

**South
Cambridgeshire
District Council**

Appendix 1

Greater Cambridge Economic Development Action Plan

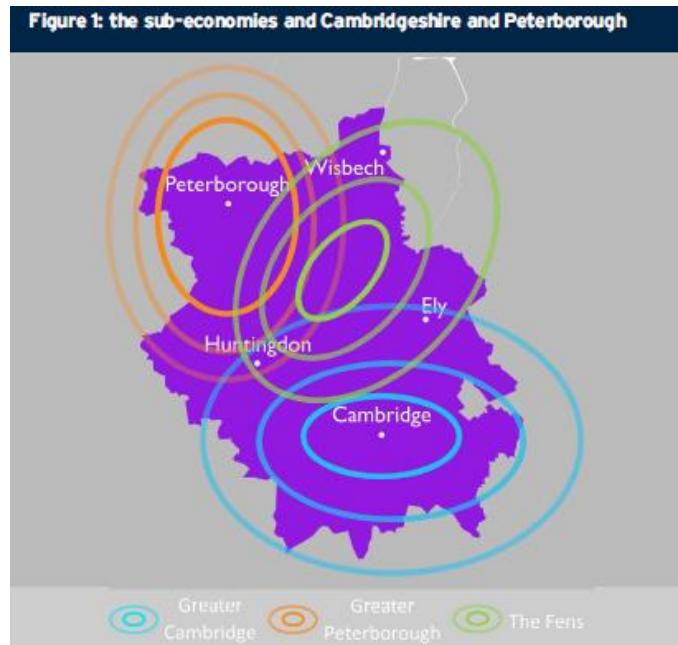
Local Action to Deliver the Local Industrial Strategy in Greater Cambridge

1: THE NEED FOR AN ACTION PLAN

Developing the Local Industrial Strategy

In July 2019, the Cambridgeshire and Peterborough Combined Authority (CPCA), jointly with the Government, published the Local Industrial Strategy (LIS) for Cambridgeshire and Peterborough. This followed and draws heavily on the evidence base produced by the highly credible Cambridgeshire and Peterborough Independent Economic Review (CPIER), the LIS sets out “how Cambridgeshire and Peterborough will maximise the economy’s strengths and remove barriers that remain to ensure the economy is fit for tomorrow’s world”.

The Greater Cambridge Partnership (GCP) – including Cambridgeshire County Council, South Cambridgeshire District Council and Cambridge City Council, as well as colleagues in academia and business – contributed to the development of the CPIER report and the LIS. Both documents recognise that three functional economies exist within Cambridgeshire and Peterborough (*illustrated above*) and support the ambition to develop the economy of the wider area by taking an approach focused on the complementary strengths and individual needs of each place, including Greater Cambridge.



Greater Cambridge also has a critical role as an engine of growth for the Oxford-Cambridge Arc. The Arc has been identified in national policy as an opportunity to develop an economic asset of international standing, delivering economic benefits both locally and nationally. It is a commitment from Government, businesses and local partners to work together to accelerate economic growth, which requires local partners in Greater Cambridge to consider how best to deliver their part of this commitment.

Greater Cambridge also sits at a pivotal position within life-science and high-tech corridors, and the Cambridge-Norwich agri-tech corridor. The actions in this plan therefore contribute to the success of all of these strategic initiatives and spatial dimensions.

Purpose of this Action Plan

The LIS “does not represent all the priorities and actions” that will be needed to successfully drive economic growth in Greater Cambridge and instead sets out long-term, strategic ambitions for the whole of the Cambridgeshire and Peterborough economy. All partners in the growth of Greater Cambridge will have a vital role to play in focusing their actions on achieving these ambitions – including academic and research institutions, infrastructure agencies, business networks and businesses themselves.

This Action Plan will set out the interventions that are being taken by the authorities at a Greater Cambridge economic geography level to deliver against the strategic ambitions set out by the LIS.

This Action Plan will:

- A. Outline the key objectives required to effectively deliver the LIS's ambitions**
- B. Outline the key actions partners are taking to deliver those objectives.**
- C. Indicate the measures of success we expect to see for each action.**

2: THE GREATER CAMBRIDGE ECONOMY

The Greater Cambridge economy is exceptional. Cambridge and South Cambridgeshire host internationally significant clusters of life science, digital and advanced manufacturing businesses.

The proportion of local residents with high level qualifications in both areas (South Cambridge 51.4%, Cambridge 61.5%) significantly surpass national figures (39.3)¹ as do the average wage rates of workers (South Cambridgeshire £746.20, Cambridge £642.40, GB £571.10)². Unemployment rates of 2.2% (South Cambridgeshire) and 2.9% (Cambridge) are well below the national rate of 4.1%³.

Cambridge has the highest number (269.8) of patents per 100,000 people in the UK (compared to an average in cities nationally of 17.8)⁴, whilst employment in scientific research and development is over 23 times more concentrated in South Cambridgeshire than it is nationally.

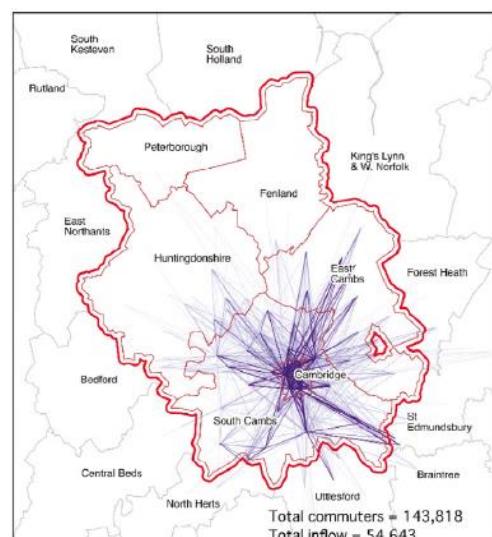
All of this contributes to Greater Cambridge's role as the engine for economic growth across the wider geography. The CPIER concludes:

"A distinguishing feature of [Cambridgeshire and Peterborough] is how strongly it has grown recently... This has been driven primarily, but not entirely, by rapid business creation and growth in the south – Cambridge and South Cambridgeshire."

