

Agenda Item No:	6	
Committee:	Overview & Scrutiny	
Date:	27th February 2023	
Report Title:	Update on CPCA Growth Service and impact on Economic Development in Fenland	

### Cover sheet:

#### 1 Purpose / Summary

To provide the Overview & Scrutiny Panel with an update presentation on the CPCA's Growth Works Service and the impact on Economic Growth in Fenland.

#### 2 Key issues

- A review of progress and effect of the CPCA Growth Works Service; and
- The plans and direction of the CPCA Growth Works Service.

#### 3 Recommendations

It is requested that the Overview & Scrutiny Panel considers the contents of the presentation and progress made in relation to the impact of CPCA and CPCA Growth Service on Economic Growth in Fenland.

<b>Wards Affected</b>	All
<b>Forward Plan Reference</b>	
<b>Portfolio Holder(s)</b>	Cllr Ian Benney - Portfolio Holder for Economic Growth
<b>Report Originator(s)</b>	Anna Goodall - Assistant Director
<b>Contact Officer(s)</b>	Anna Goodall - Assistant Director Simon Jackson – Economic Growth Manager Richard Cuda - Head of Support Functions for Growth Works Fliss Miller - Interim Associate Director for Skills Steve Clarke - SRO LGF and Market Insight & Evaluation
<b>Background Paper(s)</b>	N/A

# CPCA Business Growth Service Year Two Annual Review – Area Performance Pack: FDC

Growth Works: Reporting Period  
1<sup>st</sup> January to 16<sup>th</sup> December 2022



