marked with a 'spade in the ground' event.



From left: Cllr Chris Boden, Leader of Fenland District Council, Steve Barclay, MP for North East Cambridgeshire and Mayor Dr Nik Johnson

2

EASTERN
AGRITeCH
INNOVATION HUB

Soham Centre nurturing pioneering agri-tech companies

Chair of the Cambridgeshire & Peterborough Combined Authority Business Board Austen Adams visited a newly upgraded business innovation centre to find out how it is supporting more commercial and job opportunities in agricultural technology and science.

Mr Adams was shown around the new £1.25 million facilities at the Eastern AgriTech Innovation Hub in Soham, to find out more about some of the exciting businesses based there and how the new facilities are helping them to grow.

£625,000 of the funding for the upgrades was provided by the Business Board through a Local Growth Fund grant. The Hub is run by crop research organisation NIAB and

is a base for small and medium sized enterprises and start-ups involved in both waste reduction and improving the value of waste products in the food and crop supply chain.

The upgraded facilities include new polytunnels, a glasshouse, heat pump, sustainable water-use facilities and a 33KW solar farm installed on the site. Those green technologies, alongside the business focussed on reducing waste, will support the National Farmers' Union's net zero carbon goal for agriculture by 2040.

Mr Adams heard how the hub, which opened in 2015, works closely with local farmers to ensure innovations are aligned with what agriculture wants and needs. The facility offers new start-ups not just lab and office

space, but also access to fields and farm machinery to allow pilot testing and the better commercialisation of ideas.

An example of a business growing with support of the Hub is Agrigrub. It uses waste fruit and vegetables that would otherwise end up in landfill as feed for black soldier fly larvae. Cambond, is developing a carbon neutral bio-resin adhesive from waste from the brewing industry.

NIAB's Dr Lydia Smith, who manages the Eastern AgriTech Innovation Hub said:

'It's vital for our current, and future, licensees that investment was made in the site and we're incredibly grateful for the Cambridgeshire and Peterborough Combined Authority Business Board's support and funding.

'These emerging companies need a sustainable infrastructure to grow and create their products.

'We're confident the improvements in the Eastern AgriTech Innovation Hub will allow SMEs to grow and prosper in the waste valorisation sector.

'It was a pleasure to show Austen around the Hub, including how the new and improved facilities are already starting to benefit our licensees.'

These emerging companies need a sustainable infrastructure to grow and create their products

3

THE
EPICENTRE,
HAVERHILL

'An exciting launchpad': Haverhill's The EpiCentre pays dividends for local economy



Our investment into a flexible, modern business centre for entrepreneurs and growing enterprises is already paying off, as it supports growth and jobs in the local economy just nine months after its launch.

Our vice chair, Professor Andy Neely, visited The EpiCentre in Haverhill to take a tour of the modern, flexible suite of workspaces and see how they're being used by local businesses.

The centre was built with support from £2.7 million of Local Growth Fund investment from the Business Board, and a loan of £3.5 million by West Suffolk Council. The aim was to support small and medium-sized enterprises (SMEs) to grow and deliver jobs for local people.

The four-storey centre launched in early November 2020 and is located at Haverhill Research Park, off the A1307. The location is seen as a gateway to East Anglia and accessible to Cambridgeshire, Suffolk and Essex.

The EpiCentre offers a range of office space, hot desking and co-working options, all designed to help businesses launch or expand quickly and easily. There are also ground-floor labs that provide space for companies, including the life sciences sector, for which the region has global renown. CodiKoat are using the centre's Tissues Culture Lab to develop pioneering anti-viral technology which has been ISO accredited following a trial in the London Opera House.

Cross-industry collaboration

The centre aims to support collaboration between businesses, fostering innovation and growth, building on the ingredients that have made Greater Cambridge and its surrounds a nationally important and dynamic subregional economy. The EpiCentre also offers access to business advice and helps open up networks with other companies and investors.