As identified by the CPIER and the LIS, Cambridge and South Cambridgeshire function as the geographic core of a single, distinct economic area. In a single day, around 23,000 workers leave their home in South Cambridgeshire to travel to work in Cambridge, whilst a not insignificant 8,000 undertake the journey in the opposite direction. Furthermore, Cambridge has an important role in meeting the retail and leisure needs of South Cambridgeshire's population, with the residents of many of the district's 105 villages and two towns contributing a significant proportion of the 3million+ shopping visits to the city centre each month.

Together the two areas support the different stages in the lifecycles of companies, with a rich mix of early-stage through to internationally-established businesses locating close together within the city, whilst a significant number of the businesses incubated in Cambridge are able to expand into South Cambridgeshire, taking advantage of greater space and more affordable rents (for example, data from Colliers indicates office rents are roughly 15% less expensive in South Cambridgeshire⁵). This has enabled the creation and substantive development of the area's major economic clusters.

The development of these clusters, including our significant science and business parks around Greater Cambridge, has been vital to growing, attracting and retaining major international businesses within the area.



¹ NOMIS: Jan 2018-Dec 2018 data

² NOMIS: 2018 data

³ NOMIS: Apr 2018-Mar 2019 data

⁴ Centre for Cities Outlook 2019 (<https://www.centreforcities.org/wp-content/uploads/2019/01/19-01-28-Cities-Outlook-2019-Full.pdf>); pg44

⁵ Colliers Offices Rents Map (<http://www.colliers.com/en-gb/uk/insights/offices-rents-map>): the data indicates Grade A office rents are approx. 17% cheaper in South Cambridgeshire than Cambridge City, and Grade B approx. 12% cheaper.

However, this also provides local partners with a spatial challenge, as people have to be able to move between home – which is increasingly dispersed away from the city centre – and work, and between Greater Cambridge’s economic clusters, generating a connectivity challenge for local partners to address. The map (*see previous page*) shows the nature of the challenge by highlighting commuting patterns into and around Greater Cambridge.

Key Challenges

Connectivity is a vital theme amongst the ongoing challenges facing the Greater Cambridge economy that, if not successfully tackled, have the potential to significantly impact both on future growth and on the well-being of the area's residents.

Insufficient infrastructure: the need to improve infrastructure, particularly multi-modal transport infrastructure that provides attractive sustainable alternatives to the private car and enhances connectivity in Greater Cambridge, is the foundation of the Greater Cambridge City Deal and is acknowledged by the CPIER as the “single most important infrastructure priority” facing Cambridgeshire and Peterborough. The LIS notes that “even with the Greater Cambridge Partnership’s ambitious future investment strategy, comprising c. £600m programme of transformative infrastructure... much more is needed”, to deliver the efficient transport network needed to sustain a productive economy.

Housing affordability: the level of housing growth in the area, whilst running at very high levels in recent years, has been outstripped by demand, meaning quality housing has become very expensive and sometimes unaffordable to many residents. In 2018 the Office for National Statistics showed that, on average in Cambridge City, full-time workers could expect to pay 12.95 times their salary on purchasing a home. In South Cambridgeshire this figure is 10.25 times average salaries. Compared to the national average of 7.8, this is a specific local challenge.

Impact of commuting: with large numbers of workers only able to afford to live at a distance to their workplaces (as demonstrated by the commuting patterns presented by the map on page 4), commuting levels are growing, as are the associated problems of congestion and air pollution. These have knock on effects on worker well-being and productivity, and on business recruitment and retention.

Skills gaps: both housing affordability and the uncertainty around Brexit have contributed to the difficulties facing companies wishing to recruit and retain workers with specialist and general skills. Skills gaps are appearing across the economy in both key sectors and supporting sectors; a study for the CPIER found that “the share of available vacancies and hard-to-fill vacancies for professionals in the Cambridge region is much higher” than the national average, particularly in the Life Sciences and Information and Communications sectors, two important sectors locally. Our infrastructure must also ensure it alleviates skills gaps, by connecting people with the right skills to employers and opportunities that require them.

Energy supply: Greater Cambridge has been impacted by significant grid constraints around the supply of energy to new developments. Some areas of commercial development are at full capacity, whilst some renewable energy projects are unable to feed electricity into the network. This will quickly start to prevent further growth if not addressed – the CPIER identifies that the main energy supply for our area only has enough spare capacity for 1,000 homes.

Local inequalities: there are areas of Cambridge where deprivation is within the 20% most deprived nationally. National indices can hide deprivation in rural communities such as South Cambridgeshire where deprivation is more likely to be characterised by poor access to services such as healthcare, education, shops and amenities⁶. For example, within the Index of Multiple Deprivation, 16% of South Cambridgeshire is ranked within the 10% most deprived areas in England with respect to “barriers to housing and services”.

Commercial land affordability: Land, particularly in Cambridge and its peripheral areas is becoming unaffordable to some types of business. Some companies who rely on proximity to their market and on whom local residents rely on for the provision of goods and services are increasingly being priced out of the city.

The CPIER report is clear on the need for continuing intervention to safeguard both local and national growth:

"Cambridge is at a decisive moment in its history where it must choose whether it wants to once again reshape itself for growth, or let itself stagnate and potentially wither. We believe the latter would be disastrous for its people and the UK economy."

⁶ Amanda Burke and Andy Jones, The development of an index of rural deprivation: A case study of Norfolk, England, Social Science & Medicine, Volume 227, April 2019

3: LOCAL INDUSTRIAL STRATEGY - PRIORITIES FOR GREATER CAMBRIDGE

The Cambridgeshire and Peterborough Local Industrial Strategy is a seminal commitment between Cambridgeshire and Peterborough and the Government to drive growth for the benefit of the local and national economy. One of its three strategic priorities is to ‘improve the long term capacity for growth in Greater Cambridge by supporting the [five] foundations of productivity’. The ambitions set out below, under each ‘foundation of productivity’, are the essential strategic growth priorities for Greater Cambridge within the LIS.