FUNDED BY

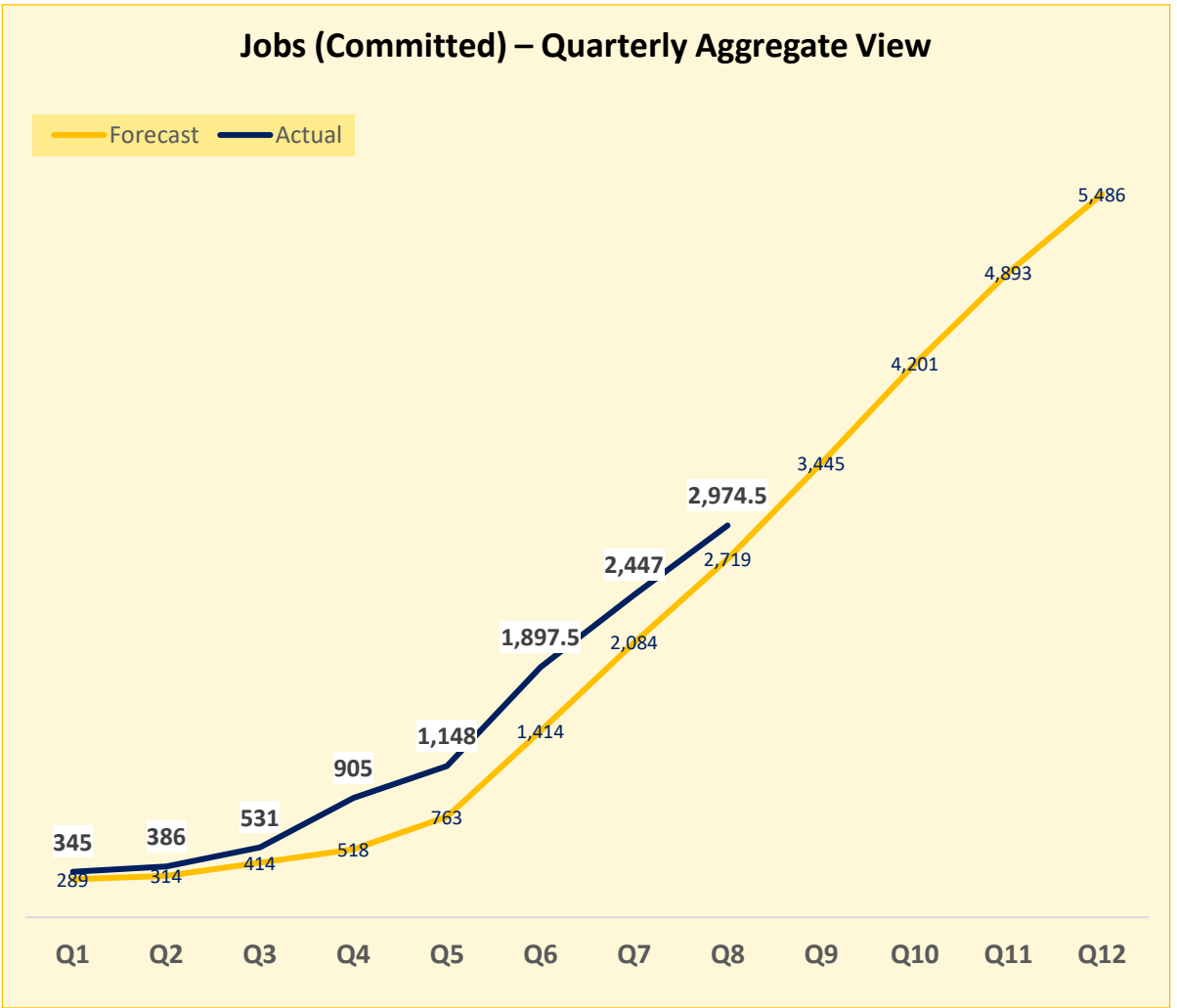
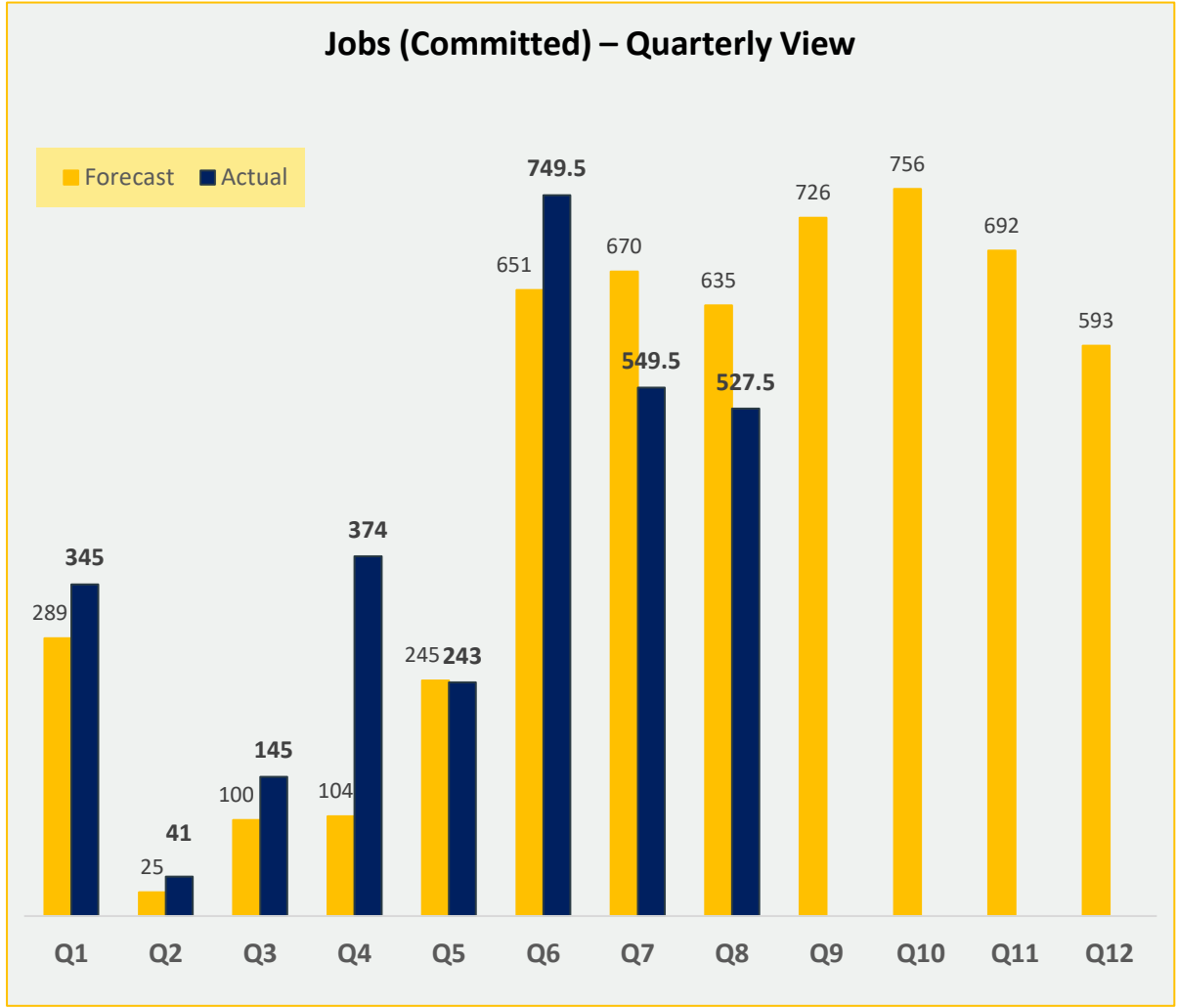


