South Cambridgeshire District Council

Economic Development Strategy

2010 – 2015

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Foreword

Overall Purpose and Aims

1.1 Introduction

1.1.1 This report sets out the Economic Development Strategy for South Cambridgeshire prepared by South Cambs District Council (SCDC). It has been combined with a local economic assessment and policy implications prepared by PACEC for the District working with the Council and its partners. The aim of the economic assessment was to provide evidence and information for SCDC on the local economy and the issues faced, which would assist in identifying actions to be taken for the economic benefit of residents, businesses, and other organisations in the area. The full results of the economic assessment are presented in a supporting document[1].

1.1.2 PACEC, South Cambridgeshire District Council members and officers and delivery partners have contributed to develop this strategy, comprising six strategic themes, their aims and objectives and proposed actions following consultation with the residents, businesses, partners and other organisations to help build ownership and ensure it is theirs.

1.1.3 The strategy will reflect the overall vision of the Council:

- *To ensure South Cambridgeshire is a safe and healthy place where residents are proud to live and where there will be opportunities for employment, enterprise and world-leading innovation.*
- *To ensure the Council is a listening Council, providing a voice for rural life and first-class services accessible to all.*

1.1.4 The Council, with its partners, will seek to underpin the economic wellbeing of the District and maintain a progressive, modern, innovatibe balanced and resilient economy and be open for new business.

1.1.5 The strategy is for the period 2010 to 2015 and will be updated annually.

1.1.6 The role of the Council in economic development, as with other Local Authorities, whilst important, is limited. There are a range of other factors at work – in particular the overall economic context and public expenditure constraints. The Council can influence the local economy through its policies and actions to create an environment through working with partners to achieve economic well being. The strategy will be delivered by the Council, with its partners, and joint actions will help increase the subsequent benefits for the area.

1.1.7 The strategy has some key strategic priorities and themes covering:

- The role of South Cambridgeshire
- The support for businesses
- The low carbon economy
- Building sustainable communities
- Improving the infrastructure

[1] South Cambridgeshire District Council.Economic Assessment. (PACEC) July 2010

- Support for businesses in the recession

1.1.8 These themes reflect and underpin the Council's corporate aims and commitments:

- To be a listening Council providing first class services accessible to all
- To ensure that South Cambridgeshire continues to be a safe and healthy place for residents and their families
- The make South Cambridgeshire a place in which residents feel proud to live
- To assist with the provision of local jobs for residents
- To provide a voice for rural life

1.1.9 These commitments are reflected in the Council 's specific policy documents.

1.2 The Context

1.2.1 South Cambs and Cambridge have long running strong interdependent linkages and form a key part of a wider functioning economy which embraces other cities, towns and rural areas[2].

1.2.2 The policy context for preparing this strategy at local, national and regional levels has changed significantly since the credit crunch, the recession, and the formation of the Coalition Government in May 2010 and its emerging policies on public spending and the governance arrangements for implementing economic development, regeneration, planning, and business support services, along with other policy measures.

1.2.3 It is recognised that as a result of the Coalition Government's policies, the funding, availability and delivery arrangements and organisations involved will change. For example, for Business Link and the winding up of EEDA. In particular the new Local Economic Partnership (LEP) and its services will potentially be important in helping to improve economic prospects for South Cambridgeshire simplify the partnership landscape and help coordinateg activity in conjunction with the activities of central government departments. There will be a period of transition in the run up to the new governance arrangements.

1.2.4 The context is likely to continue to change in the future and hence our strategy will be flexible and adapted to meet changing circumstances and opportunities while retaining the overall aims and vision of the Council.

1.3 Delivery of the Strategy

1.3.1 The strategy will be delivered by South Cambs and its partners including the newly created LEP, working closely together, reflecting their functions, specialisms and resources available (including local and central government resources with EU funding). The policy themes and actions reflect these. The delivery will also involve businesses, the voluntary / community

[2] Local Government Association. Prosperous Communities II. 2007. Sub-regional maps – Cambridge area.

sector, other organisations, and residents. The strategy will be monitored and adjusted where necessary to reflect opportunities, need and resources.

1.4 The Approach to Preparing the Strategy

1.4.1 In order to prepare the strategy, there has been consultation with partners, stakeholders, businesses and residents. This has formed part of an integrated research programme customised to be policy sensitive and draw out the policy lessons. This has consisted of the following research tasks:

a Liaison with SCDC. Meetings with key Councillors and staff at SCDC who form the Steering Group for the project.

b A Desk Study. This covered a wide range of policy and research reports that are relevant to South Cambs.

c The Economic Profile of South Cambs. This was carried out using the PACEC Local Economic Performance System (LEPS). This comprises up-to-date data from the Office for National Statistics (ONS) and other data sources.

d Drivers of Change. Economic projections for the South Cambs area focusing on employment, key sectors and major developments such as Northstowe.

e Discussions with stakeholders. These were held with a wide group of stakeholders with a knowledge of the local and sub-regional economy. They are shown in Appendix A.

f A survey of businesses. A representative sample of some four hundred businesses was interviewed on issues they faced, with quotas by size, sector, and location in South Cambs.

g A survey of residents. Some three hundred interviews were held on key issues with a cross section of residents by age, gender, and location in key villages in South Cambs.

1.4.2 A formal consultation period was organised from late October 2010, closing in January 2011 to allow comments to be made on the draft strategy which was published by the Council. Consultees could respond directly to the Council or through a web-based survey. A workshop, meetings and presentations were held in this period with partners in the South Cambridgeshire area to examine the evidence, policies and themes.

1.5 The Structure of the Strategy Document

1.5.1 The economic trends are shown in chapter 2, with the drivers of change and projections for the future. Chapters 3, 4, and 5 summarise the views of businesses, residents and stakeholders. Chapter 6 sets out the policy themes, actions and partners, priorities, and timescales. Chapter 7 shows the arrangements for monitoring and review.

1.5.2 The appendices show the stakeholders interviewed as part of the research and the reviewed policy documents.

2 The Economic Trends

2.1 Introduction

2.1.1 This chapter examines the economic performance of the South Cambridgeshire district as part of a wider functional economic area including Cambridge. It focuses on the key economic and social indicators that are important to the local economy. This includes and reflects those suggested in the SNR guidance[3]. The South Cambridgeshire performance is compared with the following areas:

- Cambridge district
- The former county of Cambridgeshire
- The Greater Cambridge Partnership Area (districts of Cambridge, South Cambridgeshire, East Cambridgeshire, Huntingdon, Fenland, St Edmundsbury and Forest Heath)
- The East of England Government Office Region
- Great Britain[4]

2.1.2 The economic analysis follows the structure of the SNR guidance by considering:

- Prosperity, Employment, Enterprise and Sectors
- Land, Premises and Inward Investment
- Labour Supply and Skills
- Transport and Mobility
- Housing, Social Issues and Facilities

2.1.3 The analysis has been carried out using the in-house PACEC Local Economic Profiling System (LEPS). This houses and enhances the Office of National Statistics (ONS) data and other sources. It comprises over one hundred and forty key indicators as an integrated computer based and easy to access package. The data has been verified and developed so that it could be used with confidence.

[3] BIS and DCLG Sub National Review 2007 and BIS guidance for Local Economic Partnerships 2010
[4] Where data for the whole of Great Britain are not available, the national comparator used is either England and Wales, or England.

Panel 1: Prosperity, Employment, Sectors, Enterprise and Innovation

Prosperity

- South Cambridgeshire has an income (expressed as Gross Value Added) of £26,300 per annum per person, which is higher than that for Cambridgeshire as a whole, the region, and Great Britain.
- South Cambridgeshire businesses are relatively productive compared to the county and the region, with each local job adding £48,500 of value in 2008.
- The productivity of South Cambridgeshire remains high when adjusted for industrial structure, suggesting that it derives from efficient businesses as well as its concentrations of high tech and value added industries.
- Mean workplace-based weekly earnings in South Cambridgeshire in 2009 were £727, compared with £640 in Cambridge and £589 nationally.
- The disparity between mean earnings of men and women in South Cambridgeshire is greater than it is in the rest of the country

Employment and Sectors

- South Cambridgeshire has had very strong workplace job formation over the last two decades, by both local and national standards. There are some 77,300 employees in 2008 and following a decline to 2010, the number is likely to rise to c.77,000 in 2014 – but subject to the government's policy stance and the post recessionary period.
- The highest employing sectors in South Cambridgeshire are finance and business (20,700), public service (14,000), and manufacturing (12,200).
- Using a definition of high tech industries developed with Greater Cambridge Partnership, South Cambridgeshire has circ 16,200 jobs in high tech in 2008 (a figure which has doubled since 1991). This represents some 21% of jobs in South Cambs and over 3 times the national share. There are a further 10,300 jobs in knowledge-based industries, though this share of 13% is slightly lower than the national share. The key high tech growth sectors were R&D (with almost a twofold increase since 2001) with declines in electronics, computing / software and chemicals from the early/mid part of the last decade.
- The strongest growing sectors overall since 2001 were R&D, wholesale/storage, professional business services, and education.
- The declining sectors over the same period were manufacturing (especially electronic and chemical activities) and transport.
- The industrial structure of South Cambridgeshire's employment shows a very significant concentration of research and development, with a location quotient of 18[5]. There are also high concentrations of employment in high-tech engineering manufacturing and in computer software and services.
- Professional occupations, including those in research and education, are extremely well-represented in South Cambs and Cambridge relative to the national average. Managers, senior staff, and skilled trades occupations are also well-represented in South Cambridgeshire.

[5] Any figure above 1 is higher than the national average.

Panel 1:	**Prosperity, Employment, Sectors, Enterprise and Innovation**

Enterprise and Innovation

- There are some 7,240 establishments in South Cambridgeshire.
- The stock of active businesses (including VAT registrations) has been growing strongly in South Cambridgeshire, with an increase of 700 (2004-2008). This represents growth of 10.3% recorded over this period. This compares favourably with Cambridge where growth was 7.1%.
- South Cambridgeshire's business base is very productive in terms of the number of patents obtained relative to the number of companies, reflecting the local specialisation in R&D.
- Innovation is also reflected in the employment and occupations in high tech businesses and the R&D sector shown above.