Place Tailor and customise intervention to meet the distinctive needs of the three different areas of the local economy – Greater Cambridge, Greater Peterborough and the Fens.	People Improve and grow the local skills base to support a successful globally competitive economy and labour market grounded in high-skilled and better paid jobs, increased productivity, and growing strong, sustainable communities.	Ideas Deliver an economy wide place-based innovation ecosystem	Business Environment Increase productivity, changing the spatial distribution of growth and supporting an increase in business growth and skills levels across the whole of the local economy.	Infrastructure Drive productivity growth through infrastructure.
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These ambitions are major drivers of action for economic growth in Greater Cambridge, along with two vital ongoing commitments between the local area and central Government:

Greater Cambridge City Deal (2014) Deal agreed to unlock economic growth in Greater Cambridge, accelerating delivery of 33,500 houses, 44,000 new jobs, 420 new Apprenticeships and a transformative package of transport infrastructure.	Cambridgeshire and Peterborough CA Devolution Deal (2017) Deal agreed to deliver substantial economic growth across CA area – doubling GVA over 25 years, delivering 72,000 new homes and reinforcing skills and transport connectivity.	Cambridgeshire and Peterborough Local Industrial Strategy (2019) Strategy designed to maximise the economy’s strengths and remove barriers to boost productivity, reinforce sector specialisms and enhance economic growth.
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The key strategic priorities of local partners already present a solid foundation for delivering the LIS’s ambitions and drive the actions that will be discussed throughout this document.

The main priorities for this Action Plan are summarised below. In Section 4 these are in turn translated into a series of key objectives and delivery mechanisms.

FOR PLACE:

Investing for Thriving Communities

Our investment plans will reflect the fact that our communities are our number one priority. Where we own land or premises we will look to ensure that they fulfil their economic and social potential. Our new investments will focus on supporting the sustainability of our new and existing communities, for example by bringing forward our Cambridge Compass Enterprise Zone sites more quickly.

Our overall approach to economic development will seek to protect local retail and leisure outlets, including cafes and restaurants, as a vital part of growing thriving local communities. To this end, our range of interventions will be delivered conscious of the pressures on these outlets, particularly in locations outside of Cambridge city centre.

Protecting the Environment and Tackling Climate Change

Greater Cambridge's commitment to address climate change is also a high priority. The two local authorities have declared a climate emergency. South Cambridgeshire District Council has committed to supporting the transition to zero carbon and Cambridge aspires to achieve zero carbon status for Cambridge by 2050. The CPIER states that "Cambridgeshire and Peterborough must play its part in meeting the stipulations of the Climate Change Act". This Action Plan will outline how we will work with our local businesses to help ensure that Greater Cambridge meets its ambitious Climate Change targets.

In line with the CPIER recommendations, we will also look to work with our partners and businesses to implement actions from the emerging Local Natural Capital Investment Plan to ensure that the natural capital of Greater Cambridge - our natural resources - that are so vital to the economic development of Greater Cambridge, are not damaged by economic growth but are enhanced as new development is delivered.

Inward Investment

Greater Cambridge is interested in inward investment to drive the diffusion of both growth and innovation. Private and public sector partners are developing inward investment projects at a sub-regional level and we will continue to engage with them to ensure that all of our business and residential communities are represented.

Making Brexit Work

The prospect of the UK leaving the EU is already having an impact on the local economy. In consultation with businesses, we have reviewed the potential impacts of a no-deal Brexit and begun to implement some actions in mitigation. This process will continue as the nature of Brexit and scale of its impacts become clearer.

Shaping Place through Strategic Planning

The strategic planning process is one of the key levers that local government partners have to ensure that communities in Greater Cambridge are skilled and primed for economic growth. We must ensure that places are designed in a way that encourages sustainable and productive behaviours, including by minimising unnecessary commuting.

FOR PEOPLE:

Economic Inclusivity

It is important to us that all residents and communities within Greater Cambridge benefit from the prosperity that is generated by growth. We will work to tackle poverty where deprivation levels are high and we will help our communities to engage in their local economies (particularly the more skilled, higher-wage jobs), so that they become more sustainable and residents and businesses can thrive. Our interventions should generate the opportunity for residents to work locally, in order to ensure they can be economically active – including older residents and those with caring responsibilities, who may wish to work closer to home.

Skills

The CPIER recognises that "the health and well-being of individuals, along with their education and skills, are central to a flourishing economy". We will work with partners across Greater Cambridge to support residents into employment. Our initial focus will be on supporting young people into apprenticeships, including those on our construction sites such as Waterbeach New Town. However, we will also address the skills needs of our key business sectors.

Health and Economic Well-Being

Where the health needs of Cambridge residents are impacting on their economic well-being, Cambridge City Council will seek to address this through its Anti-Poverty Strategy and Real Living Wage Campaign. South Cambridgeshire will focus on reducing the levels of sickness absence by supporting local companies to recognise and address the mental and physical well-being needs of their workers. Furthermore, our overall sustainable transport objectives are significantly influenced by the opportunity to deliver positive health outcomes, particularly where more people actively walk and cycle in Greater Cambridge.

We would like to take up the recommendation in the CPIER report to develop a well-being and inclusive growth dimension to GVA targets. South Cambridgeshire District Council will be undertaking a project to review the work that is currently taking place to develop well-being metrics to identify a measure, or series of measures that we can run alongside our current performance indicators to help us understand and monitor the well-being of our local residents and workers.

FOR IDEAS:

Identify and Support Key Sectors

The sectoral strengths of Greater Cambridge have been key to our success and we will continue to work with public and private sector partners to address the needs of businesses in our digital, life science, advanced manufacturing and agri-tech sectors. We will also seek to understand and support those sectors that are vital to the supply chains of our key sectors, and that meet the well-being needs of local residents.

FOR BUSINESS ENVIRONMENT:

Business Support

As well as strong connectivity, there is also diversity in economic activity across Greater Cambridge. For example, self-employment is higher in South Cambridgeshire but lower than the national average in Cambridge. Local partners will build a business support eco-system which recognises the economic diversity across the Greater Cambridge area.

Fostering Start-Ups and SMEs

The CPIER identifies the high start-up rate of local businesses as one factor generating high business growth across Cambridgeshire and Peterborough. In Greater Cambridge, start-ups and SMEs are an integral part of the local economy. This ranges from start-ups connected to the wide-reaching innovation eco-system centred on the University of Cambridge, to local manufacturers based in South Cambridgeshire villages feeding into extensive international supply chains.

Council Services Made Simple for Business

From Planning, to Environmental Health to Business Rates, our councils provide a range of key services to local companies. We will work to ensure that there is clarity, simplicity and accountability in our offer to business.

