

## Appendix A

# GREATER CAMBRIDGE – ACTION TO DELIVER REGIONAL RECOVERY AND ECONOMIC GROWTH STRATEGIES

## APRIL 2021 PROGRESS UPDATE

Key documents:

- Regional Strategies
  - o [Cambridgeshire & Peterborough Local Industrial Strategy](#) (LIS)
  - o [Cambridgeshire & Peterborough Local Economic Recovery Strategy](#) (LERS)
- Local Delivery Plans
  - o [Greater Cambridge Economic Action Plan](#) (Feb 2020) – initial plan aligning local delivery to the LIS.
  - o [Local actions for the implementation of the LERS](#) (Dec 2020) – update on local action.

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### Background

In order to deliver sustainable economic growth aligned with the Local Industrial Strategy (LIS) and the Local Economic Recovery Strategy (LERS), local partners have committed to deliver a range of actions (outlined in local delivery plans referenced above), each explicitly connected with LIS and/or LERS objectives.

To ensure successful delivery of these actions and identify areas for further work, the Greater Cambridge Partnership officers co-ordinate monitoring of these actions on a regular basis.

The table below includes the April 2021 update for actions carried out by Greater Cambridge Partnership (GCP), South Cambridgeshire District Council (SCDC) and Cambridge City Council (City/CCC), or a combination of those partners.

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Please note the following RAG rating

RAG Rating	Description
Green	Action completed, or underway and on track.
Amber	Action underway but delivery subject to notable risk of non-delivery of intended outcomes, or not started but on track.
Red	Action not started and subject to notable risk of non-delivery of intended outcomes.

## BUSINESS AND THE ECONOMY

#	Action	Owner	Target Date	RAG Status	Progress
<b>Inward Investment</b>					
1	Engage with the CPCA and any other organisation delivering local inward investment activities, to ensure effective aftercare for businesses locating in Greater Cambridge occurs in a co-ordinated manner.	GCP, SCDC, City	Ongoing	Green	Building on investment made in June 2019 on an inward investment project for Greater Cambridge, the GCP Executive Board approved a £50,000 investment in Cambridge&, a new not-for-profit organisation seeking to deliver inward investment services to support the recovery from Covid-19 and provide longer term services. The GCP continue to work closely with the CPCA following the launch of the Business Growth Service (now Growth Works) to understand what role Cambridge & may play in the service as it moves forward. This includes regular catch ups and work programme mutual support/information share.
2	Establish an SCDC Business Team, including dedicated capacity for inward investment activities.	SCDC	Marked as complete (Dec 2020)		
3	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.	SCDC, GCP	2021-22	Red	<p>Progress against this action has been delayed due to uncertainty around the exact shape of the future of inward investment provision in Greater Cambridge. Local partners will continue to engage with partners across the CPCA and Ox-Cam Arc (and with national partners) to support the development of a coherent strategy and approach.</p> <p>Working with the newly formed Growth Service, SCDC now have an iterative and ongoing process for collaboration and mutual support on all inward investment related activities. The SCDC business</p>

					team is in the process of creating a business park register and forming relationships with all key local managing agents. We also work directly with colleagues at DIT/Growth service on inward bound investor enquiries to ensure compelling marketing collateral/supporting materials to attract businesses into our area. For example, we are working collaboratively to attract a new international business to Melbourn.
4	Stimulate private sector investment into the Council's developing portfolio of land and premises.	SCDC	Ongoing	Green	The investment team, PWG, business team and other internal steering groups convene regularly to focus on meet this objective ongoing and longer-term.
5	In due course, working with relevant partners to promote EZ space – currently building relationships with DIT with a more export and inward/outward investment related purview	SCDC	Ongoing	Amber	Now that SCDC has formally acquired Northstowe, early work is underway to shape the intended EZ vision and proposition, as is ongoing work more broadly around all our Cambridge Compass sites.
6	Work with partners at the University of Cambridge and in business to develop an inward investment proposition for Greater Cambridge.	GCP	Ongoing	Amber	The GCP Executive Board approved a £50,000 investment in Cambridge& in June 2020, a new not-for-profit organisation seeking to deliver inward investment services to support the recovery from Covid-19 and provide longer term services. We continue to engage closely with Cambridge& to ensure maximum value for the investment and maximum benefit to the local economy. The project is fundamentally linked to action 1 and the progress of that work with Growth Works.
7	Work with the Combined Authority in the development of the Growth Company's Global Investor Service for Cambridgeshire.	SCDC, GCP, City	Ongoing	Green	As in 1 and 6 we continue to work closely with the CPCA following the launch of the Business Growth Service (now Growth Works) to understand what role Cambridge& may play in the service as it moves forward.

