



PROJECT INITIATION PROJECT (PID)

Programme / Service Plan	Planning and New Communities		
Project Name	Economic Development/ Growth Strategy Refresh (2016 – 2020)		
Project Sponsor	Jo Mills		
Project Manager	Nicole Kritzinger		
Date Issued	22 February 2016	Version Number	1

Background

The current Economic Development strategy (2010 -15) was formulated on the basis of a through economic assessment in 2009/10. It delivered a number of priority actions for the benefit of the District, identifying delivery actions for the Council and actions for partnership delivery (e.g. LEP). It is suggested that this evidence base is sound but 7 years on, needs to be updated to include:-

- (a) current economic statistics, using internal data (e.g. employment data from the draft local plan, housing service statistics re: market and affordable homes, available 31/03/2016)
- (b) changed delivery partnerships (e.g. shared services) and proposed plans (e.g. City Deal, LSCC, (the LEP))
- (c) economic drivers (e.g. growth across the Greater Cambridge area (including Hunts)), together with the newly designated Enterprise zone sites
- (d) alignment with the proposed Local Plan on matters such as employment, housing (labour supply) Neighbourhood Planning and infrastructure
- (e) changed planned financial arrangements (e.g. Business Rate retention and Local Authority settlements & devolution), coupled with
- (f) market pressures facing South Cambridgeshire key businesses and Economic Development delivery partnerships.

Given the Council’s current financial position and pressures on service delivery, it is an appropriate time to review the current strategy and identify priority actions for the authority and authority with partners which enhance and add value to the delivery of economic growth and business support within the district.

Business Benefits

The benefits include:

- (a) Joined-up delivery across the Council and with partnerships (LEP, etc), mapping the actions we deliver; as well as those that SCDC + partners deliver to the economic benefit of the District.
 - (b) Agreement with political members and public sign-off of economic priorities
 - (c) SMART, unbiased delivery of the District’s economic aims and economic potential, subject to resources.
- Assists in the delivery of the corporate plan objectives of Living Well, and helps shape the objectives of Homes for Our Future and Connected Developments which have mutual benefits to economic development.
 - Aligns and supports the economic benefits realised through the LEP, City Deal, the LSCC and the Enterprise Zone sites.
 - A further benefit is that an economic strategy allows for the development of economic practise in line with the requirement of the NPPF (National Planning Policy Framework), allowing for positive

economic and employment growth planning for the District.

Prime Objective

Identification of a clear strategic/policy direction and objectives coupled to actions delivering of economic development and business support for the South Cambridgeshire District.

Secondary Objectives

- The identification of a work programme of interventions suitable to support economic development within the local area
- To raise the profile of economic development within the district
- To attract business, funding, investment, infrastructure and research to the district
- Provide a focus for strategic partnerships

Outputs

- A strategy document setting clear outcomes for economic growth and business support within the district.
- Full integration of economic development across corporate activities
- Framework and toolkit for developing local parish and growth area strategies and plans.

In Scope

- Evaluation of the impact of measures undertaken in current strategy.
- Update and assessment of economic profile and trends starting with available data (local plan, Cambridge Insight)
- Review of economic drivers (e.g. growth, EZ, economic clusters) and interface with the District Council and partner priorities
- Review of current landscape and key partners (e.g. LEP) working in the sphere
- Survey of local stakeholders (e.g. Cambridge University) and business (e.g. AstraZeneca) about their economic needs and potential policy and service support offered by the Council
- Member led task and finish group/Informal working Group to shape framework and priorities for future economic development activities.

Out of Scope

- Full Economic Assessment (as commissioned in 2009)
- Large scale consultation
- Objectives/Actions/projects or programmes identified in the strategy for delivery (e.g. Business Hub/commercial project delivery, Local Plan review, etc.)

Assumptions and Constraints

- It is assumed that the Economic Assessment of 2009/10's statistics are enable evaluation and review of the strategy to be undertaken.
- Certain streams of business support funding are tied to the EU. This could affect future policy and economic development actions for delivery.