HM Government



**European Union**  
European Structural  
and Investment Funds

# Programme Overview by Quarter for Years 1 & 2 – Jobs



# Service Lines: Year-2 outcome creation results broken down by district.

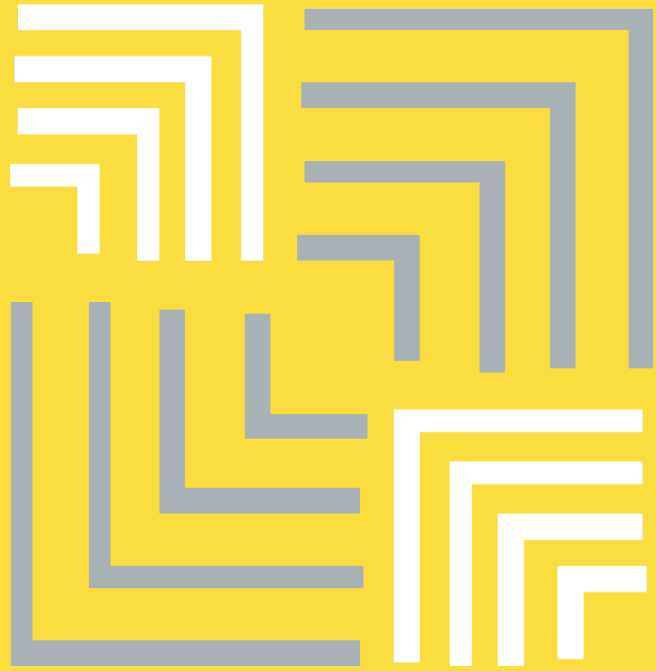


NOTE: Skills has no jobs targets to achieve but occasionally create new jobs, which is noted in italics below

Service Line / GW Offer	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL	
Coaching: nudge grants	66.5	55	190	155.5	276.5	544.5	100.5	<b>1,388.5</b>	
Investment	285		18		20	26		<b>349</b>	
SME CapEx Grants	33	71	21	38	52	40		<b>255</b>	
SME Equity Investment					14			<b>14</b>	
<i>Skills has no target to achieve for jobs but occasionally creates jobs</i>									<b>63</b>
Year-2 Jobs (all services)	<b>384.5</b>	<b>126</b>	<b>229</b>	<b>193.5</b>	<b>362.5</b>	<b>610.5</b>	<b>100.5</b>	<b>2,069.5</b>	<b>TARGET BY END OF YEAR-2</b>
Year-1 Jobs (all services)	<b>154</b>	<b>267</b>	<b>81</b>	<b>79.5</b>	<b>188.5</b>	<b>77</b>	<b>58</b>	<b>905</b>	
<b>TOTAL</b>	<b>538.5</b>	<b>393</b>	<b>310</b>	<b>273</b>	<b>551</b>	<b>687.5</b>	<b>158.5</b>	<b>2,974.5</b>	<b>2,719</b>

Skills Outcome	Cambridge CC	East Cambs DC	Fenland DC	Hunts DC	Peterborough CC	South Cambs DC	LEP	TOTAL	
Year-2 Learning Outcomes	33	0	79	19	479	0	0	<b>610</b>	<b>TARGET BY END OF YEAR-2</b>
Year-1 Learning Outcomes	17	1	44	1	194	0	0	<b>257</b>	
<b>TOTAL</b>	<b>50</b>	<b>1</b>	<b>123</b>	<b>20</b>	<b>673</b>	<b>0</b>	<b>0</b>	<b>867</b>	<b>957</b>
Year-2 Apprenticeships	85	5	25	10	116	10	0	<b>251</b>	<b>TARGET BY END OF YEAR-2</b>
Year-1 Apprenticeships	10	3	7	9	30	7	0	<b>66</b>	
<b>TOTAL</b>	<b>95</b>	<b>8</b>	<b>32</b>	<b>19</b>	<b>146</b>	<b>17</b>	<b>0</b>	<b>317</b>	<b>500</b>

\* At the time of reporting (our fast close was 17.00 hours on 16.12.2022), the Skills SRO and Skills Service MD are in discussion about the appropriate way to measure apprenticeships. This metric shows performance against an 'above the baseline' target but with data that shows apprenticeships the Service Line have been involved in.



# **Growth Coaching Service**

# Year Two Review: Growth Coaching Service and Revenue Grants

Performance Indicator Scorecard Summary for the period 1<sup>st</sup> January to 16<sup>th</sup> December 2022.



Our performance against the leading contracted metrics...



**190** Jobs created (committed)



**168** Businesses provided with a Growth Diagnostic



**23** Businesses starting coaching assignments



**23** Businesses starting a coaching journey



**18** Businesses completing a coaching journey

In delivering diagnostics to businesses, the companies we engaged with cited a range of barriers to growth...

Stated Challenge	Responses Cited
Need growth finance	61
Need to find the right new people	60
Need to improve skills deficits in current team	19
Need more effective people development strategy	10
Need new equipment	52
Need bigger premises	28
Need to improve productivity	20
Need more effective marketing	32
Need more effective sales	22
Need more effective growth strategy	29
Need more effective leadership and management	4
Other	19

**TOTAL BY GEOGRAPHY 356**

To support coaching some SMEs benefited from a revenue grant.