Panel 2:	**Land and Premises: Existing Businesses and Inward Investment**

- South Cambs has a range of premises for businesses of all sizes with both smaller and larger individual industrial estates in or close to the villages. It also has some significant flagship developments including the science and technology parks and innovation centres which offer high quality premises and facilities, with business support services set in attractive physical environments.
- The average rateable value as a reflection of demand for commercial and industrial floorspace in South Cambridgeshire is high by national standards, but much lower than in Cambridge City.
- South Cambs has attracted significant inward investment from the UK and overseas. Key countries are the USA, the Scandinavian countries, Germany and more recently South East Asia and India. Key sectors have in particular included high tech activities in the R&D, computing, life sciences/biosciences and engineering sectors. Other sectors have included retailing and distribution, especially as branches of major UK businesses.

Panel 3:	**Labour Supply and Skills**

- The population of South Cambridgeshire has been growing more rapidly than its comparator areas. In 2008, there were 142,000 South Cambridgeshire residents with an estimated 146,000 in 2010.
- South Cambridgeshire's economic activity rate (and those in work) is high by local, regional and national standards.
- The professions are strongly represented in South Cambridgeshire and more so than in Cambridge, or elsewhere.
- A high proportion of South Cambridgeshire residents are educated to degree level but less so than in Cambridge.
- The state school GCSE results are very strong in South Cambridgeshire, with the rate of students achieving 5 good GCSEs having been consistently above 65% since 2002 onwards.

Panel 4:	**Transport and Mobility**

- The rate of car ownership in South Cambridgeshire households is over 80% in most locations and is somewhat higher than car ownership in Cambridge.
- The proportion of employed people who drive to work also increases with distance from Cambridge.
- A significant number of residents commute out of South Cambridgeshire on a daily basis while fewer commute in to work. The net commuting position in South Cambridgeshire is that around 5,000 more people live in South Cambridgeshire and work elsewhere (particularly Cambridge City), than live elsewhere (particularly Cambridge City and the rest of Cambridgeshire) and commute into South Cambridgeshire to work.

Panel 5:	**Housing, Social Issues and Facilities**

- Home ownership stands at 78% in South Cambridgeshire compared to 72% in the Cambridge sub-region. The rate of owner occupation of housing in South Cambridgeshire varies by ward from below 50% to over 90%.
- House prices in South Cambridgeshire have been higher than the national average over the past decade but lower than in Cambridge.
- Compared with workplace salaries, housing in South Cambridgeshire has been more affordable than housing in Cambridge, but had still reached a multiple of eight by 2008.
- Due to the number of dwellings classified in higher bands, average council tax levels in South Cambridgeshire are high relative to its comparator areas.
- South Cambridgeshire does not register in the poorest 10% of areas nationally on any of the components of the Index of Deprivation apart from "Barriers to Housing and Services" although there are small pockets of more deprived residents in some villages which include the migrant residents and travellers.
- Claimant unemployment has been consistently low in South Cambs, and the trends have followed regional and national trends.
- Income support levels have also been notably low, although they have been drifting slightly higher as national levels have fallen.
- The 2001 Census reported that three quarters of the South Cambridgeshire population considered themselves to be in good health.
- Crime rates as measured by the British Crime Survey are low in South Cambridgeshire relative to its comparator areas.

2.2 The Drivers of Change

2.2.1 A key issue for the strategy is the likely future direction of change in South Cambridgeshire.

2.2.2 This section sets out projections of economic activity in the South Cambridgeshire area focussing on employment as a key indicator. It considers the short- and long-term impacts of the recession in order to give an indication of the economic context and provide a basis to formulate policy. The projections are made using the PACEC in-house Local Economic Performance (LEPS) forecasting system. Proposals are also examined for the new settlements and housing areas as important future drivers of economic activity in South Cambs. However, there are likely to be influenced by economic and market prospects and the government's future policies on growth areas.

- **Employment:**
  - There has been a reduction in jobs in South Cambridgeshire of c.5,000 between 2008 and 2010 to some 72,300
  - It is anticipated there will be a recovery by 2014 to c.77,000 jobs. However, these estimates are highly dependent on the government's policy stance and the levels of business confidence
  - The largest projected contractions are in traditional manufacturing (-16.1%) and computer software and services (-15.5%). The greatest job losses are expected in professional business services (730) and education (580).
- **Growth Areas**
  - The growth areas within South Cambridgeshire at Cambourne, Northstowe, Cambridge East, Trumpington Meadows Orchard Park, and North West Cambridge are anticipated to provide 3563 dwellings by 2016 based on the draft housing trajectory for 2010-2025 included in the Annual Monitoring Report 2009-2010 (published in December 2010). The housing targets for the district will be reviewed through the Review of the Core Strategy which will begin promptly in 2011.
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3 The Resident's Survey

3.1 Introduction

3.1.1 This chapter sets out the summary results of the residents' survey in South Cambridgeshire. Residents' views are important in helping to shape policy and the response of the Council to issues they face. Key issues discussed included the strengths and weaknesses of South Cambridgeshire as a place to live and work, for example, its location, environment, housing, transport and facilities, and the priorities for action. Discussions were held with 400 residents of South Cambridgeshire on their needs and the policy issues relevant to them. In order to ensure that the results were representative of South Cambridgeshire's population, interview quotas were set by the number of residents in different villages, gender, and age.

Panel 6: Strengths and Weaknesses as a residential location

The views of residents are shown below (e.g. 75%)

Strengths

- Employment opportunities (33%):
  - Range of jobs (27%);
  - Status of jobs (27%);
  - Salaries (26%).
- The location (75%):
  - Proximity to Cambridge (80%);
  - Proximity to University (73%);
  - Proximity to London (62%);
  - Proximity to South East (62%).
- Environment (74%):
  - Attractive villages (81%);
  - Rural setting (81%);
  - Countryside access (81%).
- Housing (62%):
  - Quality (60%);
  - Availability (52%).
- Facilities:
  - Retail (59%);
  - Cultural (62%);
  - Tourist (61%);
  - Leisure (60%);
  - Heritage (60%);
  - Schools (59%);
  - Health services (58%);
  - Higher education (57%).
- Image and reputation (49%):
  - Overall quality of life (58%);
  - A sense of place (46%);
  - "On the map" (42%).

Weaknesses

- Employment opportunities (10%):
  - Range of jobs (16%);
  - Availability of training (16%);
  - Status of jobs (14%);
  - Salaries (14%).
- The location:
  - No weaknesses
- Environment:
  - No Weaknesses
- Housing (5%):
  - Affordability (24%);
  - Availability (6%).
- Facilities:
  - Retail and leisure (8%):
  - Retail (18%);
  - Village centre services (14%);
  - Tourist (10%);
  - Hotel (10%);
  - Health services (9%);
  - Higher education (5%).
- Image and reputation (6%):
  - "On the map" (8%);
  - A sense of place (7%).

Panel 6: Strengths and Weaknesses as a residential location	
• Transport (38%): – Rail (38%); – Airports (36%); – Roads (32%). • As a place to live: – Social environment (37%); – Voluntary activities (39%); – Safety and security (31%); – Race relations (30%).	• Transport (8%): – Bus service (30%); – Roads (21%); – Rail (14%). • As a place to live: – Social environment (4%); – Crime (14%); – Safety and security (12%).

Panel 7: Priority policies and actions. Residents Views

- **To stimulate job opportunities, residents wanted:**
  - Greater inward investment / new businesses (23%);
  - Lower business rates (40%);
  - More training provision (13%);
  - More business grants (11%).
- **To improve the transport system, residents wanted:**
  - Improved bus services (45%);
  - Regular buses (17%);
  - Reduced congestion on the A14 (10%);
  - Better bus stations (10%).
- **To stimulate sustainable communities, residents wanted:**
  - Increased policing (37%);
  - Better health provision (25%);
  - More council houses (20%);
  - More affordable housing (18%).
- **To improve the quality of life, residents wanted:**
  - Better waste/bin collections (23%);
  - Better landscaping of public areas (14%).

4 The Survey of Businesses

4.1 Introduction

4.1.1 As part of the research, interviews were held with local businesses on their business aspirations, the constraints they faced, the strengths and weaknesses of South Cambs as a business location and the policy issues and priorities for businesses. The discussions were carried out by telephone using a structured questionnaire. Some 400 businesses were interviewed representing all sectors of the economy and locations. A high proportion of larger businesses were interviewed as they affect substantial numbers of employees and residents and exert a substantial influence on the economy. However, the survey results presented in this chapter have been weighted to be representative of the South Cambridgeshire businesses overall.

Panel 8: Business objectives

- **Short term:**
  - 44% expected to grow moderately or rapidly;
  - 41% expected to stay the same size;
  - 7% hoped to survive.
- **Long term:**
  - 61% expected to grow moderately or rapidly;
  - 30% expected to stay the same size;
  - 5% hoped to survive.
- **The most important business objectives were:**
  - to increase turnover (50%);
  - to increase profit margins (27%);
  - and to stabilise existing business (20%).
- **Over the next six to twelve months:**
  - 73% expected turnover to stay the same;
  - 58% expected employment to stay the same;
  - 67% expected productivity to stay the same.
- **The largest companies were:**
  - More likely to expect to grow;
  - More focussed on profits, productivity, and cost reduction.

Panel 9: Business constraints

- **The economy and finance (55%):**
  - Economic uncertainty (41%);
  - Low demand for products (30%);
  - Lack of confidence (30%);
  - Cash flow / finance (27%);
  - Lack of finance (24%).
- **Overall costs (35%):**
  - Cost of energy (24%);
  - Cost of goods and services (19%);
  - Cost of premises (17%).
- **Transport (20%):**
  - Road (17%)'
  - Bus services (7%);
  - Rail (4%).
- **Sites and premises (26%):**
  - Transport and access to sites (11%);
  - Planning policies (9%);
  - Quality of sites and premises (7%);
  - Parking (7%).
- **Skills (10%):**
  - Management skills (6%);
  - IT and innovation (6%);
  - Less skilled / elementary occupations (5%).
  - Significant recruitment uncertainty.

Panel 10: Strengths and Weaknesses of South Cambridgeshire

Strengths

- **The environment (71%):**
  - Attractive villages (64%);
  - Rural setting (63%);
  - Access to the countryside (58%).
- **The location (69%):**
  - Proximity to customers and markets (51%);
  - Proximity to Cambridge (48%);
  - Proximity to the South East (47%);
  - Proximity to London (46%);
  - Proximity to the University (38%).
- **Facilities:**
  - Retail (55%):
  - Retail (48%);
  - Heritage (48%);
  - Cultural (45%);
  - Leisure (45%).