Professor Neely, who is also Pro-Vice-Chancellor for Enterprise and Business Relations at the University of Cambridge, said: 'It was fantastic to see the diversity of companies operating from this impressive space.

'What struck me was the energy and enthusiasm of the innovative and growing businesses and the space felt like an exciting launchpad for their futures.

'With the building launching during a pandemic, a key aspect of the success so far has been the flexibility of its offering. The EpiCentre has helped growing SMEs in a turbulent period to find space to adapt and scale.

'This has been a very positive start and I would love to be able to fast forward 12 or 24 months to see how The EpiCentre develops as it has a really promising future.'

What struck me was the energy and enthusiasm of the innovative and growing businesses

4

DEANTA DOORS



'A win-win situation for everyone': Growth Works grant to create 25 new jobs for Deanta Doors

The Managing Director of one of the UK's leading internal door manufacturers has revealed how a grant from Growth Works will help the business create new jobs as part of its ambitious growth plans.

Deanta, based in Ely, has received a £150,000 grant through the Growth Works capital grant programme. The investment comes at an exciting time for the company, who are forecast to create up to 25 new jobs over the next 12 months.

Mike O'Toole, Deanta's Managing Director, said the jobs would be created across all areas of the growing business, which is situated on Ely's Lancaster Way Business Park.

Scaling up

Mr O'Toole said: 'The business is currently in a massive growth phase, and we are continuing to scale and invest as part of our plans for the next 5 years.'

'The grant will help us with realising our plans to create new jobs across all areas of the business at what is a really exciting time to be joining Deanta.'

The grant is one of 32 issued to businesses across Cambridgeshire and Peterborough by Growth Works, with a total of £2,025,000 being allocated in grants ranging from £20,000 to £150,000.

A smooth application process

Mr O'Toole added he was impressed by how efficient and effective the application process was from start to finish.

He said: 'Everyone I have dealt with at Growth Works has actually been putting me under pressure and that's the first time that has ever happened. Usually with these kinds of applications I am the one doing the chasing.'

'Growth Works came out and made it very clear what they were looking for and the grant criteria, which made the whole process incredibly transparent.'

'Being so clear from the first contact saved us a lot of time and the application form was very quick.'

Nigel Parkinson, Chairman of the Cambridgeshire and Peterborough Business Growth Company, was delighted to learn how Deanta would use the funding to continue its strong growth.

He said: 'Our grant award to Deanta is a great example of how Growth Works can provide businesses with additional funding to accelerate their growth plans.'

'The business wants to grow, has grown significantly over recent years, and is committed to the region; it's a win-win situation for everyone.'

5

OAL
DIGITISATION

The grant helped the business to accelerate significantly.

In mid-2020, as the UK remained in lockdown, we awarded Peterborough-based robotics experts OAL a COVID-19 Capital Grant of around £48,000 to digitise their operations.

The grant helped the business to accelerate significantly, and OAL are now working smarter, faster, and more productively.

Streamlining for success

OAL was able to make the most of the quieter period at the height of lockdown to streamline operations and take advantage of new technologies. This brought a welcome end to the old systems generating up to 14 square metres of paperwork, and a goodbye to the non-integrated software that had made it difficult for teams to work collaboratively.

'Extraordinarily important for our business': COVID-19 Capital Grant transforms Peterborough robotics firm



Pods for productivity

The digitisation comes with 14 new, fully-equipped pods for staff to work in. Building work for the new pods and the setting up of the new equipment has been very cost-effective. For example, using local contractors, prefabricated panels, Amazon Alexa hubs and Microsoft Teams software slashed the cost of a typical refit and overhaul significantly – and OAL ended up achieving double the number of pods originally envisioned with the grant money.

Each pod is self-sufficient, with its own ventilation, lights and screens. Its occupant can work in a quiet, productive environment, and easily collaborate with colleagues and customers through video calls and shared documents.

The pods also allow people to work in two-metre spaces, in accordance with the latest public health guidelines.