8	Develop, with the Combined Authority, a marketing plan for South Cambridgeshire's Cambridge Compass Enterprise Zone sites.	SCDC	2021	Green	This work is nascent via the Cambourne and Northstowe internal working groups and Board. Further concerted activity is to be planned for H1 2021.
<b>Business Support</b>					
9	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.	SCDC/GCP	Ongoing	Green	<p>Over 2020 and continuing into 2021, local partners have undertaken a range of research to deliver this action. This includes specific research by Hatch Regeneris, Metro Dynamics and the Centre for Business Research. Additionally, officers from across the GCP have been producing monthly economic data presentations to enhance our understanding of the impact of Covid-19 on different parts of the economy.</p> <p>The SCDC Business Support Team (formed June 2020) has also undertaken an active business engagement programme, talking to local businesses to form and enhance the team service plan. The team has spoken to over 300 businesses since July.</p> <p>Local partners will support future work by the CPCA's new inward investment service, which will allow us to continue to build a more accurate picture of our economy.</p> <p>We continue to build on our knowledge of the local business landscape, not least having built personal relationships with many businesses as part of government grant dissemination.</p>
10	Hold events across South Cambridgeshire with Parish Councils and village-based businesses focused on identifying opportunities to support	SCDC	Ongoing	Green	Work in this area has been digital since June 2020. SCDC held a procurement webinar for local businesses in November i.e. to better promote how local businesses can and should consider tendering

	sustainable local economies, town and village centres and local supply chains.				<p>for council contracts. Comms in this area are ongoing, supplementary to what our local media already focuses on to promote all things local e.g. Clickitlocal/other local apps. More will likely be needed in this area as new post-Covid-19 and post-Brexit challenges unfold.</p> <p>Since Jan 2021, we have undertaken 5 online events, including the start of an ongoing series promoting mental health for small business owners specifically. We are also working on a collaborative supply chain specific events to be held 22<sup>nd</sup> July in partnership with City, Chamber of Commerce, ARU and St John's College. The initial focus is on food/drink/hospitality. If successful, the idea will be rolled out to other sectors.</p>
11	Promote and explain the business benefits of paying the Real Living Wage to businesses and employers in Cambridge.	City	2019-2022	Green	<p>As at 31st March 2021 there were 48 local employers accredited (independents and those with head offices in the city) and 31 national employers accredited with branches in the city.</p> <p>The impact of Covid-19 has meant that many local businesses have faced very challenging trading conditions, which provides context for the council's campaign over the 2020/21 year. In February 2021, the City council promoted the Real Living Wage to all 4,500+ local businesses by producing and including a flyer setting out the business benefits of accreditation by producing a flyer going out to 4,500+ businesses with business rates invoices.</p> <p>Additionally, the council and the Living Wage Foundation met with representatives of a major</p>

					employer in the city to support them in developing a business case for real living wage accreditation.
12	Support local businesses to gain access to Employee Health and Wellbeing programmes, including mental health first aider training, funded by Public Health.	SCDC	2021	Green	<p>Actions include:</p> <ul style="list-style-type: none"> <li>•Creating a dedicated page to this on our website (Nov 2020);</li> <li>•Ongoing publicity in our OpenforBusiness Newsletter;</li> <li>•Developing a webinar in Jan 2021 aimed at tackling the Covid-19 induced business-related strains and stresses our micro and small businesses are facing in particular – supported via Val Thomas and County Council Mental Health and Wellbeing colleagues. This is likely to become a recurring series.</li> </ul>
13	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.	SCDC	2021	Green	As part of wider transformation and efficiency and customer experience-led initiatives, this item is underway and ongoing.
14	Provide all businesses with a single point of contact within the Council.	SCDC	Marked as complete (Dec 2020)		
15	Implement the Better Business for All initiative across the Council’s regulatory services.	SCDC	Ongoing	Amber	The Business Support Team is working with colleagues from EH and Licensing to ensure we evolve and continue to have an offer fit for purpose services post Covid-19.
16		City	Ongoing	Red	It has not been possible to progress this work in 2020 due to resources being focused on responding to the Covid-19 emergency and supporting businesses through that.
17	Provide a single point of contact for businesses in the planning service.	SCDC/City	Ongoing		
18	Raise awareness of council procurement processes to help local small businesses to secure more council contracts.	SCDC	Marked as complete (Dec 2020)		