**5** Revenue grant awards made to local firms

**SME Revenue Grant Awards**

**£20,686**  
Awarded in Revenue Grants

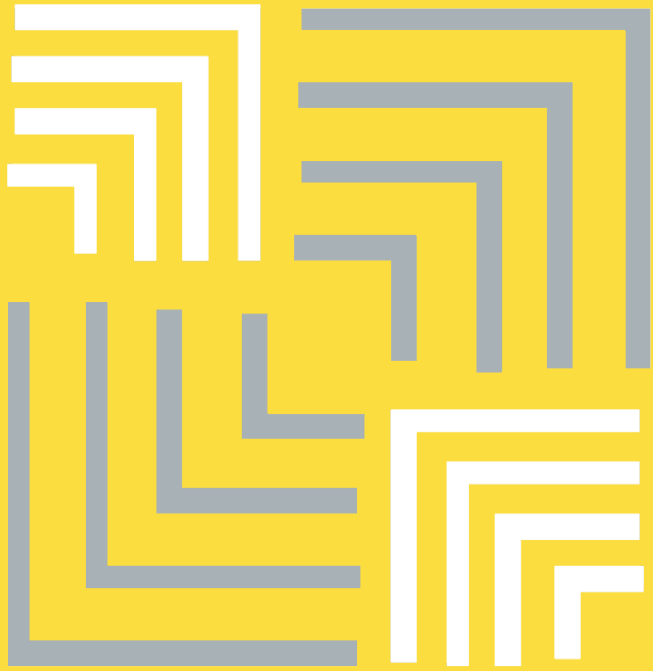
We have supported **76** high-growth businesses within Fenland from April 2021-December 2022.

They collectively employ **1700** employees...

...and turnover **£182,591,937**

We have helped **129** businesses with ambitions to grow through the Growth Hub

In addition, project-wide, we have given access to our start-up and growth e-learning platforms to **1500** businesses, providing an additional 45 hours of high quality self-help support.



## **Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants**



# SERVICE LINE REPORTING: Grants – ERDF and LGF Revenue Grants, and SME CapEx Grants



NOTE: data is to 16<sup>th</sup> December 2022.

Name	Number of Grants Awards	Total Value of Grant Awards	Average Value of Grant Awards	Jobs to be created as a result of Grant	Grant Award per Job Created
Revenue Grant (ERDF)	5	£20,686.04	£4,137.21	16	£1,292.88
Revenue Grant (LGF)	0	£0.00	£0.00	0	£0.00
SME CapEx Grant	3	£144,718.00	£48,239.33	21	£6,891.33
	<b>8</b>	<b>£165,404.04</b>	<b>£20,675.51</b>	<b>37</b>	<b>£4,470.38</b>

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
South & Son	CapEx	£27,225.00	4	£6,806.25	Mar-22
StocksAG Ltd	CapEx	£93,628.00	13	£7,202.15	May-22
Fenland Leisure	CapEx	£23,865.00	4	£5,966.25	Oct-22
		<b>£144,718.00</b>	<b>21</b>	<b>£6,891.33</b>	

Name	Grant Type	Grant Value to be Claimed	Jobs to be created as a result of Grant	Grant Award per Job Created	Date Grant Offer Letter Sent
Hair and Beauty Hub Ltd	ERDF	£5,905.00	1	£5,905.00	Apr-22
Chokshi	ERDF	£7,440.00	12	£620.00	May-22
Lilac HR	ERDF	£2,387.50	1	£2,387.50	May-22
Qualitetch Components	ERDF	£1,153.54	1	£1,153.54	Jun-22
South and son	ERDF	£3,800.00	1	£3,800.00	Jul-22
		<b>£20,686.04</b>	<b>16</b>	<b>£1,292.88</b>	

# Fenland - Growth Works Case Studies

April 2022 - December 2022



## Social enterprise CCORRN reduces landfill with Growth Works' support

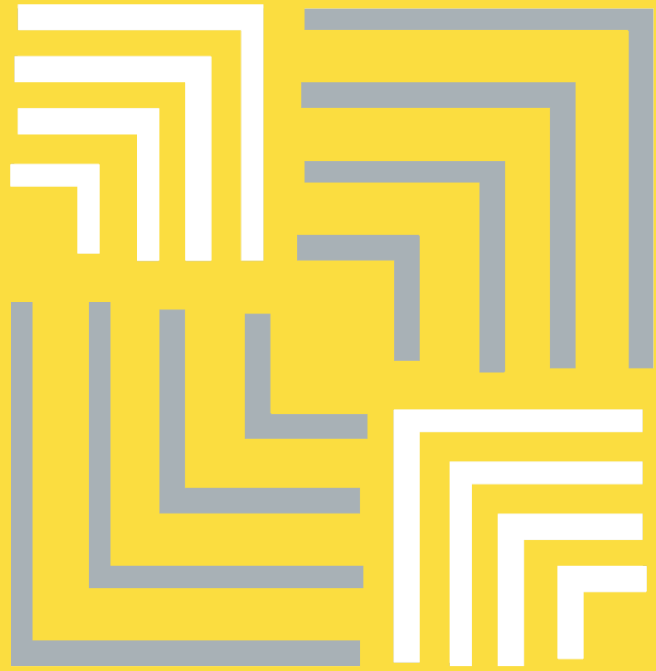
The Cambridgeshire Community Reuse and Recycling Network (CCORRN) is a social enterprise based in March, that reinvests profits into their local Fenland community. Their income is made from repurposing, reinventing, and remanufacturing products that would normally go to waste.

When CCORRN started their paint recycling service in 2013, they were mixing in small fifty litre batches. They've been growing production ever since and were at a point where they needed to scale up with new equipment and staff due to increased demand.