Weaknesses

- **Business support (19%):**
  - Council policy towards business (16%);
  - Council business support (14%).
- **Transport network (35%):**
  - Roads (23%);
  - Buses (18%).

Panel 11: Business linkages

- **Proportion of sales by value:**
  - South Cambridgeshire (30%)
  - Cambridge (15%)
  - Rest of Cambridgeshire (9%)
  - Elsewhere (46%)
- **Proportion of purchases by value:**
  - South Cambridgeshire (39%)
  - Cambridge (15%)
  - Rest of Cambridgeshire (7%)
  - Elsewhere (39%)
- **Employees by area:**
  - South Cambridgeshire (68%)
  - Cambridge (16%)
  - Rest of Cambridgeshire (7%)
  - Elsewhere (9%)
- **Advice sources used (20%):**
  - Cambridge (15%)
  - South Cambs (10%)
  - Rest of Cambs (9%)
  -
- **Collaboration with others (80%):**
  - Other firms (73%)
  - Suppliers (51%)
  - Competitors (33%)
  - Universities (34%)
- **Informal networking (75%):**
  - Other firms (67%)
  - Suppliers (46%)
  - Competitors (35%)
  - Trade associations (30%)

Panel 12: The economic downturn

- **Expected job losses:**
  - All over (85%);
  - South Cambridgeshire (6%);
  - Cambridge (5%).
- **Occupations at risk:**
  - All occupations (45%);
  - Construction (24%);
  - Drivers (13%).
- **More business opportunities (24%):**
  - From closures (36%).
  - Flexibility / diversification (26%).
- **Fewer opportunities (35%):**
  - Businesses closing (33%);
  - Job losses (35%);
  - Less money being spent (34%).

Panel 13: Energy efficiency: business practices

- **Largely efficient in:**
  - Energy efficient practices (44%);
  - Energy efficient equipment (33%);
  - Water use minimised (28%)
  - Energy-efficient premises (27%).
- **Addressed environmental issues (fully or partially):**
  - Energy efficient practices (85%);
  - Energy efficient equipment (82%);
  - Energy-efficient premises (75%)
  - Water use minimised (70%).

Panel 14: Key policy issues – to stimulate the following:

- **Business growth:**
  - Lower business rates (60%);
  - Grant provision (18%);
  - Lower rents (9%).
- **Inward investment:**
  - Lower business rates (54%);
  - Grant provision (16%);
  - Tax breaks (13%).
- **Businesses start up:**
  - Lower business rates (54%);
  - Grant provision (26%);
  - Lower rents (9%).
- **Improved transport:**
  - Better bus service (27%);
  - Reduce congestion on A14 (27%);
  - More bus routes (17%);
  - Better road conditions (16%).
- **Sustainable communities:**
  - More council houses (37%);
  - Affordable housing (29%);
  - Better health provision (27%);
  - More police on the street (23%).
- **The quality of life:**
  - Better bin collection (13%);
  - Lower business rates (12%);
  - Funding for community facilities (11%).

Panel 15: Views of the high tech cluster businesses

The main results for high tech manufacturing and service businesses and knowledge-based firms were as follows:

- 44% of hi-tech manufacturing firms viewed increasing employment as an important business objective (compared with 12% of all firms)
- Only 10% of knowledge-based organisations faced economic or financial constraints on their objectives (versus 55% of all firms)
- Hi-tech manufacturing firms were most likely to see the local labour market as a strength (58%, as against 32% of all firms). Knowledge-based organisations were most likely to see health and education in general as strengths (85%, as against 43% of all firms). Hi-tech service firms were more likely to see the social environment and general image or reputation of South Cambridge as key strengths than other firms.
- Hi-tech manufacturing and service companies were most likely to value locational advantages such as proximity to Cambridge or the South East as strengths. ICT firms were less concerned about these, particularly proximity to the South East (19%) or customers/markets (19%).
- Service firms were most likely to view the cost of transport (32%) and business rates (27%) as strengths.
- Manufacturing firms were most likely to view the road network as a weakness (47%, as against 23% of all firms).
- Among the features of the South Cambridgeshire economy, manufacturing firms were most likely to value the culture for innovation (55%, as against 31% of all firms) and service companies most likely to value collaboration between businesses (47%, as against 28% of all firms).
- Manufacturing firms were the most likely to see strengths in the local labour market, particularly the quality of labour, status of jobs, willingness to work/train, availability of

Panel 15: Views of the high tech cluster businesses

training, and cost of labour.

- Service firms were the most likely to value the strengths in South Cambridgeshire's retail and leisure offer, particularly tourist facilities (66%, as against 46% of all firms) and cultural facilities (67%, as against 47% of all firms). They were also most likely to value all aspects of the social environment, and the general image/reputation of South Cambridgeshire, as strengths.
- Hi-tech firms typically made a lower proportion of their sales in South Cambridgeshire and a higher proportion in the rest of the UK or overseas. In particular, while the average firm made 9% of sales overseas, the corresponding figure was 19% for hi-tech manufacture, 22% for ICT, and 30% for hi-tech services. Hi-tech manufacturers were also more likely to make purchases from overseas (24% on average, versus 5% for the average firm interviewed).
- ICT firms are more likely to employ people from Cambridge and the rest of Cambridgeshire, and less likely to employ people from South Cambridgeshire itself.
- 47% of hi-tech service firms are members of trade groups or business associations in the area, as against 24% of all firms.
- Hi-tech manufacturing firms were more likely than average (45% versus 19%) to view our projected job losses as too high.
- Hi-tech service firms were likely to think that the economic downturn would not provide opportunities for businesses in South Cambridgeshire (58%, compared with 33% of all firms).
- 83% of hi-tech service firms stated that they were fully resource/carbon efficient in at least one area, including energy-efficient practices (73%), use of water (59%), or energy-efficient equipment (59%). Among the four hi-tech and knowledge-based groups, ICT companies were most likely to have energy-efficient premises (61%).
- Stakeholders viewed the support and funding to exploit R&D and grow successful businesses as a weakness of the District.

5 Discussions with Stakeholders

5.1 Introduction

5.1.1 To enrich the research and draws out the policy issues discussions were held with some forty stakeholders who had knowledge of the South Cambridgeshire and sub-regional economy. These stakeholders had general and specialist knowledge, for example, Local Authorities, businesses, the business support organisations (e.g. Business Link, FSB and Cambridgeshire Chambers of Commerce) the education sector, the commercial property sector, the voluntary sector, those involved in promoting the area and inward investment such as East of England International. They reflected the results of research and reports they had carried out, which were updated based on their views. The stakeholders were asked for their views on the following topics:

- The role of South Cambridgeshire in the sub-region
- The strengths and weaknesses of South Cambridgeshire in terms of economic development and growth:
  - Employment, enterprise and sectors
  - Land, premises and inward investment
  - Labour supply and skills
  - The transport network
  - Housing, social issues and facilities
  - The South Cambridgeshire image and brand

5.1.2 The discussion focussed on the strengths and weaknesses reflecting stakeholder research and views and allowed insights into the policy implications and options for South Cambridgeshire District Council working with its partners.

Panel 16: Overall Strengths and Weaknesses. Partners' Views

Strengths	Weaknesses
The Role of South Cambridgeshire in the Sub-Region	
• World class economy role and key role in the sub-region as both a major residential and employment area: supplier of labour and employment opportunities • A key recreational role: countryside access and facilities	• Some concerns that major developments for housing, employment (and associated facilities and community infrastructure), and transport infrastructure / projects will not go ahead or be delayed resulting in continuing increased imbalances between jobs/housing overall and in more local areas (eg south of Cambridge). • Some concerns over the utilities, energy and telecoms/broadband infrastructure requirements and the need to keep pace with demand. • Concern over the coordination required to ensure well located, adequately linked and energy efficient developments to help achieve carbon reduction aims. • Concern over funding and the policy direction required to create a sustainable and more energy efficient / low carbon economy which involves businesses and residents.
Employment, Enterprise and Sectors	
As a location for business and connectivity • Relatively strong entrepreneurial culture: high tech and business services sectors • Relatively large scale of business activity and employment opportunities • Sectoral strengths and key drivers: global presence in R&D, high tech, the emerging green technology sector, conventional manufacturing, rural industries and tourism as an expading opportunity sector (as a result of increasing globalisation)	• Not the same entrepreneurial buzz as in the City and it was hidden in South Cambridgeshire • Fewer retail, leisure and some public sector occupations (e.g. health) • The tourist attractions could be publicised more and linked to the Cambridge offer • Vulnerable to the recession. Fewer public sector jobs. The high tech cluster and supply chain. The contraction in conventional manufacturing, light industrial and construction jobs. • Concentration of activity and the need to diversify opportunities • The need to strengthen start-up support and enterprise • Public sector expenditure cuts. Fewer public sector jobs and supplier / contract opportunities for businesses and individuals • Downside of uncertainty over continued

Panel 16: Overall Strengths and Weaknesses. Partners' Views	
Strengths	**Weaknesses**
	growth prospects in USA and European economies and prospects for the Far East and China • Shortage of debt and equity finance for businesses (especially for innovation and R&D / exploitation) Support and funding to exploit R&D and grow successful businesses • Lack of specialist proactive business support services for high tech and in design / innovation. Lack of awareness of support in conventional / construction sectors and the time it takes to obtain it. Constraints: finance (reflecting different sector/stage of development needs), marketing skills / support (including local markets and exporting) support for innovation (including access to the universities), regulation / quality issues and managing to surviv • Collaboration, business to business networks in some key sectors such as high tech and life sciences may be constrained. • Need to fully exploit green technology opportunities • Support to help businesses become greener and more energy efficient • The need to maintain a balance and diversify the economy • Reorganisation and reduction of business support services eg Business Links, EEDA, and central government programmes and private/public sector business/enterprise support
Land and Premises	
• Good supply of sites, key drivers and flagship projects: science park, innovation centres, research campuses and other provision for high tech along with and some other commercial/industrial estates • Major developments in the pipeline eg Cambridge Biomedical Campus • Good business facilities for business networking	• Older industrial estates: needed to be improved Sites not necessarily in the right locations: close to the city, transport routes and other major sites • Shortage of premises in the 1,500-2,000 sq m range for smaller and medium sized businesses in the right locations (key villages) in the light industrial, more conventional building services, warehousing, and office sectors