Communication Plan

A full communications plan will be developed. It is proposed that a communications plan will include:

- Consultations with using interviews with a select/appropriate stakeholders – to be agreed. (e.g.

AstraZeneca, Cambridge Network, UKTI, FSB, LSCC, LEP, etc.)

- Communications via press release, newsletters and South Cambs magazine and social media, as appropriate
- Formal communications with participating staff, members, EMT, Task & Finish Group and Steering Group as well as reports to the Economic Development Portfolio holder
- Informal communications to staff and members via Insite, Member bulletin, etc., as appropriate

Indicative External Stakeholders and Linkages

- Businesses – e.g. AstraZeneca – High Tech & Large employer; Marshall Group – Housing delivery, skills, Engineering; TWI
- Strategic Partners – LEP, City Deal, County Council, City Council, Hunts DC, LSCC, Cambridge Cleantech; HCA – Links to planning, infrastructure, utilities; Business Support;
- Cambridge Network (Inward Investment and Business networks and sector support); UKTI; Regulatory organisations (Business Hub)
- Education Providers – ARU; Cambridge University, CRC – Links to skills and funding
- Business Intermediaries – Federation of Small Businesses; Chambers of Commerce, Cambridge Ahead
- Housing Associations
- Business Parks – Delivery of Enterprise zone, types of sectors of employment
- Tourism – Visit Cambridge and Visit Britain – Links to Tourism (growing economic sector, inward investment)
- Central Government – As necessary – DCLG, BIS, DEFRA – Rural business support
- Skills Councils – Construction skills, Apprenticeships

Risks

- Human resources. In-house work would require the Planning Policy team input as well as the Economic Development Officer on an on-going basis. Mitigation: Mapping of work and time and identifying gaps/assistance needed.
- Ensuring the project scope does not open up questions explored during the Local Plan examination e.g. employment land supply.
- Changes in terms of central government funding and delivery – e.g. Devolution and the EU membership.
- Risks will be updated via the Planning and New Communities Risk register and following full project development.

Data Security

It is not envisaged that a Privacy Impact Assessment will be required as it is unlikely that there will be any new or significant changes to handling of personal data.

Guidance: The project should be subject to Privacy Impact Assessment (PIA) to identify whether the project itself, and/or outputs and recommendations arising from it, are likely to involve new or significantly changed handling of personal data, or indirectly impact on the security or handling of personal data. This applies to personal data of staff and other specific groups, as well as the wider public. Click [here](#) to access further guidance and templates, contacting Matt Hudson on extension 3372 for further advice and guidance. Use this box to confirm that the PIA is planned or has taken place, and where appropriate summarise the key issues arising.

Equality and Diversity

An initial EQIA will be undertaken once the PID has been finalised.

Guidance: Projects should be subject to an Initial Screening (EQIA) at the planning stage to identify whether there are likely to be significant equality impacts arising from carrying out the project itself, or from

outputs and recommendations arising from it; where significant impacts are identified, full assessment will also be required. Click [here](#) to access further guidance and templates, contacting Paul Williams on extension 3465 for further advice and guidance. Use this box to confirm that the EQIA is planned or has taken place, and where appropriate summarise the key issues arising.

Estimated Timescale

Proposed Start Date April 2016	Estimated End Date June 2016	Duration (weeks) 10 - 12
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Estimated Project Level People / Resources

Role and Name	Days Per Week	No. of Weeks	Total Days
• Project Sponsor : Director Planning and New Communities			
• SCDC Senior Officer Steering Group – 3 persons proposed to consist of the project sponsor and Corporate Directors/lead from Environmental Health & Licencing and Housing lead.			
• SCDC Economic Development and Planning Policy teams, co-ordinated by the Principal Lead for Economic Development and Tourism			
• Staff in housing and other service areas, as appropriate to the programme.			
• Economic Consultants			
• Member-led Task and Finish or Informal Working Group			
Total Days			0.00