Through Growth Works, CCORRN has received a large capital investment grant which they are using to hit the ground running with their growth plans, investing in larger equipment. They are also helping to set up an educational system to attract, hire, and retain dedicated employees from the local area. With this talent programme, CCORRN will be able to increase their future output by 400% and provide training for essential skills.

***“The Growth Works funding was perfect as it’s about accelerating that growth... it’s not that we can’t do these things, it’s about how fast we can do them, how fast we can grow – that’s the big difference for us.” stated Nikki DiGiovanni, Development Director.***

<https://www.growthworks.uk/blog/social-enterprise-ccorn-reduces-landfill-with-growth-works-support/>



## **CRF Start and Grow**





## How family run RS Body Shop in Wisbech utilised the support from the Start and Grow Programme

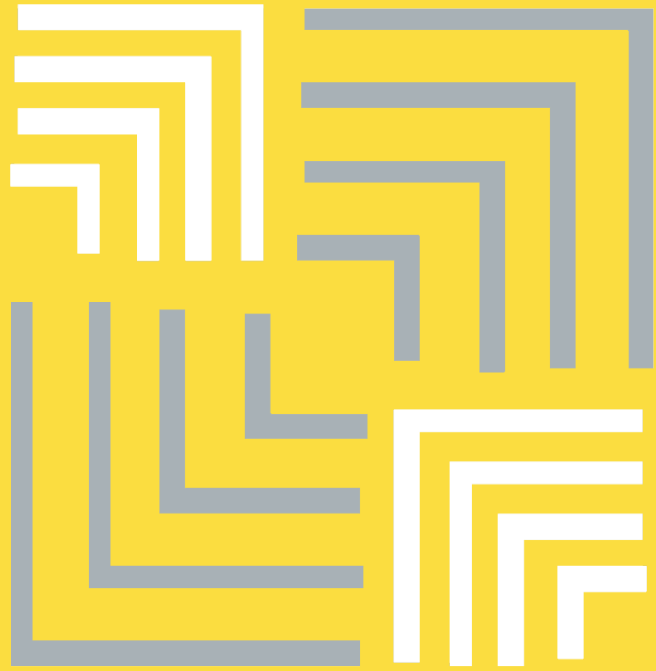
Georgina Bond and her husband Rzegar had both dreamed of running their own automobile body shop and the opportunity arose when after a lifetime working in the sector, Rzegar was made redundant. At the same time, Georgina happened to walk past a garage which was closing down. One week later they were the proud owners of a new business!

***“It was through the local Job Centre that we heard about the grants available through the Growth Hub’s Start and Grow programme,”*** Georgina stated. ***“I can honestly say that without the support we have received from the programme, that we wouldn’t have achieved so much.”***

The couple have used the grant to purchase a new Paint Scheme which enables them to be more efficient and they are also planning to hire an apprentice and develop their website. They have exciting growth plans for the coming years and are looking to employ more staff and whilst she looks back on their unusual business start-up journey with a wry smile, Georgina stated, ***“We’d advise anyone starting a new business to spend more time planning at the start. However, the most important thing is to take advantage of the support available from the Start and Grow programme which is invaluable.”***

<https://cpcagrowthhub.co.uk/startandgrowrsbodyshop>

	CRF
Amount	£474,532
Number of Businesses Supported	42



# **Inward Investment Service**



# Year Two Review: Inward Investment, Skills, and SME CapEx Grants and Equity Services




Performance Indicator Scorecard Summary for the period 1<sup>st</sup> January to 16<sup>th</sup> December 2022.

Inward Investment performance against the leading contracted metrics...

- 18** Jobs created (committed)
- 1** Inward Investment successes landed locally
- 1** Active projects with this DC as the preferred UK location

**Inward Investment Success**



UK Inbound  
• Food & Drink

Skills performance against the leading contracted metrics...

- 25** Apprenticeships created (committed)
- 79** Additional training and learning outcomes
- 10** CO23's in place / SME engagement
- 4** R9 (CO23 action plans) completed

**CEC Contract – 6 Schools / Colleges**

- (Aug) 6 Of 6 eligible schools
- (Dec) 6 engaged in CEC
- (Aug) 6 Of schools engaged have
- (Dec) 6 completed a Compass

SME CapEx Grants and Equity placement performance against the leading metrics...

- 21** Jobs created (committed) from CapEx grant awards
- 3** SME CapEx grant awards made to local firms