FOR INFRASTRUCTURE:

Delivering Major Infrastructure

The CPIER identifies investment in infrastructure in Greater Cambridge as the single most important priority for the Combined Authority. This action plan embraces this challenge, demonstrating our commitment to prioritising delivery of the transport, housing, energy and digital infrastructure that is essential to maintaining the success of Greater Cambridge.

We also must maximise the role of the planning process in ensuring that new developments identify and facilitate delivery of the required infrastructure to deliver attractive places and a thriving economy.

Equalising the Benefits of Infrastructure

In delivering the major infrastructure improvements that Greater Cambridge needs to continue to grow, we're clear that the benefits of those improvements should be distributed around Greater Cambridge wherever possible. Particularly, scheme development should continue to be conscious of generating benefits for residents and commuters across Greater Cambridge (and beyond) – including expanding broadband connectivity in rural parts of South Cambridgeshire, and ensuring our energy and utilities infrastructure can continue to foster business growth alongside the needs of communities.

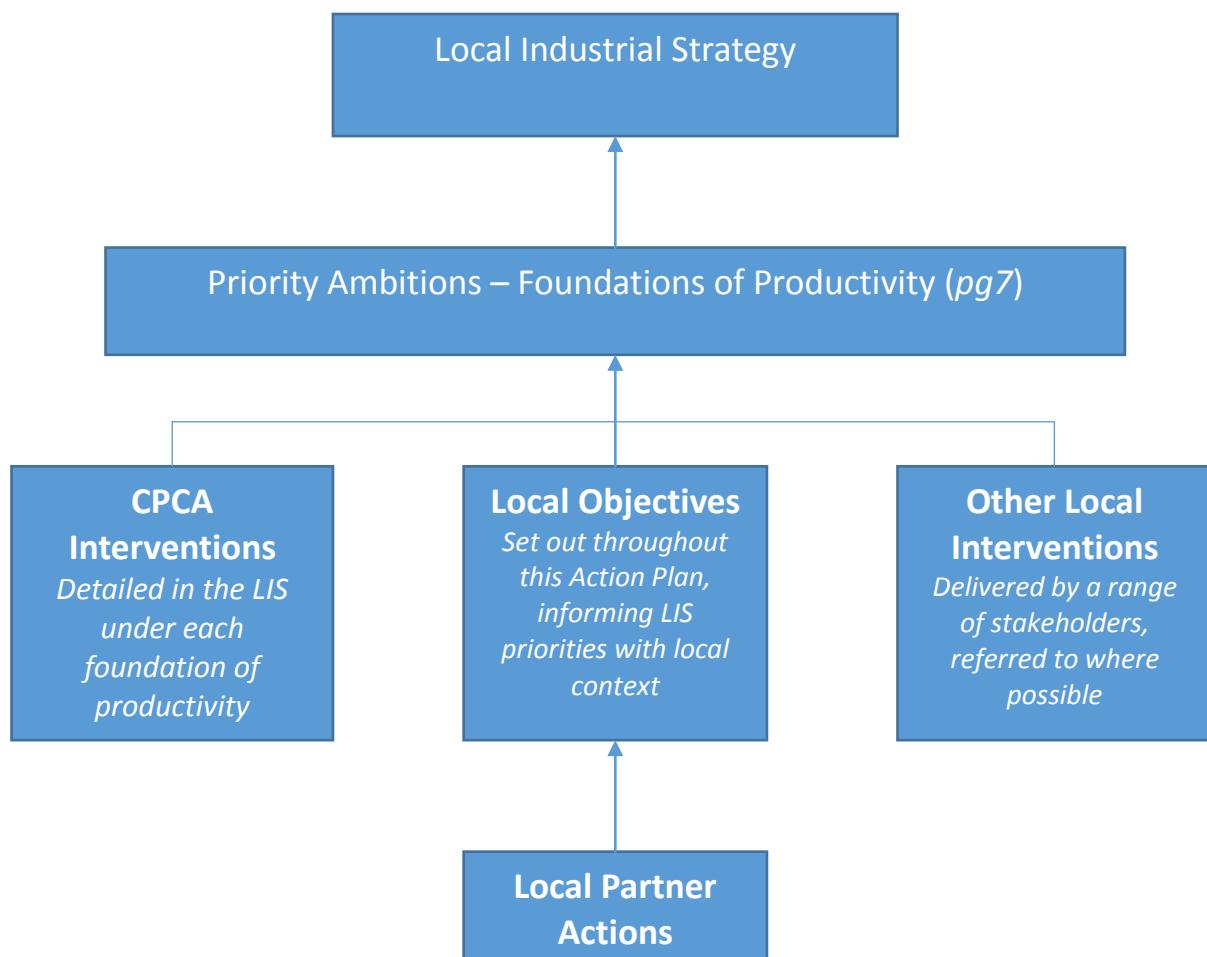
4: DELIVERY OF THE LOCAL INDUSTRIAL STRATEGY IN GREATER CAMBRIDGE

The Cambridgeshire and Peterborough LIS indicates that the Cambridgeshire and Peterborough Combined Authority's Business Board will lead the local implementation of the strategy itself, supported in central Government by the Cities and Local Growth Unit.

Successfully delivering the LIS in Greater Cambridge will require all partners to work together towards the achievement of the strategic priorities it sets out, including those across the civic, academic and business communities in our area.

In view of this, the local 'civic community' has produced a set of objectives that support the CPCA's interventions, in order to comprehensively deliver the LIS ambitions for growth in Greater Cambridge, many of which are in partnership with other stakeholders in the Greater Cambridge economy. Furthermore, the considerable efforts of other stakeholders in supporting economic growth in Greater Cambridge should also be acknowledged; this plan will signpost, where appropriate, to other interventions and initiatives.