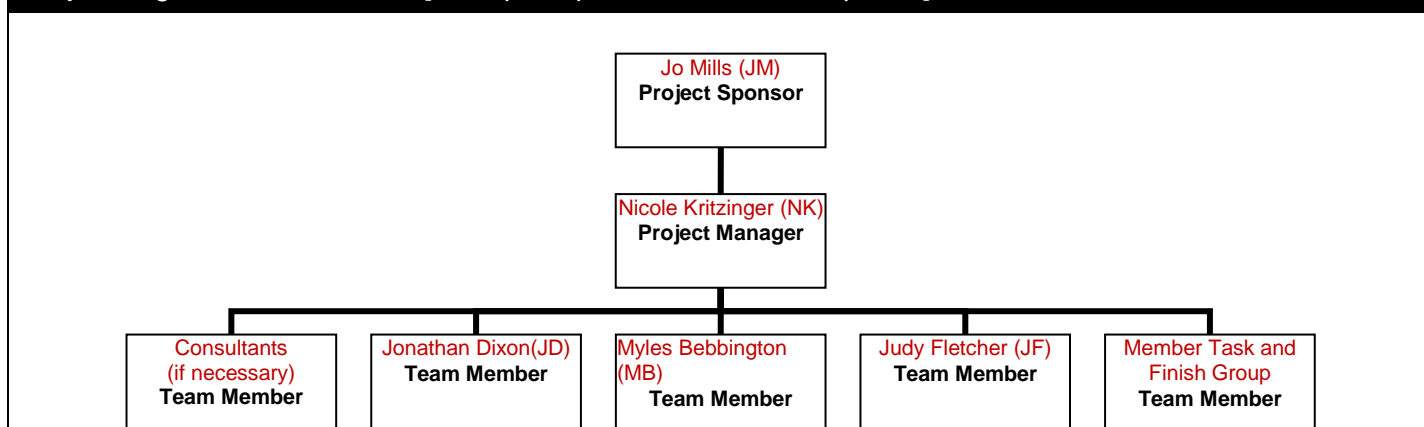
Is the project likely to require, or result in, the need for additional support from the following corporate services?

Finance		Human Resources		ICT	X
Legal		Policy & Performance	X	Contact Centre	

Estimated Project Level Finance Resources

Given the economic assessment of 2009/10 is considered sound base, a maximum budget of £10,000 would be needed if elements of the data set required updating and subject to resources and gaps in data.

Project Organisation Structure [example – please amend as required!]



Note: Reports to EMT

Project Board comprising of: Project Sponsor; Corporate Director: EH & L; NK; MB; JD & JF

Proposed methodology will explore the use of the Peterborough Method and include:

- Internal SCDC liaison - meetings with key Councillors and staff
- Desk Top Study covering a wide range of policy and research reports
- Economic Profile of South Cambridgeshire
- Economic projections for the district focusing on employment, key sectors and major development such as Northstowe.
- Discussions with key stakeholders
- Survey of businesses covering cross section of size, sector, and location
- Formal consultation on the draft Economic Strategy.

Key Project Roles:

Project Sponsor - The Project Sponsor is accountable for the project. They provide leadership and direction to the Project Manager and help overcome barriers. They own the business case, govern risk, and champion the project.

Project Manager - The Project Manager is responsible for defining and delivering the project including its outputs within the agreed scope and resources of the programme.

Team Member - Team members are responsible for supporting the delivery of the project and providing specialist expertise where appropriate.

Project Controls

Once the project is finalised the PID can only be changed by documented request as per the SCDC Project Management Toolkit, April 2014.

Project Score

Project Size

To be determined on project being formalised.

N.B. See [Project Management Toolkit](#) and [Project site set-up guidance](#) to score the project against the project type matrix. Determining the relative size and significance of the project will guide you on the extent of documentation and controls required to manage it effectively.

Authorised By	Signature	Date
Project Sponsor		
Project Manager		