Panel 16: Overall Strengths and Weaknesses. Partners' Views	
Strengths	**Weaknesses**
	• Shortage of very small units eg at lower cost, for basic lab/office space. Conventional schemes and innovation centres have a key role to play • High premises costs for micros and smaller businesses. Shortage of comprehensive information on the availability of premises. • Need to ensure premises were greener and site allocations were in energy efficient locations • Need to simplify planning system to underpin business needs/growth.
Inward Investment	
• High tech clusters, entrepreneurial culture, skills, research parks, Stansted Airport, London links, housing / facilities, lower costs, the Cambridge image, proximity to Cambridge. • Major flagship high technology sites and complexes and sector/clusters eg the life sciences sector / cluster south east of Cambridge.	• Need to promote the area more positively and improve the South Cambs product by dealing with the short supply of major suitable sites close to Cambridge, congested roads and difficult access to Cambridge, a shortage of executive housing, relatively high costs for businesses with few grants
Labour Supply and Skills	
• Availability of labour was good in terms of quantity and quality that could be hired relatively easily • Range and mix of skills in South Cambridgeshire • Educational and training facilities, in particular the village colleges	• Labour mobility / accessibility constrained by transport, congestion and high housing costs especially for managerial / technical skilled and unskilled labour / mobility from elsewhere • Shortages of skills in some specialist skills: management, IT and innovation /product and service development / exploitation (with university access), exporting, and understanding regulations. • Shortages in some key sectors including high tech and life sciences • Some shortages for less skilled and elementary occupations • Potential effect of a capon migrant labour especially with higher level skills. • Higher unemployment in some of the public housing estates and villages – where younger people find it difficult to enter the labour market
The Transport Network	
• North-south major road and rail links and access to airports	• East – west transport links, especially the A14 and A505

Panel 16: Overall Strengths and Weaknesses. Partners' Views

Strengths	Weaknesses
• Access to Stansted Airport and international destinations	• Heavy congestion on roads into Cambridge Concerns over delays to the guided bus project • The rural bus services and those in and out of Cambrige:: limited routes, frequency and high costs • Cycleway network needed to be improved • The need to coordinate transport to ensure carbon reduction and sustainability
Housing, Social Issues and Facilities	
• Good supply and mix of housing types • High and rising housing costs attracted professional / managerial staff • Accessible leisure and recreational facilities in Cambridge • Major visitor attractions and outdoor leisure facilities • Village colleges: recreation, leisure and cultural and community activities • The opportunities provided by Northstowe as an eco-town to improve the housing stock and choice	• Some concern that housing, employment (with associated facilities and community infrastructure) and transport infrastructure projects would not go ahead and be delayed resulting in continuing imbalances. • High cost of housing which resulted in long housing waiting lists and restricted the supply of skilled and less skilled labour • Shortage of executive housing – owners / managers • Reliance on the City for major health facilities and specialisms • The need to integrate developments to ensure carbon reduction and sustainability
The South Cambs Image and Brand	
• Positive image and part of the Cambridge brand • Good quality of life	• More could be done to use the image and brand to underpin and attract investment

Source: PACEC Discussions with Stakeholders

6 Strategic Themes and Priorities

6.1 Introduction

6.1.1 This chapter outlines the six key strategic themes the strategy will focus on in order to foster a prosperous economy in South Cambridgeshire.

STRATEGIC THEMES / PRIORITIES

- **The Role of South Cambridgeshire**
- **Support for Business**
- **A Low Carbon Economy**
- **Building Sustainable Communities (place shaping)**
- **Improved infrastructure**
- **The Recession and Sector Support**

6.1.2 The chapter sets out a summary rationale for the aims and objectives for each theme. For each theme there are the actions with the partners suggested that will help deliver them, the priorities within the theme and the timescales.

- The priorities are either relatively high (H), medium (M) or relatively low (L), albeit still important and relevant.
- Where actions are initiated or enhanced they are designed to fill gaps in provision. Other programmes should be maintained to prevent gaps from occurring.
- While actions are allocated under one strategic theme, they do in some cases relate and contribute to other strategic priorities, and are cross referenced.

6.1.3 It should be noted at the outset that the partners may change as the governance arrangements, especially arising from central government polices, are evolving. This is likely to mean that, for example, the agencies that provide business support services, including support for innovation, may change. It is envisaged that the Local Enterprise Partnership (LEP) for the Cambridge sub-region will be an important new partner. The role of existing agencies and partners may be subject to change.

6.1.4 The Council will continue to work with and build upon the current policy framework and work with partners which includes the economic development and planning policies for the region, the sub-region and the South Cambs area including economic development, planning, transport, enterprise, training and skills development policies. The policies are relevant to the overall role of South Cambridgeshire in the sub-region, settlement patterns, housing and employment, growth, sites and premises, land use, business and enterprise support, and skills and labour of the development, in particular.

6.2 Role of South Cambridgeshire

6.2.1 South Cambridgeshire plays a key role in the economic prospects of the greater Cambridge sub-region and the county, as a functioning economic area, and will continue to maintain and enhance this position. It is important in underpinning the resilience of the economy and its growth and ensuring it is well balanced. The South Cambs area is a major provider of employment opportunities. This includes the scale of employment which stood at 76,100 in 2008 (or 19.4% of the sub-regional total) and the opportunities in a diverse range of sectors including the conventional economy and the high tech sectors. The conventional sectors have a key role to play in terms of the scale of opportunities. South Cambs is home to world class, highly competitive businesses, especially in the high technology sector and its sub-sectors including biosciences as a result of local start-ups and inward investment to the area. The research campuses and their businesses, e.g. the Cambridge Science Park, Granta Research Park and Babraham Institute are flagship and highly visible projects.

6.2.2 South Cambridgeshire is intrinsically linked economically to Cambridge and the wider area through the interchange, transactions and supply of labour between residents and businesses and the partnership arrangements between the public, private and voluntary, sector organisations and groups. Hence it is a key part of this functioning economy. It also has strong international links, for example, as a result of inward investment and international flows of capital, people, and ideas.

6.2.3 South Cambridgeshire is also a significant residential area, with a key housing role in the sub-region, with its population providing a significant pool of flexible and skilled labour at all levels and vital demand for goods and services in the District, Cambridge, and elsewhere.

6.2.4 These roles will be strengthened through the anticipated supply of housing and employment, at the new settlements around the City and at Northstowe as a result of planning policies. The South Cambs area is also a significant supplier of labour for employers in the sub-region and this is likely to increase. The occupational groups include a high proportion of professional, technical and managerial staff and those across the spectrum of other occupations, especially in retail and personal services. The quality of the labour force is underpinned by the relatively high qualifications of the workforce and the educational attainment levels of young people of school age.

6.2.5 The growth agenda, albeit subject to potential modifications as a result of expenditure constraints and economic context , will provide South Cambs with the unique opportunity to address some of the economic issues and broad economic needs locally and the functioning economic area to maintain balanced development throughout South Cambridgeshire, for example through planning policies and economic strategies for areas including Northstowe and around the City fringes. It will also permit the development of a more sustainable economy linking employment opportunities spatially with areas of population, and labour market growth and improving transport connectivity. The opportunities for future development will also permit more energy efficient settlements supported by green tech businesses and related sectors

6.2.6 The existing attractiveness of South Cambs as a residential and business area, coupled with the growth agenda and the settlements planned, provide an opportunity to strengthen the South Cambs image and brand reflecting these.

6.2.7 The key issues for policy to address are ensuring:

- Continued business competitiveness, including the key high tech sectors and clusters and inward investment
- Taking advantage of the strengths in research, development and exploitation
- Appropriate sustainable housing and employment land (with facilities and infrastructure) and their contribution to housing and business needs, the supply of labour and a balanced economy
- Local planning policies and planning practices are appropriate
- Growth opportunities in new towns and settlements are appropriate
- The image of the South Cambs area and its brand is communicated

STRATEGIC PRIORITY/THEME: ROLE OF SOUTH CAMBRIDGESHIRE

AIM

To ensure that South Cambridgeshire continues to underpin its economic role in the District/greater Cambridge sub-region as an employment and residential area and a location for world class businesses, balanced with its rural and broader economic requirements, and maintaining its natural features and attractiveness.

OBJECTIVES:

1. To **support** the **economic well-being** of the **District** by working with partners **to maintain, and** wherever possible **enhance, the key sectors underpinning the local economy -** especially within the high technology, clean technology and any other as yet unforeseen new sectors which may emerge.

2. Deliver, as a **key location**, appropriate **housing** and **employment land**, to address these issues and make a **positive contribution to improving the labour supply**, maintaining professionals and the workforce in key occupations that underpin the economic role of South Cambridgeshire.

3. Ensure that local plans and **planning practice reflect the broad economic needs** and the role of the District in the sub-region.

4. Take **advantage of growth opportunities** in growth areas and settlements in the District.

5. Continue supporting the distinctiveness of the South Cambridgeshire **image. Develop the District's brand** associated with its world renowned facilities, businesses and expertise with key economic clusters.