This approach to delivering the LIS in Greater Cambridge is outlined below:



Implicit within all economic development objectives in Greater Cambridge is an ongoing commitment to continuing to deliver the Greater Cambridge City Deal, through the Greater Cambridge Partnership (GCP). The City Deal set a series of ambitious objectives to support economic growth in the area, to be delivered through local funds and a Government Investment Fund worth up to £500m from 2015-2031. The Greater Cambridge Partnership, the delivery vehicle for the City Deal, has since taken on an expanded strategic role to facilitate local economic growth, delivering within 5 key workstreams:

- Transport
- Housing
- Skills
- Smart
- Economy & Environment

The LIS acknowledges the importance of “the Greater Cambridge Partnership’s ambitious future investment strategy” in delivering its ambitions for infrastructure in Greater Cambridge, and contains a commitment from both Cambridgeshire and Peterborough and the Government to:

“Continue to deliver the Greater Cambridge City Deal worth £1bn, to improve local infrastructure in Cambridge City and South Cambridgeshire”

PLACE

LIS Priority Ambition: Tailor and customise intervention to meet the distinctive needs of the three different areas of the local economy – Greater Cambridge, Greater Peterborough and The Fens.

The CPCAs are leading a series of headline interventions applicable to Greater Cambridge under ‘Place’. As well as critical infrastructure projects, and a focus on skills in our economy, many of these are focused on facilitating business growth through a range of initiatives:

CPCA-LED INTERVENTIONS

- Continue to develop the business case for the CAM
- Deliver key infrastructure projects, including road corridors and Cambridge South station
- Implement the Greater Cambridge Life Sciences Accelerator Scheme
- Establish Global AI Conference and a National Innovate to Grow Conference in Greater Cambridge
- Introduce a Global Growth Champions Programme, working with GCP to target growing businesses.
- Work with GCP to increase apprenticeships through a Skills Brokerage Service
- Continue to invest in Cambridge Compass Enterprise Zone
- Enhance the Better Business for All Programme and promote Primary Authority to all businesses

To tailor our actions towards delivering the priority ambition for ‘Place’, local partners have set out the following objectives alongside the CPCAs-led interventions:

LOCAL OBJECTIVES

1. Maintain Greater Cambridge’s sectoral strengths and specialisms, enhancing existing sites, whilst growing new strengths to enhance the local economy
2. Retain in Greater Cambridge major local employers, or local businesses that are otherwise significant within the key sectors highlighted by the LIS, as one element of the local approach to inward investment.
3. Enable residents, workers and businesses to access opportunities and services locally, including in rural communities
4. Support local businesses to benefit from reducing the impacts of their activities on the environment
5. Enhance the natural and cultural environment of places, through the design and provision of policies and services supporting economic growth.

These local objectives help to ensure interventions meet the needs of Greater Cambridge, by:

- Emphasising a focus on the particular sectoral strengths and specialisms of the local economy in Greater Cambridge, both strategically crucial sectors identified in the LIS and those smaller sectors which are vital to our thriving local economy, such as local retail sectors.
- Protecting the Greater Cambridge and wider Cambridgeshire and Peterborough economy, by adopting, as identified by the CPIER, a ‘Cambridge or overseas’ mentality towards our most important businesses.
- Recognising the challenge of delivering inclusive access to opportunities and services in our distinct mix of urban and rural communities

- Prioritising the challenge posed by climate change and promoting a positive approach to our environment.

LOCAL INTERVENTIONS		
Objectives	Actions	Owner
Maintain Greater Cambridge's sectoral strengths and specialisms, enhancing existing sites, whilst growing new strengths to enhance the local economy	Through monitoring, research, networking and consultation, develop and maintain an in-depth knowledge of the area's key and supporting sectors and the needs of businesses, to enhance business support services and support inward investment activities.	GCP, SCDC
	Review Greater Cambridge Apprenticeship Service activities to ensure the new apprenticeships it generates are sufficiently focused on the LIS-identified key local sectors.	GCP
	Develop, with Visit Cambridge and Beyond, promotional campaigns to increase visits to South Cambridgeshire.	SCDC
Retain in Greater Cambridge major local employers, or local businesses that are otherwise significant within the key sectors highlighted by the LIS, as one element of the local approach to inward investment.	Develop an annual Economic Development business engagement plan, utilising innovative methods of communication, including a company visit programme.	SCDC
	Deliver GCP investment into transport and other essential infrastructure, ensuring businesses are aware of investments and their impact.	GCP
	Engage with the CPC and any other organisation delivering local inward investment activity, to ensure effective aftercare for businesses locating in Greater Cambridge occurs in a co-ordinated manner.	GCP
Enable residents, workers and businesses to access opportunities and services locally, including in rural communities	Hold events across South Cambridgeshire with Parish Councils and village-based businesses, focused on identifying opportunities to support sustainable local economies and town and village centres and local supply chains.	SCDC
	Work with residents in new neighbourhoods and areas in Cambridge to develop sustainable communities.	City
	Engage with national Government and the CPC, to ensure local needs are recognised in new funding regimes and strategies.	GCP, SCDC, City
	Work with businesses to help to implement the Greater Cambridge Housing Strategy's priority to provide homes for their workers, including reviewing planning and housing policies for Key Workers, Essential Workers and those who move to the area to take up a new job.	SCDC

<p>Support local businesses to benefit from reducing the impacts of their activities on the environment, including by working with them to install green business infrastructure.</p>	<p>Work with partners to develop and deliver enhanced information to local businesses on environmental issues, including the business benefits of installing green infrastructure.</p> <p>Investigate and deliver a brokerage service for renewable technology investment by the end of 2020</p>	<p>SCDC</p> <p>SCDC</p>
	<p>Facilitate businesses to review and reduce their carbon footprint through funding the development and promotion of a Cambridge Climate Change Charter</p>	<p>City</p>
<p>Enhance the natural and cultural environment of places, through the design and provision of policies and services supporting economic growth.</p>	<p>Work with Cambridge BID and Visit Cambridge and Beyond, to respond to and manage tourism and visitor related issues facing Cambridge City</p> <p>Produce Sustainable Design & Construction planning guidance, ensuring guidance for commercial space is taken into consideration.</p>	<p>City</p> <p>City, SCDC</p>
	<p>Develop an Air Quality Action Plan for Cambridge</p> <p>Undertake Air Quality sensor trials around the Mill Road bridge closure, and distribute findings with partners</p> <p>Engage with local partners (particularly through Natural Cambridgeshire) and partners across the Oxford-Cambridge Arc, to improve the natural capital of Greater Cambridge through economic growth.</p>	<p>GCP</p> <p>GCP, SCDC, City, County</p>

PEOPLE

LIS Priority Ambition: Improve and grow the local skills base to support a successful, globally competitive economy and labour market grounded in high-skilled and better-paid jobs, increased productivity, and growing strong, sustainable communities.