**SME Capital Growth Awards**



**£144,718**  
Awarded in Capital Growth Funding to local Small Businesses

# Case Study: Prathista Industries

- [Prathista Industries](#), is a well-established nutraceutical company from India (1200 employees and £60M turnover) that produces Natural, Clean Label, NON-GMO, Food and Pharma Ingredients. Company is present in USA, Panama, Uganda and exports to 13 countries.
- Growth Works Inward Investment team has been building a relationship with DIT India, and DIT's Head of Investment for South India introduced the team to Prathista Industries in February 2022 to discuss potential expansion into UK market.
- Company is looking to establish a £10M R&D operation and formulation units in the UK for several product ranges, creating 60 new R&D jobs (spanning Pharma, Food & Drink and agriculture). They see the UK as a platform for exporting to other countries (including European and African markets).
- Inward Investment engaged the company and provided comprehensive information about the life sciences and food manufacturing industries in the region, including information on the clusters, key players, workforce/skills available, leading research and trade organisations, venture capital and entrepreneurial community.
- Inward Investment worked closely with Prathista's President & MD and other members of the SMT to understand their specific needs and to explore opportunities in the Cambridgeshire and Peterborough region. This included potential incentives available and facilitation of conversations with professional advisors on topics of interest like Customs and VAT exceptions.
- In summer 2022, the company confirmed their interest in visiting the region to have the opportunity to check first-hand the suitability of the location for their business.
- The day the company visited sites in the region they called inward investment to cancel the site visit in Fenland. Inward Investment managed to influence and convince the company to visit the site in Fenland as well as to meet with FDC. This was critical to keep Fenland on the cards for this potential investment opportunity.
- The company was in CPCA for 3-4 days (including 1 day in FDC) and, as per company request, inward investment prepared an agenda that included meetings with relevant regional organisations and business service providers including NIAB, One Nucleus, UK Innovate Edge, Growth with Skills and R&D tax specialists; as well as site visits.
- For the site selection, Inward Investment engaged with District Councils and property agents, including FDC, to identify suitable sites across the region. The company also had the opportunity to meet with FDC during their regional visit.
- As a result of this visit, Prathista Industries shortlisted three sites, with the preferred option being located in Fenland.
- Inward Investment worked closely with FDC and DIT India to coordinate efforts to progress on this investment opportunity. Both operational team and CEO at FDC had the opportunity to meet and engage with the client to explain about support available, including business rates relief.
- Company is interested in purchasing the site in Fenland and is in negotiations supported by a commercial real estate lawyer.
- Inward Investment is following up closely on this to make sure that things move in the right direction. It has been proved that cultural differences have slowed down this process. E.g. reiterating the importance of complying with formalities to instruct professionals to act of their behalf.
- Project Length: One year from first engagement
- Expected land date: This company is expected to be a confirmed success in 2023; upon finalisation of site purchase and beginning of the hiring process



# Case Study: Prathista Industries

## Challenges and inward investment impact

- Significant cultural differences and very strong personality of company decision maker.
- Extensive resources allocated to influence and secure this investment:
  - Engaging with client on regular basis to make sure that they follow the suggested steps to progress on investment plans. *E.g. engagement with business service providers*
  - Managing company's expectations in relation to the support that public sector can provide. *E.g. company expected GW and FDC to support and get involved in areas that are beyond our remit or just not possible in the UK like negotiation of property, securing VAT/customs exemption for their business from HMRC.*
  - Orchestrating support from DIT India and Commercial Real Estate lawyer with Indian background to support in “translating” cultural differences to facilitate progression of investment plans.
- The day the company visited the sites in the region they called inward investment to cancel the site visit in Fenland. Inward Investment managed to influence the company’s decision and convinced the company to visit the site well as to meet with FDC. This was critical to keep Fenland on the cards for this potential investment opportunity.

## Feedback:

### What has worked well:

- Operational team to support inward investment enquiries helpful
- DIT contacted Growth Works Inward Investment team to include regional narrative to support the national agritech proposition. FDC supported some narrative on strengths in FDC as well as provided some examples of companies that could be used to support the national proposition.
- Danish company Rockwool was looking for a site across the UK for 75 acres of land, and FDC introduced the inward investment team to a property surveyor that connected Rockwool to Whittlesey Science Park as a potential location. Support of the FDC team was integral to getting Rockwool to consider this location. (however, the company found more suitable sites in the North of England).

### Challenges:

#### Infrastructure:

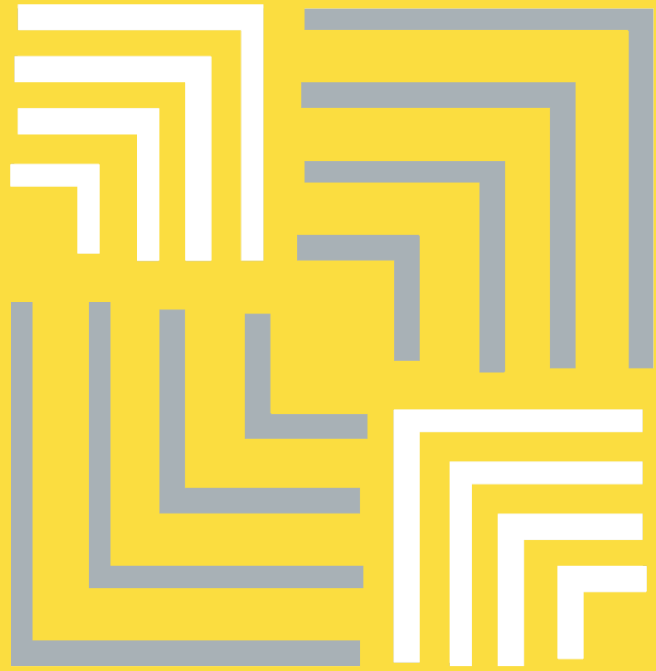
- Business Parks at Capacity and not offering virtual or flexible options for companies (especially an issue during Covid)
  - Limited, and less-suitable, infrastructure available to land investment in industries where the region could be a contender: manufacturing, engineering and AgriTech.
  - Agritech: proximity to growers and food industry is an advantage but lack of lab space/infrastructure to attract fast growing innovative companies looking to do R&D is a real barrier; especially if the company needs to completely refurbish/repurpose the property.
  - Whittlesey Science & Tech park represents an interesting opportunity for the District but still at very early stage. Planning needs to be sorted for this to become an option for investors
  - Sites/property put forward is not always in line with request or no sites offered
- Distances to travel, rural, companies consider it too far away from the 'Hub'; especially if SMT is travelling in from overseas and have a full agenda