STRATEGIC PRIORITY/THEME: THE ROLE OF SOUTH CAMBRIDGESHIRE

PROPOSED ACTIONS:

Obj#	Action	Partners (**Lead**),	Priority	Timescale
1	Strategic agreement with partners and the Local Enterprise Partnership (LEP) on actions to improve the competitiveness of businesses and strengthen inward investment (retention & attraction)	**SCDC, LEP, EEII/EEID/UKTI**, Cambs Uni, Businesses	M	Immediate and ongoing
1	Develop actions to underpin existing and emerging high technology sectors and businesses (e.g. "Clean tech")	**SCDC,** EEII/UKTI, Cam Uni, Businesses	M	12 + months
2	Agree the strategic planning and infrastructure needs of the District in conjunction with key players to reflect the aims and needs.	**SCDC, LEP**, County Council, Developers, HCA	H	Immediate and ongoing
2	Agree the housing provision and mix of housing for the District to address needs and support labour supply and business employment needs.	**SCDC, LEP**, HCA, County Council, City Council (fringe sites), Developers	H	Immediate and ongoing
2	Review the Employment Land available to determine its locality	SCDC, City Council, LEP	M	12 + months
3	Work with the Planning (Policy & Development Control) to: • review planning applications that impact on delivery of economic development (jobs, investment) benefits for the District. • include economic considerations in reviewing and developing local planning policy documents to reflect reviewed/current business/economic development needs of the District and implement the Council's decision to amend core policy to support economic development. (Refer to Supporting Business theme).	**SCDC,** LEP	H H	Immediate and ongoing 6 - 12 months
2/3/5	Ensure that the District's economic needs and aspirations are reflected in emerging local, sub-regional/area strategies and action plans	**SCDC, LEP**	H	Immediate and ongoing
4	Outline and aid economic development requirements in major planning applications such as Northstowe and Cambourne through the inclusion of detailed economic development strategies. (Refer to "Sustainable Communities theme)	**SCDC, HCA,** Developers, **LEP**	M	Immediate and ongoing
5	Develop, participate in and enhance local economic partnerships to develop the distinctiveness and brand of the District and its economic profile, including developing the economic clusters (R&D and high tech), tourism, agriculture and other key opportunity sectors. (Refer to Supporting Business Theme)	**SCDC, LEP**, County Council, Visit Cambridge	H	Immediate and ongoing

6.3 Support for Businesses

6.3.1 Business competitiveness is critical if South Cambridgeshire is to maintain and enhance the quality of life for residents and businesses and economic prospects. Both new and existing businesses provide the largest share of the employment opportunities and income for residents in the district.

Start-ups and Existing Businesses

6.3.2 The stock of active businesses has increased more strongly in the South Cambs area compared to elsewhere in the County (including business VAT registrations). While enterprise remains relatively strong in South Cambs, greater stimulation and start-up and enterprise support could be provided to capitalise on the growth and opportunity sectors which will add to the resilience of the economy.

6.3.3 South Cambs has had strong job formation in the past decade with a decline in the two years up to 2010. The number of businesses has followed this trend. The growth sectors in South Cambs since 2001 have been R&D, wholesale/storage, professional business services and education.

6.3.4 The research showed that business support for all businesses could be strengthened (especially because of the changes to Business Link and the wind up of EEDA)to help address uncertainty and confidence as a result of the recession. Key issues were access to finance (more difficult in and following the recession), skills for marketing (advice for local opportunities and exporting), support and funding for R&D, innovation and product and service development and exploitation, IT and management.

6.3.5 While the high tech sector had performed strongly in the sub-region over the past few decades, activity had slowed and the recession had created uncertainty about future prospects. Stakeholders in particular considered that a clearer programme could be developed to address the needs of the high tech sectors, including collaboration, the links within the sub-region (with Universities, providers of finance and those with specialist expertise) to the wider economy and the local supply chain.

6.3.6 Tourism remains a strong developing sector underpinned by the attractiveness of Cambridge and the area as a place to visit. There are opportunities to expand the tourism offer (e.g. conferencing, educational and expanding visitor tourism, focussing on value rather than volume.

6.3.7 Consultations with businesses shows that for all businesses, sales locally were relatively low (especially in conventional manufacturing, construction and high tech sectors) and that public sector opportunities were not exploited. Around half business purchases are made outside the Cambridge sub-region. Collaboration with business advice organisations and networking could be stronger, especially amongst smaller businesses and those in the more conventional sectors and business services.

6.3.8 The consultations with businesses and partners make it clear that the sites for the growth and high technology sectors should be maintained and expanded, where appropriate, to facilitate both indigenous growth (business expansions and spin-outs) and inward investment. The stock of new sites in appropriate locations with access to the main settlements, key villages, the City, transport routes, and other key sites, can be increased to encourage and meet demand, as appropriate. Thematic flagship sites with sector clusters, especially for high technology, assist to increase critical mass, linkages, and spillovers and raise visibility and sector presence. The development of new and sustainable sites and premises will allow more energy efficient and green workspaces to be developed; this will strengthen the image of South Cambridgeshire.

6.3.9 It was considered by stakeholders in particular that the older industrial estates in the villages could be upgraded in terms of the stock and quality of premises, the physical environment, facilities and the access, potentially in discussions with owners and occupants.

6.3.10 In the view of some businesses and stakeholders, the availability of premises was not adequate, as a result of being inaccessible, the quality and facilities (especially parking) and relatively high costs, coupled with planning policies which were perceived to be insufficiently flexible (for change of use, extensions and new premises). It was considered that the supply of premises (serviced / unserviced) in the villages should be increased for start-ups, micros and SMEs, especially for businesses in the more conventional light industrial, building services, warehousing and the office sectors And in high technology lab/office and incubation facilities.

6.3.11 The small to medium sized businesses in particular, and stakeholders in the property sector, have identified premises as a constraint because of the inadequate quality, accessibility, parking, transport access and planning policies which were perceived to be inflexible.

6.3.12 It was considered that because South Cambs was spread over a wide area a comprehensive database of premises available would help improve awareness and relative costs.

Inward Investment

6.3.13 The South Cambridgeshire area has attracted a significant amount of inward investment (in particular foreign direct investment) to flagship sites and elsewhere. Inward investment, whether through the location of new businesses, acquisitions and mergers, or through tourism brings significant benefits. Through inward investment there is greater prospect of strengthening critical mass in key sectors, strengthening the image and visibility of South Cambridgeshire, diversifying and deepening activities, improving skills and the transfer of knowledge and know-how. Appropriate investment results in wider business and employment opportunities and choice, increased and higher incomes for residents.

6.3.14 It was considered by stakeholders, businesses and residents that the South Cambs inward investment product could be improved and the area promoted more vigorously to help provide a broader economic base and the continued resilience of the economy.

6.3.15 Key markets for inward investment remain the developed and larger economies in Europe, the USA and the Far East especially the Brazilian, Russian, Indian and Chinese (BRIC) markets. Sector markets include high technology (e.g. R&D and bioscience), and suppliers to flagship projects and other major activities (e.g. the 2012 Olympics).

6.3.16 The South Cambs area is an integral and functioning part of the greater Cambridge sub-regional economy. Hence it shares part of this image and brand which is attractive to inward investors. What has developed in the South Cambs area over the past twenty to thirty years are some key features:

- The relatively large, world renowned, leading edge research and development and high technology sector or prestigious sites
- Flagship projects including, for example, the Cambridge Science Park, and the Granta Research Park and other research facilities
- Plans for the new settlement at Northstowe as a leading eco-town
- Plans for the new settlement at Northstowe as a leading eco-town
- The high quality of life combining the work experience, with access to modern facilities and services and high quality houses and villages
- The tourism attractions and leisure facilities, including the arts and cultural facilities
- The rural character of South Cambridgeshire and the attractiveness of its villages

6.3.17 These features are considered by partners to give the South Cambridgeshire area a distinctive modern image with a high quality lifestyle.

6.3.18 Key issues for policy to address are to ensure that:

- South Cambridgeshire is open to start-ups, enterprise and new growth businesses to underpin economic diversity
- Business support is appropriate to all businesses and sectors with specialist support to meet their needs, for example rural, conventional, high tech and creative industries sectors
- The innovation needs of all businesses are met including high tech and other growth sectors
- The tourism offer is strengthened within the greater Cambridge area context
- Inward investment opportunities are stimulated and taken advantage of
- Appropriate partnerships, collaboration, and network arrangements are continued and be developed further

STRATEGIC PRIORITY/THEME: SUPPORT FOR BUSINESS

AIM

Maximise the economic prosperity of the District by enhancing business support with partners to improve business performance.

OBJECTIVES:

1. Be **open** to new **business**.

2. **Maintain** and **enhance business support programmes** for all businesses.

Start-ups and existing businesses

3. **Stimulate business competitiveness** through policies and projects with key partners focussing on start-ups, growth businesses, and opportunities for local procurement.

4. Initiate or enhance (as appropriate) **programmes with the universities** and other parks to the innovation needs of businesses in the District.

5. Support high value added companies to meet needs, collaborate and network whilst initiating projects and practice to support the rural and broader economy.

6. Maintain and strengthen business support available to reflect the needs of recession and beyond, with improved business access to support to enable business growth and competitiveness.

7. **Strengthen the unique tourism offer and benefit** including the greater Cambridge tourism and leisure offer, to include relevant opportunities and/ or events (e.g. Olympics).

8. **Initiate programmes and review policies to allow for appropriate business premises** and their location within the District to address business needs for existing and new business (e.g. by size, appropriate locations and proximity to suppliers).

Inward Investment

9. **Develop distinctiveness of the South Cambridgeshire image and brand** to stimulate and retain inward investment in the District.

10. Promote **inward investment** to develop existing key economic clusters especially within the high technology and clean technology sectors, balanced with opportunity growth sectors to underpin the economic well being of the District

Partnerships

11. **Maintain existing and enhance partnership arrangements** with businesses and other partners to communicate Council's economic policy and practices and enhance programmes for the benefit of business.