Beforehand, the original open plan office environment created too many distractions, and meetings were not always as productive as they could have been.

'Adversity does create opportunity'

Harry Norman, Managing Director, OAL said:

'This grant has been extraordinarily important for the future of our business. People are now doing in two hours what might have taken them all day to do before. We're estimating productivity gains of about 20% within our business.'

'Adversity does create opportunity and COVID-19 has given us time to reflect. We had too much paperwork and our systems held back our potential to work more effectively as a team. The more we rolled out this technology, the more we wished we'd done it sooner.'

6

CAMBRIDGE
REGIONAL
COLLEGE
CONSTRUCTION HUB

We've funded a major new development to create a state-of-the-art Construction Hub at the Cambridge Regional College Huntingdon Campus.

The Hub is designed to support construction skills development in the region, and therefore the growing job market in the sector.

Addressing skills shortages

Cambridge Regional College is the largest provider of construction training in the area, and the new Huntingdon campus development will address high levels of skills shortages in occupational areas including

'A key enabler of further economic development': state-of-the-art

Construction Hub funded by Business Board nearly ready to go

construction, electrical, brickwork and carpentry – all of which will be catered for in the new facility.

The Hub will see a further 180 people trained each year, including school leavers, adults, and apprentices. This facility will also see the creation of nine direct employment opportunities at Cambridge Regional College.

The final stages of the project are set for completion in September 2021. By then, we anticipate the Hub will already be welcoming a greater number of students starting in the 21/22 academic year, through its increased capacity.

Perfect timing

Principal Mark Robertson said, 'We are delighted that the new training facilities at our Huntingdon campus will provide industry standard training for many more people to develop the skills they need for good jobs in the construction industry. With the construction sector booming in the region, this is the perfect time for students to gain the skills that will give them great employment opportunities.'

This development has come at a time of high demand, with a 2018 Construction Industry Training Board study identifying Huntingdon as the location for the largest percentage of the Combined Authority's 9,000 construction employers, accounting for 12% of all firms, many of which are small to medium enterprises.

With further data suggesting a shortage of around 15,000 skilled people in the Eastern region, and 47% of all vacancies in the construction industry remaining unfilled due to skills shortages, the Construction Hub is identified as a key enabler of further economic development in the Cambridgeshire and Peterborough Independent Economic Review (CPEIR) and Local Industrial Strategy (LIS).'



7

ANGLIAN
WATER

Committed to community: Anglian Water upskilling workers and learners since 2013

Through our contract with the Careers & Enterprise Company, the Business Board and the Combined Authority are tasked with engaging with all state secondary, special schools and alternative provision to support the delivery of careers programmes.

Fenland and East Cambridgeshire are designated Opportunity Areas, set up by Central Government to boost social mobility. As part of our programme, a group of Cornerstone Employers take on additional responsibilities in schools to develop strong career programmes.

Anglian Water are one of our Cornerstone employers working to make a positive difference within the communities they work. They've committed to focus on a small number of locations in our region and give them the time and dedication needed to deliver valuable change.

Starting in Wisbech, alongside their Alliance partners, and with the help of Business in the Community, Anglian Water seconded a project manager into the town in 2013. Eight years on, that project manager is still there and Anglian Water has developed a remarkable partnership with Fenland District Council, the Business Board and Combined Authority, Cambridgeshire County Council, the town's schools and colleges, and the local community.

Nurturing young minds

Anglian Water began working with Thomas Clarkson Academy in 2013, supporting assemblies and careers talks. It's since developed a varied programme, ranging from providing whole year group STEM-focused days for year 7, 8, 9, and 10 students, to holding mock interviews and digital solutions Insight Work Experience days for year 12 students. It's developed a close working relationship with the career lead at the academy and held an insight afternoon for all the school's staff to explore curriculum links.