19	Support the CPCA, 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.	All	Ongoing	Green	Officers from across local partners will work collegiately with the new Inward Investment/Growth Service in order to strengthen our regional offer to businesses.
20	Signpost and encourage businesses to access and engage with the business support offered by the Global Growth company and other agencies.	SCDC	Marked as complete (Dec 2020) with ongoing engagement.		
21	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.	SCDC	Marked as complete (Dec 2020)		
22	Engage with the Cambridgeshire Chamber of Commerce and the Federation of Small Businesses to develop an approach to supporting local businesses through Brexit.	SCDC	Marked as complete (Dec 2020) with ongoing engagement.		
23	Supporting those who received LGF funding (e.g. Hauxton Mill incubator) by way of follow through dialogue and support, including signposting new funding and up and coming partnership opportunities and planning related support etc.	SCDC	Ongoing	Green	This action is ongoing and will continue into 2021/2022 and beyond. For example, we are supporting, in tandem with the CPCA, seeking out growth and grant opportunities for post LGF funding.
24	Assisting/supporting local businesses as they look to pivot/diversify including use of space post pandemic e.g. Wheatsheaf Pub Stowe Cum Quy as potential village workspace hub	SCDC	Ongoing	Green	Ongoing on a weekly basis.
25	Supporting commercial tenants with appropriate plans through recovery to reduce voids	City	Ongoing	Green	The Council has worked with its commercial tenants through lockdown to help them manage their cash flow through deferred payment plans and lease re-gearing where requested. It has also made tenants aware of the government grants that are available to support them during this time. There is ongoing demand for many commercial properties and while

					some tenants have changed their business model during Covid, others have seen an opportunity. Voids in most property types therefore remain relatively low.
26	Supporting Cambridge businesses to access LEP funding for growth	City			
27	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.	All	Ongoing	Green	Local partners are actively working with key local partners including University of Cambridge and ARU on the promotion of relevant match funding schemes etc. Officers from the City Council have engaged with the University of Cambridge's Institute for Sustainability Leadership to discuss support for local businesses on sustainability matters. There are monthly newsletters from City and SCDC referring to innovation support as appropriate.
<b>Business Engagement</b>					
28	Develop an annual Economic Development business engagement plan, utilising innovative methods of communication, including a company visit programme.	SCDC	Marked as complete (Dec 2020) with service plan refresh ongoing.		
29	Deliver GCP investment into transport and other essential infrastructure, ensuring businesses are aware of investments and their impact.	GCP	Ongoing	Green	The GCP continues to invest into transport and other essential infrastructure, ensuring businesses are aware of investments and their impact which will help support economic recovery from Covid-19. We hold regular business briefings and continue to work closely with business membership organisations.
30	In partnership, promote Greater Cambridge as an area welcoming diversity in the workforce.	SCDC	Ongoing	Green	Cabinet has approved our equality scheme (Oct 2020) which sets out what we are going to do over the next 4 years to meet and promote the aims of the public sector equality duty. We will also deliver messaging to businesses and potentially an

					event/webinar promoting and celebrating workforce diversity in 2021.
31	Raise employer awareness of GCP transport infrastructure schemes and the improved commuting options they provide employees.	GCP	Ongoing	Green	The GCP raises employer awareness of GCP transport infrastructure schemes and the improved commuting options they provide employees through the business briefings held regularly with representation from businesses across Greater Cambridge. We also continue to work closely with business membership organisations. The upcoming cycling investment consultation will be a further way to demonstrate improved commuting options to businesses and employees.
32	Promote business access to support advice and funding for growth	City, SCDC	Ongoing	Green	We do this in our respective newsletters and in partnership, wherever possible, with CPCA colleagues.
33	Active push publicising potential council tender opportunities e.g. as a result of our investment strategy (including Cambourne, Northstowe/EZ and wider real estate proposition).	SCDC	Ongoing	Green	We hold quarterly procurement Webinars to help attract new businesses into engaging with council contract opportunities.
34	Working with Skills Support for the Workforce SSW (Serco) to promote offer to SCambS businesses including individual referrals.	SCDC	Ongoing	Green	This is an ongoing initiative, as is liaising with wider Skills and workplace colleagues across Greater Cambridge/CPCA.
<b>Economic Development</b>					
35	Support the economic development of key new towns, including Northstowe, Waterbeach and Cambourne, through delivering on relevant plans and strategies.	SCDC	Ongoing	Green	The Business Support Team is part of assisting key internal working groups to ensure economic development objectives including jobs, economic growth and business relocation to our new towns will be achieved.
36	Identify opportunities for investment in employment land and premises in the district's larger towns and villages to support sustainable economic growth.	SCDC	Ongoing	Green	The Local Plan will identify employment land allocations and internal teams will work together to identify opportunities for investment.