The LIS details a series of interventions relating to the development of skills, for the benefit of people and employers within Greater Cambridge:

CPCA-LED INTERVENTIONS

- Implement changes to the use of the Adult Education budget
- Establish the Skills Advisory Panel, to provide local labour market intelligence to support funding decisions and engagement with providers
- Create a Skills, Talent and Apprenticeship Hub
- Establish an Apprenticeship Ambassador Network

To tailor our actions towards delivering the priority ambition for ‘People’, local partners have set out the following objectives alongside the CPCA-led interventions:

LOCAL OBJECTIVES

1. Deliver skills provision in Greater Cambridge that ensures employers have access to skills they need locally
2. Generate opportunities for residents to access high-skilled and better paid jobs through the apprenticeship system.
3. Help local employers to understand and address employee well-being identified by the CPIER “Key Recommendation #1” as an important element of delivering growth.

These local objectives help to ensure interventions meet the needs of Greater Cambridge, by:

- Addressing the challenge, as identified by the CPIER, of a particularly high share of available vacancies and hard-to-fill vacancies for professionals in the Cambridge region, including particular challenges in the Life Sciences and Information and Communications sectors, by supporting demand-focused skills provision.
- Equipping residents with the required skills to find good employment in their local communities, as well as accessing the best jobs in our area, reinforcing inclusivity within our local economy.
- Considering the importance of physical access to work, including the proximity of apprenticeship opportunities to people’s homes (particularly in the rural economy) and how lengthy commuting harms employee well-being.
- Ensuring our actions acknowledge the CPIER finding that damage to health and well-being caused by lengthy commuting – particularly prevalent for employees in Greater Cambridge – amongst other factors, is an economic issue for us to address.

LOCAL INTERVENTIONS		
Objectives	Actions	Owner
Deliver skills provision in Greater Cambridge that ensures employers have access to skills they need locally	<p>Produce analysis and an action plan on skills gaps within South Cambridgeshire by the end of March 2021</p> <p>In conjunction with the CPCA and Cambridge Ahead, commission RAND Europe to carry out research on local careers advice provision.</p> <p>In partnership, promote Greater Cambridge as an area welcoming diversity in the workforce.</p> <p>Through the Greater Cambridge Apprenticeship Service, engage with schools to provide enhanced apprenticeships activity.</p> <p>Through the Greater Cambridge Apprenticeship Service, provide a support service for more young people to take up apprenticeships.</p> <p>Through Greater Cambridge Apprenticeship Service activities, gather and share evidence that identifies employers' skills needs. Particularly, capture evidence on the needs of business in our rural micro-economies, and support people into local apprenticeships to respond to these needs.</p>	SCDC GCP SCDC GCP GCP
Generate opportunities for residents to access high-skilled and better-paid jobs through the apprenticeship system	<p>Through Greater Cambridge Apprenticeship Service activities, engage with local employers to provide more apprenticeships.</p> <p>Through Greater Cambridge Apprenticeship Service activities, connect students directly with employers.</p> <p>Support and create opportunities for internal apprenticeships, in line with the organisation's Apprenticeship Strategy.</p> <p>Assess the success of the Greater Cambridge Apprenticeship Service at the end of its first period (March 2021), and tailor any subsequent service within the context of its success.</p> <p>Particularly, consider whether physical access to apprenticeships is shown to be difficult in any parts of Greater Cambridge and what steps could be taken in future Apprenticeship Service provision to minimise this.</p>	GCP GCP City, SCDC GCP
Help local employers to understand and address employee well-being, identified by the CPIER "Key Recommendation #1" as an important element of delivering growth.	<p>Promote and explain the business benefits of paying the Real Living Wage to businesses and employers in Cambridge.</p> <p>Develop and distribute information resources for EU workers in South Cambridgeshire.</p> <p>Raise employer awareness of GCP transport infrastructure schemes and the improved commuting options they provide employees.</p>	City SCDC GCP

Support local businesses to gain access to Employee Health and Wellbeing programmes, including mental health first aider training, funded by Public Health.

IDEAS

LIS Priority Ambition: To deliver an economy wide place-based innovation and growth eco-system.

Enhancing innovation to promote growth is central to the interventions delivering the ‘Ideas’ ambition in the LIS. The CPCA have committed to delivering a range of such interventions, including improving networking opportunities, business support and coaching and providing the specific support needed by start-ups and scale-ups:

CPCA-LED INTERVENTIONS

- Establish Innovate 2 Grow Network to strengthen links to growing firms
- Support businesses, universities and other partners to collaborate to maximise public and private investment in priority areas
- Expand Eastern Agri-Tech Research, Development and Prototyping Growth Initiative
- Establish SME Innovate 2 Grow fund, promoting R&D, innovation and commercialisation of ideas
- Develop at least four new Innovation Launchpads regionally, focused on product development in key growth sectors
- Support new start-up, incubation and scale-up space, where market failure is identified
- Create 1000 Global Growth Champions, from within the Knowledge Engine of Cambridge

To tailor our actions towards delivering the priority ambition for ‘Ideas’, local partners have set out the following objectives alongside the CPCA-led interventions:

LOCAL OBJECTIVES

1. Support innovation and the exchange of knowledge, through collaborative networks, partnerships and other initiatives in Greater Cambridge.
2. Design and develop local government services to make it easier for businesses to innovate and grow sustainably
3. Greater Cambridge provides the necessary space and digital infrastructure for all kinds of new and growing businesses

These local objectives help to ensure interventions meet the needs of Greater Cambridge, by:

- Acknowledging, despite the limited role of local government in this area, that partners can still play a role in actively supporting networks, partners and similar initiatives that are so important to the economic growth story of Greater Cambridge.
- Ensuring the local government services active here are designed to be as supportive as possible of sustainable growth and innovation.
- Prioritising action that helps to ensure that businesses in Greater Cambridge have the essential space and infrastructure to grow.