Working closely with Thomas Clarkson Academy, Anglian Water has supported over 1,600 students, and in total

has helped more than 5,000 young people across the town. With its Alliance partners, it's also developed new courses at the College of West Anglia which feed directly into its apprenticeship programmes, to broaden students' understanding of career opportunities and improve transferable skills.

Transforming Wisbech Garden Town

Anglian Water's desire to deliver place-based regeneration goes beyond the education sector. Working with ourselves and Fenland District Council, it's helped build a transformational vision for the Wisbech Garden Town. This vision looks at the regeneration of Wisbech, improving transport links to the surrounding area, including Cambridge, by reconnecting the town to the rail network.

Now, Anglian Water works with other stakeholders to unlock the potential of the surrounding area, by managing water in a more integrated way across the Fens – which is vital in our battle against climate change and to secure water supplies for the future. Called Future Fens: Integrated Adaptation, we hope the initiative will become an international exemplar of what can be achieved.



Anglian Water are one of our Cornerstone employers working to make a positive difference within the communities they work.

Looking forward

WHAT THE BUSINESS BOARD
WILL DELIVER IN 2021-22



Anglia Ruskin University (ARU) Peterborough

Anglia Ruskin University (ARU) Peterborough Phase 3

This £28 million, third phase of development comprises £20 million from the Levelling Up Fund (subject to Government approval) and £8 million from ARU, CPCA and Peterborough City Council (PCC), to create the second teaching building (the Living Lab) and a University Quarter Cultural Hub.

University Quarter Cultural Hub

The University Quarter Cultural Hub, of which the Living Lab will be the centrepiece, is a new destination for creativity and engagement in Peterborough. The Quarter will connect museums, theatres, libraries and sports facilities through regenerated open green space, pedestrian areas and cycle paths. It will complete the link between the city centre and cathedral to the west, and the River Nene embankment to the south – helping to expand, connect, beautify and diversify Peterborough's urban centre.

Living Lab

The Living Lab is at the heart of Phase 3. It will be an open, interactive science lab and education space, designed to creatively engage people (especially young people) in science and technology. Broadening Peterborough's cultural offering, it will provide a window into the city's net zero future through events, exhibitions and flexible learning, including festivals of ideas, immersive displays, hackathons, forums and evening classes.

We expect Phase 3 to be completed and delivered by September 2024.



Mayor Dr Nik Johnson (right) on the ARU Peterborough construction site



The Quarter will connect museums, theatres, libraries and sports facilities through regenerated open green space, pedestrian areas and cycle paths.



Business Support: Growth Works

Growth Works will build on its very successful start as it helps businesses supercharge their growth, creating opportunities right across the Cambridgeshire and Peterborough region.



Growth Works will accelerate start-ups, scale-ups & set-ups within our economy, helping to achieve our ambition of doubling GVA over 25 years, in a way that is more sustainable, greener, digitally enabled, and inclusive.

Austen Adams
Business Board Chair

Working with partners

The Growth Works Team are committed to listening to and working with the many stakeholders and providers across the region to ensure we work as closely and strongly as possible. The team, together with the Business Board, are working to complement the existing organisations and providers to support businesses to bounce back and grow again post Covid. Keeping the co-operative spirit within our delivery team and the business support ecosystem is key to delivering the programmes outcomes, efficiently and effectively.

The programme will ensure that while Growth Works are here to accelerate high growth SMEs through coaching, funding for strategic support and investment, they will also ensure every business who wants support will receive access to coaching resources.

What we'll do

Almost 1,000 businesses will have received a business diagnostic and support with a business growth product.

Support over 150 businesses on their growth coaching journey in 2021.

200 learning outcomes for the region.

An initial 50 additional apprenticeships created out of 1,400 across the life of the project.

Secure and keep at least one large inward investment project for the region and make sure Cambridge exceeds last year's number (12).

How we'll do it

Operational efficiency.

Introduce company-level account management. A shift from individual contracts to Group Company account management will create a business relationship management approach rather than individual contact.