37	Work with landowners to regenerate the North East Cambridge area.	SCDC, City	2021-22	Green	<p>The draft North East Cambridge Area Action Plan was published for consultation from 27 July to 5 October 2020. Work is now underway to consider the responses received. The next step will be preparation of the Proposed Submission AAP.</p> <p>The process for establishing a development consent order application for the relocation of the Cowley Road Water Treatment plant (supported by HIF funding/Homes England) is underway, with the second consultation process due in summer 2021.</p> <p>The launch of the first concept engagement process for City Council and Anglian Water's joint site is due summer 2021 with a festival planned for the autumn.</p>
38	Support the economic development of other large development areas in the district including Bourn Airfield New Village and Cambourne West.	SCDC	Ongoing	Green	<p>The Bourn Airfield New Village SPD was approved on 2 October 2019. Officers are currently assessing applications for a new mixed-use village on the airfield and employment floorspace at the Former Gestamp Factory. The First Development Parcels have been approved at Cambourne West and strategic engineering works have begun on site. Employment floorspace will come forward during later phases of the development.</p>
39	Funding request for fixed term officer to support growth in creative, digital and arts sectors, including gaming, AI and intersection of sectors e.g. Tech, Marketing and Comms	SCDC	Ongoing	Amber	<p>Budget has been approved for this as part of 2021-2022 fiscal, however we are holding fire on recruiting to the post until we are clearer on exact role scope as we further enter recovery phases.</p>
40	Support the development of appropriate facilities for high tech jobs on council owned or purchased land	City	Ongoing	Amber	<p>Working with the Cambridge Investment Partnership on redevelopment opportunities for commercial space and also with newly established Growth works.</p>
41	Ensuring best access to funds and plans to stimulate robust recovery of city centre and more peripheral groups of businesses	City	Ongoing - due	Amber	<p>Development of City economic recovery plan to underpin the LERS and be underpinned by this action plan plus longer term recovery.</p>

			Autumn 2021		
42	Establishing economic resource post to lead function in City and coordinate support	City	Ongoing	Green	Post advertised and interview dates planned.
43	Building relationship with Regional College / scoping wider partnership opportunities	SCDC	Ongoing	Green	Ongoing dialogue ensues to ensure joined up thinking and collaboration/actions where possible.
44	ARU partnership – including business research collaboration referrals	SCDC	Ongoing	Green	Ongoing dialogue ensues to ensure joined up thinking and collaboration/actions where possible. Illustrative example is our Co-hosted Supply Chain Event July 22 <sup>nd</sup> .
45	Working with Education partners to enable safe continued quality service delivery	City	Ongoing	Green	Ongoing.
<b>Visitor Economy</b>					
46	Develop, with Visit Cambridge and Beyond, promotional campaigns to increase visits to South Cambridgeshire.	SCDC	April 2021	Green	<p>Visit Cambridge and Beyond (VCB) ceased trading in June (2020) as a result of the impact of Covid-19 on the city's visitor economy and the associated income loss. SCDC is developing its own Visit South Cambs website and communications proposition to better promote district-level retail and hospitality initiatives. This will put the South Cambs visitor economy offer more on par with other local councils (e.g. Explore East Cambs, e.g. Visit Cambridgeshire Fens). We are working with local tourism and hospitality experts to help us shape this endeavour. Once we have a visitor offer formalised, SCDC will ensure alignment and sharing of content with the City Council and vice versa to ensure visitors to Greater Cambridge can access joined up visitor economy marketing and information.</p> <p>We have been given informal cabinet go ahead to proceed with this initiative and are now entering design and build stage with a view to being live July/August 2021.</p>