LOCAL INTERVENTIONS		
Objectives	Actions	Owner
Support innovation and the exchange of knowledge, through collaborative networks, partnerships and other initiatives in Greater Cambridge	<p>Work with the local universities to support initiatives to engage local businesses in innovation and support local businesses to access the local innovation eco-system.</p> <p>Give consideration to sources of funding for innovative approaches to grid capacity working with partner organisations in the public and private sector.</p>	GCP, SCDC, City
Design and develop local government services to make it easier for businesses to innovate and grow sustainably	Review current well-being metrics to identify a measure, or series of measures to monitor the well-being of local residents and workers alongside traditional economic measures, using these measures to influence future policy development.	GCP, SCDC, City
Provides the necessary space and digital infrastructure for all kinds of new and growing businesses	<p>Complete study into employment land and reflect findings in new Greater Cambridge Local Plan.</p> <p>Ensure that capacity/opportunity to increase the number of village workspaces is included in the Plan.</p> <p>Identify opportunities for investment to support the development of the Cambridge Compass Enterprise Zone sites, including managed workspace.</p>	SCDC/City
	Support the economic development of key new towns, including Northstowe, Waterbeach and Cambourne, through delivering on relevant plans and strategies.	SCDC
	Identify opportunities for investment in employment land and premises in the district's larger towns and villages to support sustainable economic growth.	SCDC
	Work with landowners to regenerate the North East Cambridge area.	SCDC/City
	Support the economic development of other large development areas in the district including Bourn Airfield New Village and Cambourne West.	SCDC
	Review the outcomes of the creative workspace supply and demand study including opportunities for implementation with public and private sector partners and via Local Plan policies.	City/SCDC
	Work with parish councils to secure drop-in/hot desk spaces for those working in villages, including home or lone workers.	SCDC
	Contribute towards improved broadband coverage and reduce mobile phone blackspots, including through Connecting Cambridgeshire.	SCDC/County

BUSINESS ENVIRONMENT

LIS Priority Ambition: Increase productivity, changing the spatial distribution of growth and supporting an increase in business growth and skills levels across the whole of the local economy.

Through funds, services and programmes, the CPCA will lead an ambitious set of interventions designed to increase productivity of businesses throughout the region, including within Greater Cambridge. The LIS also details a priority around the adoption of natural capital principles, which this Action Plan links to ‘Place’:

CPCA-LED INTERVENTIONS

- Create a Global Growth Service, targeting places and firms to generate the most impact
- Introduce Trade & Investment Service, to co-ordinate the Global Growth Grants and Loans, working with DIT and others
- Establish a Global Investor Service, focused on landing new firms into Greater Cambridge
- Create Inaugural Growth Investment Fund to support innovation in new markets
- Work with the Small Business Commissioner to launch a programme to improve business survival rates
- Encourage local businesses to adopt natural capital principles

To tailor our actions towards delivering the priority ambition for ‘Business Environment’, local partners have set out the following objectives alongside the CPCA-led interventions:

LOCAL OBJECTIVES

1. Provide accessible, high quality information and services to support business growth and development in Greater Cambridge
2. Provide extra support, where appropriate, to help entrepreneurs start-up and grow.
3. Facilitate effective outward promotional activity to maximise growth potential in Greater Cambridge, as one element of the local approach to inward investment

These local objectives help to ensure interventions meet the needs of Greater Cambridge, by:

- Giving local government a focused objective in order to continually improve the delivery of services to support business growth and development in Greater Cambridge.
- Prioritising local entrepreneurs, who have a vital role in our local eco-system due to the nature of ideas generation in Greater Cambridge.
- Actively supporting the development of outward promotional activity, to attract new businesses and investment into Greater Cambridge in order to support an increase in local business growth.

LOCAL INTERVENTIONS		
Objectives	Actions	Owner
Provide accessible, high quality information and services to support business growth and development in Greater Cambridge	<p>Establish an SCDC Business Team, including dedicated capacity for inward investment activities.</p> <p>Provide briefings to internal services and engage with the NFU to understand farming community challenges as a result of the Agricultural Bill.</p> <p>Review business processes and online resources, including My South Cambs, to ensure that the Council's business services are easier to access and comprehensively digital by design.</p> <p>Provide all businesses with a single point of contact within the Council.</p> <p>Implement the Better Business for All initiative across the Council's regulatory services.</p> <p>Provide a single point of contact for businesses in the Greater Cambridge Shared Planning Service.</p> <p>Raise awareness of council procurement processes to help local small businesses to secure more council contracts.</p> <p>Support the CPC, as appropriate, to develop the offer of the growth services proposed in the LIS, working with the services to engage with local businesses who need them.</p>	SCDC
Provide extra support, where appropriate, to help entrepreneurs start-up and grow	<p>Signpost and encourage businesses to access and engage with the business support offered by the Global Growth company and other agencies.</p> <p>Develop a business support plan to provide help to start-ups and small businesses that complements provision by the Global Growth Service and other agencies.</p> <p>Engage with the Cambridgeshire Chamber of Commerce and the Federation of Small Businesses to develop an approach to supporting local businesses through Brexit.</p>	SCDC
Facilitate effective outward promotional activity to maximise growth potential in Greater Cambridge, as one element of the local approach to inward investment	<p>Work with partners at the University of Cambridge and in business to develop an inward investment proposition for Greater Cambridge</p> <p>Work with the Combined Authority in the development of the Growth Company's Global Investor Service for Cambridgeshire.</p> <p>Identify a programme of supporting activities to bring inward investment into South Cambridgeshire including info gathering on the local economy and available land and premises.</p>	GCP GCP/City/ SCDC SCDC/GCP

Develop, with the Combined Authority, a marketing plan for South Cambridgeshire's Cambridge Compass Enterprise Zone sites. SCDC

Stimulate private sector investment into the Council's developing portfolio of land and premises. SCDC

INFRASTRUCTURE

LIS Priority Ambition: Drive productivity growth through infrastructure.