STRATEGIC PRIORITY/THEME: SUPPORT FOR BUSINESS

PROPOSED ACTIONS:

Obj. No	Action	Partners (**Lead**)	Priority	Timescale
1/2/3	Deliver business support training/workshops with business support organisations for start-ups and other businesses to meet needs.	**SCDC, Business Link (2011)** LEP Chambers of Commerce, ARU, HMRC,	H	Ongoing
1/3	Stimulate business start-up, access to finance and entrepreneurship through • The Business Competition (Step- Up)	**SCDC, Business Link (to Mar2012),** Private Sector sponsors, Chambers of Commerce Enterprise Agencies	H	Ongoing (annually)
1/8	Work with SCDC planning to: • develop policy (core strategy) and develop appropriate supplementary planning policy and guidance, and. • manage current planning applications to assess the economic and business contribution to facilitate a prosperous, resilient economy	**SCDC**	H	6 months Ongoing
1/5/8	Review planning policies and agreements/mechanisms (S.106) conflicting with changed economic circumstances. (Refer to Sustainable Communities theme.)	**SCDC**	H	6 – 12 months
2	Enhance business opportunities for local business development through public sector procurement thereby assisting businesses to compete for public sector contracts. Developed through: • council practise – e.g. electronic advertisement of contracts • developing local suppliers and supply chains, • events, and • information (bulletins, website, training with partners).	**SCDC,** Business Link **(2011)** **Cambridgeshire Chambers of Commerce**, Cambridgeshire Local Authorities, ESPO	H	Immediate and ongoing

STRATEGIC PRIORITY/THEME: SUPPORT FOR BUSINESS

PROPOSED ACTIONS:

Obj. No	Action	Partners (**Lead**)	Priority	Timescale
2/3/6	Enhance activity to help deliver business support available in the District through business support organisations to reflect requirements for specialist skills business support: role of innovation in competitiveness, innovation skills and practices, access to finance, marketing and exporting, etc (Also see business support for the recession theme)	**SCDC,** **Business Link (2011),** **BIS** SJIC Cambridge University	H	Ongoing
1/2/10	Maintain support for inward investors and aftercare services with partners	SCDC, **EEII/EEID**	H	Ongoing
2/3	Access to finance advice for start-up and micro/SME development • The business competition • Enterprise agencies, ARU, Business Link, BL	**SCDC, Ent agencies, ARU, Business Link**	2	Ongoing
2/3/5	Work to maintain and/or attract funding to support for: • R&D. Innovative product exploitation support (e.g. proof of concept/market) • Rural diversification • Small business growth • Start-ups • High-tech sector growth	**SCDC, LEP, BIS, TSB, Cambs ACRE**	H	Ongoing
2/3	Work with internal and external partners to aid and support business to understand and comply with regulations and as appropriate make processes as simple and streamlined as possible.	**SCDC, LBP,** **Regulators,** County Council	H	Immediate and ongoing
2/5	Cultivate, with partners, a programme for a vibrant high tech industries cluster and the supply chains (including initiating support for the creative industries) to enhance productivity, competitiveness and increased collaboration.	**SCDC, LEP,** **One Nucleus,** **Cambridge Network,** **ARU,** Cambridge University	H	Ongoing
1/4/3/10	Promote, with partners, product development and commercialisation, initiating work with Cambridge University (IfM) and interested departments as well as ARU.	**SCDC, LEP,** **Cambridge University, ARU,** **Businesses,** **EEII/EEID /UKTI**	M	6+ months

STRATEGIC PRIORITY/THEME: SUPPORT FOR BUSINESS

PROPOSED ACTIONS:

Obj. No	Action	Partners (**Lead**)	Priority	Timescale
3/4/5	Develop skills for employers and employees particularly in: • The high tech sector in particular IT sector • Management skills • Flexible contract staff for businesses	**SCDC, LEP, Slivers of Time, ARU, Cambridge University, Business Link (2011)**	M	Ongoing
7/10	Enhance projects and programmes with the Tourism Office to include: • Extending the tourism offer (e.g. for overnight stays) • Developing tourism growth market opportunities (e.g. the Olympics, business tourism) • Enhancing of the image and brand of the District for tourists (with links to inward investment promotion) • Communicate the benefits of the District through the websites, newsletters and leaflets • Improve the communication portals	**SCDC, Visit Cambridge, LEP,** Businesses	H	Ongoing
8	Develop and maintain a commercial property database for start-ups, existing businesses and to help attract inward investors	**SCDC,** Commercial Agents, Business Parks	H	Ongoing
8/1	Review planning policies in terms of: • The location of employment land • The appropriate size and use of premises to meet business needs	**SCDC**	H	6-12 months
1/9/10	Promote South Cambs to stimulate inward investment through the development of a marketing strategy/framework, including: • Identifying the product and target markets • The promotion of the District at events The development of web based marketing reflecting the World Class businesses in the area.	**SCDC, LEP, EEII/UKTI**, TIC, County Council	M	6-12 months
11/4/5	Support and enhance business to business networks to strengthen collaboration in the high tech sector	**SCDC, LEP, One Nucleus, Chambers, Cambridge Network, Universities, Local Business Networks**	H	Ongoing

6.4 A Low Carbon Economy

6.4.1 It was widely recognised amongst business, residents and stakeholders that it was important to encourage and ensure that carbon emissions were managed and reduced. The proposed new settlements in South Cambs provide an opportunity to help achieve this for new housing and businesses. Collaboration was required to integrate housing, employment, transport facilities (to help make journeys shorter and more efficient), business practices and utilities and help address the carbon reduction aims.

6.4.2 The consultations with businesses showed that they take some steps to ensure their businesses are more energy efficient and to reduce their carbon footprint. However, many businesses may not be fully aware of the issues, do not take steps and where they do their approach is not comprehensive, especially related to the use of equipment, energy and premises as reflected in their business planning activities. Engagement with businesses was seen as important here by stakeholders and business support agencies.

6.4.3 The emerging clean tech sector providers a good opportunity to provide services to existing businesses to help ensure that they are more energy efficient and that they develop their practices and use of appropriate carbon reduction equipment and technologies. It is also well positioned, with support, to raise its visibility, expand into markets within and outside the sub-region and generate greater income and employment in South Cambs.

6.4.4 Key issues to address are to ensure that:

- The awareness of the need to manage and reduce carbon emissions is widely recognised and acted upon
- Opportunities arising from the new settlements are taken advantage of
- Businesses are encouraged to use energy as sustainably as possible: minimising demand, maximising efficiency, and generating renewably
- The clean tech sector is supported to help increase the greening of the economy

STRATEGIC PRIORITY/THEME: A LOW CARBON ECONOMY

AIM

Work with businesses and partners to achieve a low carbon economy by tackling climate change, reducing carbon emissions and reducing dependence on fossil fuels. Underpin this with support for cleantech businesses and increase the potential prosperity of the District.

OBJECTIVES:

1. Raise the awareness of businesses to Climate Change issues and aid businesses to make more efficient use of resources to help reduce their carbon footprint.

2. Engage with businesses to ensure that the necessities and opportunities of building carbon reduction into their business planning is at the forefront of strategic thinking and product delivery.

3. Continue and enhance the work with business support agencies to enable the improved use of resources and a reduction in their carbon footprint.

4. Develop with partners, customised support to develop "cleantech" businesses.

5. Provide the physical infrastructure for the local economy that provides the foundation for low-carbon business activities: buildings, utilities, transportation and communications, taking particular advantage of opportunities in the growth areas such as Northstowe.

6. Facilitate the establishment of environmentally sustainable supply chains that will provide the commercial conditions and incentives to bring forward low-carbon innovation, research, development and productive output in the local economy.

7. Initiate work, including with partners, considering the quality of business premises and the links to low carbon office space, including commuting and shorter journeys.

8. Enable the creation of work practises/jobs using and installing technologies that reduce carbon dioxide emissions from the power sector, our homes, our workplaces and transportation

STRATEGIC PRIORITY/THEME: A LOW CARBON ECONOMY

PROPOSED ACTIONS:

Obj. No	Action	Partners (**Lead**)	Priority	Timescale
1/2/3	Develop and implement a structured and rolling programme of carbon reduction information and guidance for businesses through: • Providing real life examples through local case studies; and sharing experience (esp. CRC,); • The promotion of the Climate Change Charter (esp. its Practical Help function); • The work of local volunteers in the S.Cambs Sustainable Parish Energy Partnership (SPEP); Cambs Travel for Work Partnership (TfWP); • The HIVE (from 2011); the SmartLIFE Centre; • South Cambs Economic News; presentations /workshops, and; tapping into any other channels/events used/run by local partners.	**SCDC, County Council**, City Council, County Council, TfWP, **SmartLIFE, LEP**, Business Link	H	Immediate and ongoing
3	Publicise and promote the availability of frameworks to aid in the investment in low-carbon infrastructure and business	**SCDC, LEP, Carbon Trust**	M	Immediate and ongoing
3	Develop support by grants or other support mechanisms for businesses to reduce their carbon footprint	SCDC, **Business Link, Renewables East, LEP**	M	Immediate and ongoing
4/6	Initiate work with partners to advance measures of the “clean tech” strategy and business development, including: • Supporting research • Review planning policies to develop enabling policies • Aiding development frameworks and grants, and leading to businesses in the sector. (Also see supporting business)	**SCDC, TBC, LEP, BIS/TSB,** BBT, High Tech Businesses, **UKTI/EEII/EEID,** One Nucleus	H	2+ years
5/6/7	Initiate and develop work with partners and developers in major growth settlement areas to ensure that appropriate low-carbon steps and in place: transport (e.g. public transport, cycle routes, and electric vehicle charging points); utilities (e.g. renewable energy, water conservation); communications (e.g. broadband).	**SCDC, LEP, Developers, HCA, County Council,** Commercial property agents	H	Ongoing
5/7	Review planning policies to develop current policy and develop an appropriate Supplementary Planning Document that ensures the inclusion of policy and guidance that facilitates a prosperous low-carbon economy.	**SCDC**	M	Immediate and ongoing
6/7/8	Work with planning (policy and development control) on assessing applications for appropriate / well located sites that benefit the District as a whole but may be excluded on a site specific case.	**SCDC**	M	Immediate and ongoing

6.5 Building Sustainable Communities (Place Shaping)

6.5.1 The concept of sustainable communities is broadly based. It includes appropriate housing provision, employment opportunities and community facilities. It is underpinned by appropriate skills for employment and community activity, training provision, and community facilities and a strong and relevant voluntary and community sector.

6.5.2 Overall consultees thought there was a good supply and mix of types of houses in South Cambs, with a choice of locations between and within the villages. However, the cost of housing is relatively high, because of some restrictions on supply and the corresponding growth of demand (albeit tempered by the current recession). As a consequence long housing waiting lists have resulted for affordable housing, and was a particular weakness cited by residents and businesses, who considered that an increase in affordable housing would make a positive contribution to the quality of life in South Cambs and improve the labour supply and sustainable village communities. Apart from the social issues related to the cost and shortage of housing, restrictions have been placed on the labour supply of both skilled labour (e.g. intermediate and senior managers) and less skilled labour (for semi-skilled and elementary occupations) as a result of people in the latter groups moving further out of the area because of high housing costs.

6.5.3 While the overall supply of labour in South Cambs is relatively strong, constraints are faced because of transport congestion which can restrict mobility and the high costs of housing which can mean that some workers move away from the area, and are deterred from commuting into it, while others are not able to move to it (e.g. both specialist and lower skilled workers).

6.5.4 Partners also said there was a shortage of executive housing which makes the mobility, retention and recruitment of managerial and professional staff problematic.