### Suggestions:

- Work with FDC on crafting a proposition (i.e. agritech, Whittlesey as an option/proximity to Peterborough)
- FDC to update inward investment Team on upcoming properties and planning changes to support potential inward investment opportunities in the region
- Suggest holding a quarterly pipeline review meeting
- Enquiries from suitable companies for the Fenland ecosystem looking for potential partners e.g. manufacturing partners, JV/partnership, etc. could be a hook to get them committed to Fenland if more proactively supported.

### Current Examples of collaboration with FDC:

- Agri-Tech Market Access Programme (MAP): engagement with the inward investment team to identify a FDC unique selling point and case studies to promote agritech opportunities in FDC
- Work with FDC to suggest companies in FDC to use as case studies to promote opportunities in the region or to support in identification of panellists for the programme
- Hosting a visit and creating a programme to support President and MD of Prathista Industries in visiting the region
- Identification of a site in FDC (20 Eastwood End Industrial Estate). This is now the preferred site and company is working with a real estate lawyer regarding site purchase. This will result in 60 R&D jobs for FDC: spanning Pharma, Food and Drink and Agricultural industries



**Growth Works with Skills**

# Fenland activity

Working Well	Not Working Well	Why?
New Skills and Business Relationship Manager dedicated to patch to build relationships.	Synergy between Growth Coaching and GWwS has been lacking at times	Lack of communication and sharing of intelligence in relation to businesses experiencing skills and training pain points following on discussions they may have had with businesses
EDO engagement continued and fostered.	Engagement with Chambers of Commerce	This engagement Chambers of Commerce has not matured, seemingly lack of engagement and interest from Chambers regarding GW
GWwS presence at Fenland based careers and jobs fairs	Recruitment of interns (compared with Peterborough) more difficult.	Comparatively smaller pool of individuals to hire from so less people. Harder to find suitable candidates for intern roles.
Cross section of businesses already targeted and pursued and engaged from a range of sectors and areas within Fenland including KAM; s e.g. (Del Monte) building learning outcomes and apprenticeship pipelines		

Fenland Training Vouchers (CRF / Turning Point)	
Applications / Expressions of Interest	83
Approved	20
Completed	17

Fenland Internships CRF / Turning Point	
Businesses Reached	83
Applications	56
Approved	38
Completed	29
Jobs Created	20

<b>Company name (District)</b>	Del Monte - Fenland
<b>Opportunity</b>	To support the business with the local training provision to deliver required training for upskilling purposes and implementation of a Training Needs Analysis to determine which type of training their employees need mid to long term to allow them to thrive in their role, fill a knowledge/skill gap, or develop their learning in order to improve their job performance
<b>How Growth Works with Skills supported</b>	We have identified suitable ITPs who could deliver their short-term training needs and made the required introductions including training opportunities for their management population and employees where English is not their first language, so ESOL provision and provider have been sourced. For a longer-term piece, we are to provide support to build and (EVP) to strengthen future recruitment and position Del Monte as a local employer of choice and a place where a career can be built.
<b>Outcome</b>	Since our engagement, learning outcomes have been identified x16 Level 3 Team Leading qualifications to be delivered in Q9 across the business

# Environmental Science Group Limited

What does the company do?	Health, Safety and Environmental Science. We specialise in the production of Safety Data Sheets (SDS) and product Labels for compliance with International Regulations such as Classification, Labelling and Packaging (CLP), Globally Harmonised System (GSH), Control of Substances Hazardous to Health (COSHH), etc. Recently, we developed a new and unique foaming hand sanitiser of which the ethanol was tapped from palm trees. The palm tree product meets the WHO and European (EN1276 and EN1500) standards.
What benefits did you find in taking on an intern?	New interns are now integrated to becoming part of the SDS Writing Team. We can expand the business as we are able to service the needs of more customers and meet their deadlines.
What was the outcome of the internship? E.g. permanent position, apprenticeship, etc	All the interns completed the training and reached the basic standard required to become an SDS Writer. We would like to extend the training to the next level so that they are able to handle more complex chemical products that are mixtures and not just single chemicals.  The internship has opened up a further opportunity for our business to extend the SDS training program to commercial organisations. It is our intention to develop this soon and introduce it on the market by the end of year 2022.