Through the realisation of a range of plans and strategies, the CPCA will deliver a comprehensive range of infrastructure interventions supporting the entire region, with significant effects on Greater Cambridge. These include:

CPCA-LED INTERVENTIONS

- Realise the CPCA Business Plan 2019/20
- Realise the Greater South East Local Energy Strategy
- Realise the Connecting Cambridgeshire Delivery Plan
- Realise the Local Transport Plan
- Complete the Cambridgeshire and Peterborough Strategic Bus Review and establish a Bus Task Force
- Continue ongoing Connecting Cambridgeshire work to increase superfast broadband coverage

To tailor our actions towards delivering the priority ambition for ‘Infrastructure’, local partners have set out the following objectives alongside the CPCA-led interventions:

LOCAL OBJECTIVES

1. Reduce congestion, improve air quality and promote active travel by delivering a transformative package of transport infrastructure through the Greater Cambridge Partnership
2. Accelerate the delivery of affordable housing, that enables people to more easily access work and leisure opportunities
3. Improve the sustainability of our energy supply and provide sustainable access to energy infrastructure to ensure it doesn’t become a further constraint on growth.
4. Develop and deploy smart infrastructure to support data-driven decision making and improve quality of life in Greater Cambridge
5. Provide next-gen digital infrastructure and skills, in order that everyone in Greater Cambridge can benefit from digital opportunities.

These local objectives help to ensure interventions meet the needs of Greater Cambridge, by:

- Delivering on the Greater Cambridge City Deal, a major commitment to investment in infrastructure, skills and housing made by local partners and the Government in 2014.
- Highlighting the local focus on alleviating infrastructure constraints on growth in our local economy, identified by the CPIER as the single most pressing priority for the wider region. Particularly, improve onsite generation and battery storage capacity to provide access to a sustainable energy supply.
- Promoting the uptake of smart infrastructure to build on the work done to date in Greater Cambridge and further ensure data can improve local decision making.
- Providing the cutting-edge digital infrastructure and skills needed by the high-tech businesses in our local economy and by residents who wish to thrive here.
- Engaging the planning process to design and deliver solutions to infrastructure challenges as part of new developments.

LOCAL INTERVENTIONS		
Objectives	Actions	Owner
Reduce congestion, improve air quality and promote active travel by delivering a transformative package of transport infrastructure through the Greater Cambridge Partnership	Deliver the GCP transport programme, transforming the way people travel to, and around, Greater Cambridge.	GCP
	Invest in a zero-emission bus pilot to support the delivery of low or no-emission bus services in Greater Cambridge.	GCP
	Fund the development phase of Cambridge South railway station.	GCP
	Develop a policy solution to more effectively manage congestion in the city centre through the 'City Access' package.	GCP
	Implement the joint Air Quality Strategy and action plan..	City/SCDC
	Develop Local Plan policies that support the development of homes and jobs that are close together or can be accessed by good walking, cycling and public transport links.	City/SCDC
	Represent the needs of Greater Cambridge by inputting into the Local Transport Plan, and fully implement all actions required to realise it.	GCP, SCDC, City
	Work with strategic partners to catalyse the delivery of key strategic transport projects, such as on the A10, A505 and East-West Rail, to the benefit of the economy and our communities.	GCP, SCDC, City
Accelerate the delivery of affordable housing, that enables people to more easily access work and leisure opportunities	Implement the Greater Cambridge Housing Strategy which sets out the vision, objectives and priorities between 2019 and 2023.	SCDC/City
	Develop Local Plan policies to support the delivery of affordable and essential worker housing. This should include the exploration of "landing strip" homes i.e. homes provided for workers who are new to the area when taking up employment.	City/SCDC
	Support targeted new developments.	GCP
	Build at least 500 new council homes through devolution funding, ensuring they comply with the Council's Sustainable Housing Guide wherever viable.	City
Improve the sustainability of our energy supply and provide sustainable access to energy infrastructure to ensure it doesn't become a further constraint on growth.	Deliver at least 350 new council homes over the five years of this Council.	SCDC
	Respond to the commissioned UK Power Networks engineering study, exploring options to increase capacity within the local network, in December 2019.	GCP
	Invest in energy efficiency and generation projects.	City, SCDC

	Assess opportunities for investment to minimise energy consumption on new employment sites and premises as they become part of the Council's developing property portfolio.	SCDC
Develop and deploy smart infrastructure to support data-driven decision making and improve quality of life in Greater Cambridge.	Deliver a package of projects through the GCP Smart workstream that reinforces the use of high quality data and innovative smart technologies.	GCP
	Conduct traffic flow and air quality monitoring around the Mill Road Bridge closure, sharing findings with relevant partners.	GCP/City
Provide next-gen digital infrastructure and skills, in order that everyone in Greater Cambridge can benefit from digital opportunities.	Incorporate fibre ducting by default on all new infrastructure schemes.	GCP/County
	Work with Connecting Cambridgeshire to identify and incorporate future proofed digital infrastructure policies in the new Local Plan.	SCDC/City

5: DELIVERING THIS ACTION PLAN

The actions in the tables in section 4 will form a crucial element of the local delivery of the LIS. Generally, it is expected that the local interventions (i.e. those not led by the CPCA) contained in this action plan will be delivered by 2022, with a few exceptions e.g. the delivery of all schemes within the GCP transport programme.

This action plan is a joint commitment to interventions designed to deliver the benefits envisaged by the LIS, whilst ensuring that action is prioritised according to the local context of Greater Cambridge. The individual local interventions are drawn mainly from:

- Actions being undertaken by the Greater Cambridge Partnership, to deliver against the economic growth objectives contained within the Greater Cambridge City Deal;
- South Cambridgeshire District Council's Business Plan 2019-2024;
- Cambridge City Council's Corporate Plan 2019-2022.

Given the above, the delivery of individual local interventions will be monitored by the lead organisation for that intervention, through whatever approach is considered appropriate by that organisation.

The local objectives contained within this action plan have been collectively agreed, justified by alignment with the LIS and local evidence and priorities. Therefore, individual authorities in Greater Cambridge will use the local objectives set to steer new economic interventions e.g. investment decisions.

The Greater Cambridge Partnership's Economy and Environment Working Group contains members from each of the three local authorities in Greater Cambridge, plus the academic and business communities. It is, therefore, the ideal forum for members to collectively scrutinise the overall delivery of the local objectives and to identify and address challenges that are not being addressed effectively by existing interventions. The Working Group will monitor the overall progress. New interventions may be taken on by individual organisations or in partnership.

Local partners will continue to work closely with the CPCA, as the lead organisation for the delivery of the LIS (in conjunction with the Government). This will continue to ensure that local interventions complement CPCA-led interventions, to deliver outcomes in Greater Cambridge that are beneficial for the local area and for the wider region.