Integrate Companies House API with HubSpot to enable greater information for client segmentation, status and reporting.

Introduce Anti Money Laundering/Know Your Customer assessment for CPCA business services, to provide reasonable checks on the counterparties and stakeholders Growth Works and CPCA work with.

Introduce online programme reporting, providing transparency on performance, programme delivery and qualitative outcomes for the Combined Authority and key stakeholders.

Bring to life an annual calendar of events to help businesses understand how to find the talent they need to grow.

Careers Hub



A new Careers Hub will help young people in Cambridgeshire and Peterborough into good careers by connecting local employers, schools, and colleges, to support better careers education.

The Hub, which will start in September 2021, will also help young people actively engage with local businesses to inform their future choices.

The funding of just under £200,000 comes from the Careers and Enterprise Company (CEC), a subsidiary of the Department for Education. The Business Board and Combined Authority already have a contract with the CEC for the delivery of the Enterprise Advisor Network (EAN), which has been in place since 2018. The EAN delivers the same linkages between employers, schools and colleges, but the funding for the Careers Hub will be greater, allowing for a better service for young people.

The Careers Hub will initially incorporate 30 schools and colleges, including four Special Educational Needs and Disabilities (SEND) schools, and one Alternative Provision (AP) provider from across the region for the academic year of 2021/22. Schools in the government-

designated Fenland and East Cambridgeshire Opportunity Area are prioritised by the CEC funding. The core aim of the Opportunity Area is to improve education standards, whilst also raising aspiration and helping young people access good careers.

The Business Board and the Combined Authority plans to apply for a second Careers Hub in the 2022/23 academic year, so all 72 schools and colleges in the Combined Authority area can join.

Support schools can receive includes a 'Strategic Hub Lead' to help co-ordinate activity and build networks and access to bursaries for

individual schools and colleges to train Careers Leaders.

Employers will also be encouraged to become Cornerstone Employers – champions who encourage new businesses in the area to get involved in supporting schools and colleges, as well as encouraging their own staff to become volunteer Enterprise Advisers. Existing Cornerstone Employers are already supporting schools in the region.

Data from the first wave of Careers Hubs in other parts of the county shows that schools and colleges outperformed the national average of all aspects of careers education.



The Hub, which will start in September 2021, will also help young people actively engage with local businesses to inform their future choices.



The portal helps young people and careers advisors to understand the types of roles currently in demand.

Labour Market Information

In February 2021, we launched a new Labour Market Information (LMI) Portal, providing high quality, reliable labour market information to two main audiences – learners making decisions about their future careers, and leaders looking for a better understanding of our region's labour market.

Bringing together a series of interactive tools, the portal helps young people and careers advisors to understand the types of roles currently in demand, and the sectors that are growing, or likely to grow, in the near future.

This advice will help our learners get the information they need, empowering them to make informed decisions and build a rewarding career. For leaders, the LMI provides a strategic overview of the regional labour market, including current skills shortages, opportunities, and how the local labour market affects our region's economy.

UNLOCK 3
WITH LEVEL

£1m

Unlock with Level 3 Campaign

In 2021, the Cambridgeshire and Peterborough Combined Authority were awarded £1 million to deliver free Level 3 courses for adults across the region.

The funding from the Department for Education (DfE) has been delegated to Mayoral Combined Authorities as part of the government's Lifetime Skills Guarantee, and will deliver free first Level 3 courses for adults aged 24+. At the moment, learners aged 24 and over must either self-fund, take out an Advanced Learner Loan, or finance their learning through employer sponsorship.

Throughout summer and autumn 2021, we'll be working with the Combined Authority's Adult Education Team to launch a campaign to raise awareness of the new, fully-funded Level 3 courses available to learners across the region.

The joint 'Unlock with Level 3' campaign will not only encourage potential learners to use the new funding to upskill, but will also highlight the benefits that gaining a Level 3 qualification could have on their future employment prospects.