*“Pace: Excellent! It was adapted to accommodate the varying needs of the interns so that we were all on same page and understand what was taught.*

*Delivery format: Good. Informal and different from the training classes or courses I am used. Delivery format made interns do more personal research following the things taught. The weekly assignments given out were good for interns to evaluate and practice what was taught.*

*Material: Excellent. Current and updated materials and references were used.*

*Benefits: Un-quantifiable. It’s a narrow field and seeing job prospects relating to this field is a motivation not to relent. Applying the knowledge of the training to product compliance and safety is rewarding for me.”*

*“The SDS training course for me was compact. I’m amazed at how much we learnt and understood in such a short period of time. Though the pace was quite intense, the delivery format was really very good, as the instructors patiently carried everyone along making sure that we all understood each section before moving to another.*

*I feel very privileged to be a part of this training program, as very few people have considerable expertise in this aspect of safety.”*

# CEC – FENLAND COMPASS EVALUATION – to DECEMBER 2022

SCHOOL	DATE COMPASS EVALUATION LAST TAKEN – AUTUMN 2022	BENCHMARK 1 STABLE CAREERS PROGRAMME	BENCHMARK 2 LABOUR MARKET INFORMATION	BENCHMARK 3 ADDRESSING THE NEEDS OF EACH STUDENT	BENCHMARK 4 LINKING CAREERS TO THE CURRICULUM	BENCHMARK 5 ENCOUNTERS WITH EMPLOYERS & EMPLOYEES	BENCHMARK 6 EXPERIENCE OF THE WORKPLACE	BENCHMARK 7 ENCOUNTERS WITH FE, HE & APPRENTICESHIPS	BENCHMARK 8 PERSONAL GUIDANCE	ENTERPRISE ADVISER
1	13.12.22	88%	80%	81%	100%	100%	37%	87%	100%	MARCIA DAVIES ANGLIAN WATER
2	10.12.22	100%	100%	100%	100%	100%	100%	100%	100%	KIEREN CROSS VINE LAW
3	2.11.22	100%	100%	100%	100%	100%	62%	91%	100%	MARCIA DAVIES- ANGLIAN WATER & SHELLEY HANKINS – SMURFIT KAPPA
4	6.12.22	88%	100%	100%	68%	75%	100%	79%	100%	MARTIN LAWRENCE STAINLESS METALCRAFT
5	22.11.22	100%	100%	90%	100%	100%	100%	100%	100%	DARYL KEYWORTH CAREERS & ENTERPRISE COMPANY
6	6.12.22	100%	100%	81%	81%	100%	50%	50%	100%	JOHN RASHLEY MJS CONSTRUCTION
<b>Notes</b> 4 – Secondary Schools + KS5 1 – Special Educational Needs & Disabilities Academy 1 – Alternative Provision		<b>CEC 2022-23 Floor Targets</b> Average 5 BMKS 3BMKs incl BMK1 Enterprise Adviser 98%			<b>Fenland</b> Average 5.3 BMKS 3BMKs incl BMK1 Enterprise Adviser 66%			<b>5.3 BMKS</b> <b>66%</b> <b>100%</b>		Compass Evaluation is a self-assessment of the school's careers programme. Schools retake compass 3 times per year – December, March & July.

# EMPLOYER ENGAGEMENT

- All 4 secondary schools have an annual careers fair with 30-40 local & national employers, FE, HE & Training Providers
- The Alternative Provision & Special School engage with a smaller number of local employers, FE & Training Providers to meet the needs of their students.
- All 6 schools have excellent relationships with their enterprise advisers who not only support them strategically but often operationally too.
- Recently, Neale Wade & Cromwell visited NCTS for their Apprenticeship showcase day for National Apprenticeship Week.
- Cromwell Community School had a post 16 afternoon inviting in employers and providers.
- Olive AP – Nene Valley welcomed in MJS Construction who gave a talk on entry level apprenticeships.
- Meadowgate are involved in a SEND Video with the NHS & GS Fresh on 'How does it feel for a person with additional needs to have an interview & get a job'
- Thomas Clarkson recently held 'Grab a Grade Week'. Employers supporting career activities whilst Yr10 went out on work experience

## CHALLENGES – looking ahead .....

- Compass evaluations have been consistently high over the last 3 years. Careers leaders took advantage of CEC Careers Leader training and Opportunity Area funding. This had a very positive impact on careers programmes and compass evaluations along with the financial support of Opportunity Area funding, NEACO & The Skills Service.
- 3 of the 6 schools have new careers leaders. Careers leaders are having less and less time to engage with employers, a trend being seen not only in Fenland but elsewhere.
- Engagement with some schools may become more challenging going forward.

**A S Morey - Senior Enterprise Co-A Ordinator for Fenland – 12.2.23**







**GROWTH  
WORKS**

FUNDED BY  
 **CAMBRIDGESHIRE  
& PETERBOROUGH**  
COMBINED AUTHORITY

 **THE BUSINESS BOARD**

  
**HM Government**

 **European Union**  
European Structural  
and Investment Funds