6.5.5 The skills and aptitudes of the workforce available to employers in South Cambs underpin all that is achievable in terms of raising productivity, enhancing quality, applying new technologies, innovation in goods and services, and supporting new levels of investment; i.e. what is required to grow the local economy to serve an increasingly larger local population. The workforce gaps and recruitment difficulties faced by the local employers were primarily for IT, innovation and management skills – although because of continued uncertainty recruitment levels had fallen.

6.5.6 Some residents considered that labour market opportunities were limited and that training facilities could be improved and promoted to help them successfully compete for jobs. .

6.5.7 It was recognised by stakeholders, residents and businesses in South Cambs that they rely heavily on Cambridge for

- retail, leisure and cultural facilities (cinema, theatre, entertainment venues, restaurants, bars, and cafes).
- health facilities and specialists especially at Addenbrookes
- Higher Education services through Cambridge University and Anglia Ruskin University and the Cambridge Regional College

6.5.8 This was a strength for South Cambs in the sense that these facilities were highly accessible and made for a vibrant area and rural economy subject to transport and cost constraints. Some key strengths were:

- The village colleges provided excellent educational facilities (along with access to schools / colleges in Cambridge) and had a strong tradition in helping to organise and accommodate leisure and recreational activities involving the arts and drama, music, crafts and sporting events with a community flavour.
- Retail and leisure facilities were improving in the larger villages together with greater choice of out of town shopping facilities. However, in some of the smaller villages facilities were contracting which potentially impacted on the quality of life.
- South Cambs also had some major visitor and important tourist attractions in the Imperial War Museum and Wimpole Hall, as well as the natural environment attractions and nature reserves along with arts / cultural facilities (such as the Wysing Arts Studios and Chilford Hall) as well as accommodation for visitors with B&B facilities and hotels.
- The outdoor recreational facilities were seen as a unique and key strength in South Cambs. These included the fenland sites and natural habitats rich in biodiversity, the country parks, the country houses and their grounds and the networks of footpaths, bridleways and waterways. South Cambs hosted agricultural shows, garden centres and open gardens sessions and village festivals.

6.5.9 Some of the attractions may provide opportunities for diversification, particularly at the farms and in other more rural locations.

6.5.10 In terms of the capacity and skills of the local community, the voluntary sector and neighbourhood groups were seen as particularly important and a strength. They could often identify needs and provide support for the harder to reach groups, including those in the more rural areas and the disabled. There were concerns amongst stakeholders that the voluntary, community, and social enterprise groups would see a reduction in funding in the short term and more vulnerable residents could suffer accordingly. It was also considered that business support and training provision could be strengthened for the social enterprises and voluntary group sector.

6.5.11 The key issues for policy to address are ensuring:

- Balanced development in South Cambs for housing, employment, leisure and community facilities to strengthen communities
- Ensuring that development allows people to live and work in South Cambs and the supply of labour to be maintained
- Skills are developed for residents and businesses to meet needs and hence more sustainable communities
- That training provision is adequate to meet needs and gaps especially for those who live in the more remote rural areas
- Adequate community facilities are provided in all villages
- That the community and voluntary sector skills and resource needs are met

STRATEGIC PRIORITY/THEME: BUILDING SUSTAINABLE COMMUNITIES (PLACE SHAPING)

AIM

Build and develop communities (residents and business) to support a sustainable, vibrant rural and High Tech District

OBJECTIVES:

1. Address skills required by businesses and create and maintain jobs for residents.

2. Secure, through partnerships and planning agreements, the improvement of housing local facilities in existing and new communities.

3. Achieve the right mix of housing to support the needs of residents and the business community.

4. Provide a mix of facilities that supports the economy, including leisure, tourism, education, health and other appropriate facilities.

5. Promote training provision widely.

6. Initiate actions with partners to maintain adequate levels of funding, training and facilities for the third sector.

STRATEGIC PRIORITY/THEME: BUILDING SUSTAINABLE COMMUNITIES

PROPOSED ACTIONS:

Obj. No	Action	Partners (**Lead**)	Priority	Timescale
1	Investigate how skills at all levels can be shaped to meet the needs of employers and residents.	**SCDC, County Council, HE/FE, Training Providers**	H	Ongoing
1	Improve the training provision and supply of staff for intermediate and senior management occupations.	SCDC, **LEP, ARU, County Council**	M	Ongoing
1	Work with the community to address skills gaps required by businesses (Refer to Business theme)	**LEP,** Business Groups (e.g. Chamber of Commerce, FSB) **Univerisites, EEI/UKTI, County Council Training Providers**		Ongoing
2	Review Section 106 requirements for the economic benefit of the District through shared community and other appropriate facilities. (Refer to Business Support themes)	**SCDC,** Developers	M	6 months +
2	Work with developers and providers through the planning system to secure the correct resources to support the provision of leisure, educational, health, sport and arts facilities.	**SCDC, LEP, HCA,** Developers, Businesses	M	Ongoing
3	Work with policy, development control and private developers and public agencies to deliver the growth areas (e.g. Cambourne 950, Orchard Park) and in existing settlements to support in a site specific way, the mix of housing to improve the labour supply in to the economy/	**SCDC, TBC, LEP, HCA, County Council, Cambridgeshire Horizons, Private sector**	H	Immediate and ongoing
4	Work closely with partners to strengthen and enhance education, health and culture and leisure facilities to maintain the key strength of facilities that support the economy through their attractiveness and provision and the well being of its residents and businesses.	**SCDC, LEP,** Culture task group, Sport England, Visit Cambridge, **HCA,** AD and Sports Managers & centres	M	12+months
5	Promote training provision to members of the community (e.g. young people)	SCDC, **County, CRC, ARU, JCP, Connexions**	M	Ongoing
6	Develop support and/or training for the voluntary sector	SCDC, **CAB, Cambs ACRE, LEP**	M	Immediate and ongoing

6.6 Improved Infrastructure

6.6.1 South Cambs is a relatively large rural area covered by the sub-regional transport network. The major transport routes that have a bearing on the economic prosperity of the area comprise the M11, A11, the A10, the A14, the A505, the A1307 and the Cambridge rail links to London, Stansted Airport, Ipswich, Norwich, Peterborough and the Midlands, and the provision of bus services to the villages.

6.6.2 While the north-south routes for road and rail and the airport links, especially to Stansted, are strengths, there were some major weaknesses identified by stakeholders, residents and businesses. These were the primary east-west routes (especially on the A14, A505, and A1307) are problematic and there continues to be long-standing and heavy congestion on the roads into Cambridge at peak times. The rural bus services are also considered to be a weakness, primarily because of the limited routes and the infrequency of services and the high costs. These issues reflect adversely on the sustainability and efficiency aims of the sub-region. Policies have been approved to improve some of the transport constraints, mainly through upgrading the A14 (to the North West) and the guided bus running from Fenstanton to Cambridge.

6.6.3 The need to keep pace with the required infrastructure for utilities, energy and broadband was highlighted as an area to assist business competitiveness and thus economic productivity. Rural areas would also benefit from such infrastructure, including broadband provision which is particularly important for information and community integration to help ensure a vibrant rural economy and assist with farm diversification.

6.6.4 Key issues for policy to address are ensuring that:

- There is an adequate and efficient transport infrastructure to meet all needs and ensure accessibility
- The road systems and bus and train services are improved
- There are timely and efficient energy, utilities and communications facilities appropriate for a modern and growing sub-region
- Minimising the vulnerability of utilities and infrastructure to negative impacts (eg energy prices and climate change)

STRATEGIC PRIORITY/THEME: IMPROVED INFRASTRUCTURE

AIM

Improve the infrastructure to support the economy and deliver a more sustainable economy.

OBJECTIVES:

1. Address the ongoing transport requirements for the District.
2. Initiate actions to improve utilities and infrastructure (e.g. broadband and ICT) in the District for residents and employers, including those located in the new communities and rural locations to ensure a vibrant economy through sustainable provision and practices.
3. Ensure that utilities and infrastructure are resilient to the anticipated impacts of climate change.

STRATEGIC PRIORITY/THEME: IMPROVED INFRASTRUCTURE

PROPOSED ACTIONS:

Obj. No	Action	**(Lead)** Partners	Priority	Timescale
1	Continue to place priority on addressing transport issues and improving facilities, through advocacy, resource allocation and negotiation with key partners: • The A10 to Ely • The A14 to the north west of Cambridge • The A1307 to Haverhill • The guided bus service • The cycleway network close to Cambridge • The rail links in all directions (all station stops) • The rural bus service (all routes)	**SCDC, LEP, County Council,** Businesses	H	Immediate and ongoing
2	Work with utilities and infrastructure providers to ensure adequate, timely and sustainable service provision, particularly at key sites (e.g. research parks and new community settlements)	SCDC, **County Council, LEP** Energy Suppliers, Research parks	H	Immediate and ongoing
2/3	Initiate actions with partners to develop broadband for residents and businesses that contributes to new and existing communities, rural vitality and residents and business needs, including attracting funding and grants.	**SCDC,** Utilities Companies, Private Sector, **County Council**, **Cambridgeshire Local Authorities Funders**	M	Immediate and ongoing
3	Assess the vulnerability of existing and planned utilities and infrastructure against the anticipated impacts of climate change. Agree and implement an action plan to integrate impacts and generate resilience.	SCDC LEP **County Council**	H	Ongoing

6.7 The Recession and Sector Support

6.7.1 A link exists between this theme and the Supporting Business theme since business support is always needed, particularly by start-ups, SMEs (Small and Medium sized Enterprises). The Council, in responding to the business needs in more challenging circumstances has already begun a programme to support businesses and provide free training and relief with the business rates. Future actions may therefore be encompassed in this theme and/or in the Supporting Business theme.

6.7.2 Businesses in South Cambs face a number of operational constraints. There was uncertainty about prospects in the recession and how to survive, (because of concerns about ongoing limited sales opportunities, markets and relatively low demand for products and services).