It should generate a pipeline of potential learners who are eligible for fully-funded Level 3 courses. We'll share learners' data with our providers to enact enrolment.

Employment & Skills Strategy

We've achieved many of the actions in the Skills Strategy, and others are nearing completion. Given the fast-moving pace of the skills requirements in a post COVID-19 world and the evolution of the Local Economic Recovery Strategy, we'll be refreshing the Employment and Skills Strategy for publication in late 2021.



Shifting the economy by 2050 will lead to significant changes in jobs and skills requirements.

It will contain the strategic vision for post-16 education through to higher-level skills, becoming the blueprint for supporting both learners to upskill, and businesses to find the skills they need.

The CPCA's refreshed Skills Strategy will identify Green Skills as a cross-cutting theme throughout, making the skills required for Net Zero a priority for investment of future education budgets that are devolved or delegated, such as the Lifetime Skills Guarantee and the Adult Education Budget. It could provide significant opportunities to upskill and reskill CPCA residents in Green Skills and jobs that are in demand and better paid, improving prosperity in the region. Local colleges are already developing Green Skills Academy ideas to address the skills needs of this emerging sector.

West Suffolk College continues to work with manufacturers of air source heat pumps to provide staff training and equipment to enable the upskilling of employed plumbing and heating engineers. Courses will also be developed to upskill and retrain unemployed adults, along with the introduction of a new renewables pathway within the Apprenticeship Standard for plumbing. The Sustainability Academy within the College is providing high quality Institute of Environmental Management and Assessment-accredited sustainability courses to businesses across the region to help with planning a net zero future.

Shifting the economy by 2050 will lead to significant changes in jobs and skills requirements. These changes translate to new skill sets, updates of curricula and new qualifications. In turn, we'll need to upskill, reskill and train residents to make sure businesses and the economy have the right skills to support this transition.

Local Skills Report

The Local Skills Report was published in April 2021 and sets out the Combined Authority's existing Skills Strategy and associated action plans. It discusses the skills strengths and needs in the region and reflects on the progress achieved. The Local Skills Report also includes a chapter on the next steps – here it recommends a new skills strategy is commissioned. The Report provides detailed data and analysis based on a number of core indicators, broken down into four key themes:

Local landscape

Skills supply

Skills demand

Mapping Skills supply and demand

Local Economic Recovery Strategy (LERS)

The Local Economic Recovery Strategy is a live and evolving strategic document which lays down a roadmap of specific interventions aimed at accelerating the recovery of our local economy.

Through our parallel programme of COVID-19 insight work, we'll gain further understanding so we can better prioritise our interventions to target support towards affected groups at the right time, so we accelerate the rebound of our local economy.

This will lay the foundation on which to grow the local economy on (and beyond) our original growth plans, including the Local Industrial Strategy.

Sector Strategies



Digital



Life Sciences



Advanced Manufacturing and Materials



Agri-Tech

The Combined Authority has agreed to focus on key sectors when developing strategy documents.

We've recently completed a refresh of existing sector strategies, and we're due to complete the outstanding Agri-Tech strategy by November 2021. These enable us to focus on the priority areas for growth over the next year, and will be used to support future funding applications to central government.



Business Board Member, Al Kingsley at Aerotron, Chatteris



Business Board Member, Aamir Khalid at TeraView, Cambridge



Business Board Member, Nitin Patel at Metalcraft, Chatteris



Business Board Member, Faye Holland at Chilford Hall, Cambridge



NIAB's Dr Lydia Smith who manages the Eastern Agri-Tech Innovation Hub, Soham



Al Kingsley at Aerotron, Chatteris



Professor Xiaobin Zhao, CEO, Cambond based at the Eastern Agri-Tech Innovation Hub, Soham



Al Kingsley at Aerotron, Chatteris



Business Board Vice-Chair, Professor Andy Neely at The EpiCentre, Haverhill



THE BUSINESS BOARD

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