There were significant access to finance and cash flow issues, and issues of how to resolve skills shortages (when businesses were not recruiting) and how to utilise new technology and successfully innovate. Some vulnerable sectors include construction (larger and small jobbing builders and wholesalers), conventional manufacturing, chemicals, business services and computing software. Some key **and immediate, short-tern issues of importance** made more difficult because of the recession were:

- How to survive in the recession.
- Managing cash flow – more difficult because of the recession
- Accessing finance (debt and equity finance) – more difficult because of the recession
- Maintaining and developing sales and revenue with public sector opportunities.
- Controlling / reducing costs
- Meeting skills shortages and training needs.
- Adopting and using technology.
- Strengthening the role of innovation and design in competitiveness.
- Implementing sustainability practices for processes, goods and services
- Specialist business development support for the high tech sectors – access to development finance, investment readiness support, and the exploitation of ideas / IPR

6.7.3 The business consultations showed that lower business rates were identified as a key policy issue.

6.7.4 The publicity, promotion and availability of business support services should be increased to improve both business awareness of the availability of support, and ease of access, especially for businesses disproportionally facing the pressures of the recession and those in more remote and less accessible rural areas.

6.7.5 The key issues for policy to address are to ensure that:

- Existing businesses and start-ups following the recession have adequate support available and accessible to them
- The support is customised to meet their specific needs and is fit for purpose in the short-term and the medium term
- Facilities and support are adequately promoted so that business know how and where to obtain support from advisers or other businesses

STRATEGIC PRIORITY/KEY INTERVENTION AREA: THE RECESSION AND SECTOR SUPPORT

AIM

Help to ensure that businesses most affected by the recession remain competitive, can survive, and can grow.

OBJECTIVES:

1. Help ensure that business support is customised to meet the requirements of businesses.
2. Target support on businesses and sectors most affected by the recession.
3. Help ensure that business support is accessible to businesses.
4. Improve the publicity and promotion of the business support available.

STRATEGIC PRIORITY/THEME: THE RECESSION AND SECTOR SUPPORT

PROPOSED ACTIONS:

Obj. No	Action	Partners (**Lead**)	Priority	Timescale
1,2, 3,4	Deliver the Council's Economic Downturn measures including: • Hardship Rate Relief • Training events on winning contracts and management in the recession • Advice (with business to business events)	**SCDC,** Business Link, Chambers of Commerce CAB HMRC Private Sector Partners	H	Immediate and ongoing
1,2, 3,4	Deliver practical business support due to the recession though the funding of measures, i.e.: • South Cambridgeshire Business Support Fund • Prompt payment of undisputed invoices to improve the cash flow for businesses.	**SCDC,** Business Link	H	Ongoing
1,2, 3,4	Stimulate business start-ups, access to finance and entrepreneurship through • The Business Competition (Step- Up)	**SCDC,** Private Sector sponsors, Business Link, Chamber of Commerce Enterprise Agent	H	Annually

STRATEGIC PRIORITY/THEME: THE RECESSION AND SECTOR SUPPORT

PROPOSED ACTIONS:

Obj. No	Action	Partners (**Lead**)	Priority	Timescale
1	Work with business support partners to develop services that meet needs of businesses in areas made worse by the recession: • How to survive the recession • Maintaining / improving sales • Maintaining and developing sales and revenue • Managing cash flow • Controlling costs The vulnerable sectors were construction, manufacturing, business services and computing. In the high tech sectors the specialist needs were development finance, investment readiness and the exploitation of ideas.	**SCDC, Business Link, ARU, Cambridgeshire Chambers of Commerce** HMRC SJIC	H	Immediate and ongoing
3	Work with partners to ensure that support can be provided at the premises of businesses and/or are available within reasonable travel distances and at appropriate times (especially for businesses located in more remote and less accessible rural areas).	**SCDC, Business Link, Chambers**	H	Immediate
3	Work with partners to minimise impact of redundancy and the economic downturn on businesses and their staff through the redundancy networks and work with partners.	**SCDC, Business Link, JCP, Next Steps**	H	Ongoing
4	Work with partners to improve promotion of the support available: e.g. targeted mailshots, advertising, and web accessibility about recession support.	**SCDC, Business Link, Chambers, County Council**	H	Ongoing

7 Monitoring Progress

7.1.1 The actions and programme put forward in the strategy are intended to improve the prosperity of South Cambs over the period 2010-2014 and beyond this time period. As the intention is for this strategy to be a 'living / breathing' document, it is critical that progress is monitored and reviewed with programmes adjusted and developed based on evidence. There will be three core elements of this:

1) Quarterly Implementation Review
This will involve assessing progress against agreed action plans on a quarterly basis with lead partners.
2) Annual Review
As per element 1 above, this will involve assessing the progress against agreed service and activity plans. In addition it will provide an opportunity reassess the policies highlighted within the strategy and make alterations to respond to changing needs within the economy.
3) 2014 Review
As 2014 approaches a full review of the strategy implementation and achievement will be undertaken. This will include a detailed analysis looking at how far the South Cambs economy has progressed, and the activity carried out as a part of the strategy. In addition 'lessons learned' will be captured. This review will be used to inform the development of a successor strategy.

7.1.2 The methods used to monitor implementation and the South Cambs economy will include published data, management information, interviews and survey research where appropriate.

Appendix A Stakeholders and Topics for Discussion

Panel A1: Stakeholders Interviewed
• East of England Development Agency • Greater Cambridge Partnership • Cambridge City Council • Cambridgeshire County Council • South Cambridgeshire District Council • Business Link East • Cambridgeshire Chamber of Commerce • East Cambridgeshire District Council • East of England International • Selected Businesses • UKTI • Carter Jonas • Bidwells • Savills • Cheffins • Lambert Smith • Endurance Estates • Wrenbridge • MEPC Granta Park • Business Link • Cambridge Horizons • EEDA • Barclays Commercial Bank • Lloyds TSB • Cambridge Tourism Management • Federation for Small Businesses • St John's Innovation Centre • Cambridge Regional College • JobCentre+ • Anglia Ruskin University • Social Enterprises East England • NCVO – COVER • Cambridgeshire ACRE • HCA – Homes and Communities Agency • Defra • Eurotech

Panel A2: Topics for discussion

Some of the discussions were held in two stages: firstly an overview discussion; and secondly a follow-up on some of the key issues taking account of the overall research findings and some of the emerging policy issues. The specialisms and key functions of some of the stakeholders were examined as part of the discussions.

1 The aims of the project and methodology

2 The stakeholder organisation
- Role in economic development
- Economic development aims that affect South Cambs
- Key policies and projects that affect South Cambs
- Consultation / collaboration with South Cambs

3 Role of the South Cambs economy in the Sub-Region
- Residential area / housing / key locations
- Employment location / key sites
- Facilities and services / key locations
- The future impact of growth policies

4 The strengths and weaknesses of South Cambs
- Accommodation for businesses
  - Land / sites
  - Premises
- Business culture / environment
- Business sectors
- Location of South Cambs for businesses
- Transport network
- The labour market: quantity / quality
- Business support services
- The cost base for businesses
- Housing facilities
- The cost of housing
- Educational facilities
- Recreational / cultural facilities
- Retail facilities
- Health facilities
- Physical environment
- Social environment
- Crime / security issues
- Quality of life in South Cambs
- The overall image of South Cambs

5 Specific constraints facing businesses
- Indigenous businesses (e.g. finance, skills, premises etc)
- Inward investors (e.g. sites, premises, labour)

6 Key policies and actions for South Cambs

7 Any further points

Appendix B Policy Documents

Panel B: List of literature review sources

- South Cambridgeshire Aims, Approaches and Directions October 2008
- South Cambridgeshire Community Engagement Strategy April 2009
- Local Development Framework:
  - Development Control Policies DPD July 2007
  - South Cambridgeshire District Council Core Strategy Development Planning Document, January 2007
  - Area Action Plans
    - Northstowe Area Action Plan
    - Cambridge East Area Action Plan
    - Cambridge Southern Fringe Area Action Plan
    - North West Cambridge Area Action Plan (draft)
- Cambridgeshire Development Study March 2009
- Cambridgeshire County Council, Annual Demographic and Socio-economic Information Report, January 2009 (South Cambridgeshire part)
- Regional Economic Strategy: Inventing our Future: Collective action for a sustainable economy. The regional economic strategy for the East of England 2008-2031
- Regional Spatial Strategy: East of England Plan: The Revision to the Regional Spatial Strategy for the East of England
- The Greater Cambridge Sub-Regional Economic Strategy 2009-2012
- Employment Land Review
- Cambridgeshire Local Transport Plan (LTP) 2006
- The Greater Cambridge Creative Industries Research Report & Action Plan, March 2008
- East of England Tourism Business Plan 2008/09
- The Greater Cambridge and Peterborough Tourism Strategy and Action Plan, May 2007
- Cambridge Sub-Region Retail Study
- Research and Action Planning for Carbon Reductions across South Cambridgeshire's Commercial and Industrial Sectors, Camco, August 2009
- Arts Service Review, South Cambridgeshire District Council, February 2009
- Arts Delivery Framework 2009-12 and Action Plan 2009-10, South Cambridgeshire District Council, July 2009
- Local Development Framework: Public Art – supplementary planning document, South Cambridgeshire District Council, January 2009
- Working Together for a better South Cambridgeshire – sustainable community strategy 2008-11, South Cambridgeshire Local Strategic Partnership, March 2008
- Community Engagement Strategy and Action Plan, South Cambridgeshire District Council, June 2009
- Place Survey – SCDC Report of Findings, CELLO mruk, June 2009
- Future Cambridgeshire – summary for Cambridge and Cambridgeshire, October 2009
- Rural Cambridgeshire: Ensuring a Vibrant Future – a rural strategy for Cambridgeshire 2010-2015, Cambridgeshire Together, Feb 2010

Appendix C Acronyms

Panel C: List of Acronyms

AD	Arts Development
ARU	Anglia Ruskin University
BBT	Babraham Biotechnology
BIS	Department for Business, Innovation and Skills
BL	Business Link – East of England
CAB	Citizen’s Advice Bureau
Cambs ACRE	Cambridgeshire Action for Communities in Rural England
CRC	Cambridge Regional College
EEID	East of England Investor Development
EEII	East of England Inward Investment
ESPO	Eastern Shires Purchasing Organisation
GCP	Greater Cambridge Partnership
HCA	Homes and Communities Agency
JCP	Job Centre Plus
LAs	Local Authorities
LBP	Local Business Partnership
LEP	Local Enterprise Partnership
NESTA	National Endowment for Science, Technology and the Arts
SCDC	South Cambridgeshire District Council
TfWP	Travel for Work Plan
TIC	Tourism Information Centre
TSB	Technology Strategy Board
UKTI	UK Trade and Investment
Visit Cambridge – Tourism Office	