47	Working with South Cambridgeshire travel and tourism related businesses to create a "Visit Scams" website/destination brand	SCDC		Green	As above.
48	Work with Cambridge BID and Visit Cambridge and Beyond, to respond to and manage tourism and visitor related issues facing Cambridge City.	City	2019-22	Green	<p>Visit Cambridge and Beyond (VCB) ceased trading in June (2020) as a result of the impact of Covid-19 on the city's visitor economy and the associated income loss.</p> <p>City Council, Cambridge BID, Fitzwilliam Museum Enterprises (FME) Ltd (trading arm of University of Cambridge) and King's College jointly acquired Visit Cambridge and Beyond (VCB) intangible assets at auction, including domain name and branding and have used them to establish a new destination management organisation (DMO) for Cambridge called 'Visit Cambridge'.</p> <p>DMO partners, with support from a Combined Authority capital grant award (£700K) are working to support the re-opening and recovery of the city's visitor economy in 2021/22, including production of visitor marketing collateral, DMO website and digital visitor welcome app and mobile visitor information centre.</p>
49	Re-establishing the DMO service with appropriate partners and resources to support the recovery required for the visitor economy in the city	City	Ongoing	Amber	The City Council is working with BID and Fitzwilliam Enterprises to reestablish DMO. Work has been delayed by pandemic. Terms of reference agreed.
50	Ensuring the use of c£500k of cultural recovery fund won to provide sustainable facilities within the City including Corn Exchange to enable	City	March 2022	Amber	Work on projects is ongoing.

	cultural businesses to kick start their performance in recovery				
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## PEOPLE AND SKILLS

#	Action	Owner	Target Date	RAG Status	Progress
<b>Labour Market</b>					
51	Produce analysis and an action plan on skills gaps within South Cambridgeshire by the end of March 2021.	SCDC	March 2021	Red	<p>A budget (not currently sitting with the Business Team) will be required along with an external consultancy bid process in order to deliver this work - internal and other publicly available datasets alone (e.g. ONS) will not be sufficient to derive meaningful conclusions. As all things Covid-19 are creating new challenges - displaced sectoral workers, redundancy squeeze for younger and older workers, as yet unforeseen consequences on supply chain workers due to Brexit etc. - it is likely that this work would provide a clearer direction if undertaken in H2 2021 i.e. once we have a clearer national economic picture of how the economy is coming out of pandemic and into recovery mode. The GCP recently commissioned specific research looking at employment growth in Greater Cambridge, which may support the delivery of this action.</p> <p>Overall, it may be that this work is better undertaken as a Greater Cambridge/wider regional piece – to be discussed.</p>
52	In conjunction with the CPCA and Cambridge Ahead, commission RAND Europe to carry out research on local careers advice provision.	GCP	Marked as complete (Dec 2020) – research available online: <a href="https://www.rand.org/pubs/research_reports/RR4491.html">https://www.rand.org/pubs/research_reports/RR4491.html</a>		

53	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.	GCP	Ongoing	Green	Form the Future and CRC regularly talk to employers to understand and identify their needs. There is constant engagement to ensure that they can capture the needs of businesses as and when they change. This can include skill needs but also other needs such as apprenticeship levy money.
54	Funding for two additional careers advisors through the Greater Cambridge Apprenticeship Service.	GCP	Marked as complete (April 2021) This is now complete – funding was provided to FtF in late 2020.		
55	Investment in New Meaning Foundation to provide start-up funding for new dedicated training centre in Greater Cambridge.	GCP	Marked as complete (April 2021) This is now complete – funding was provided to NMF in late 2020. The units were completed, and members and officers attended a tour and opening.		
56	Agreement to procure new Skills package, worth up to £2m for four years, starting in April 2021; detailed scoping underway.	GCP	Marked as complete (April 2021) This procurement is now complete, and the new contract is now in place, starting from the 1 <sup>st</sup> April for four years.		
57	Funding for Centre for Business Research to understand the strength of different sectors in GC – informing labour market information for those looking for work.	GCP	Ongoing	Green	This work is well underway and the GCP expects to be able to continue the data draws until the end of 2022.
58	Working with partners to grow green skills base	City			
59	Working closely with the CPCA, FSB, Chamber, Form the Future, Cambridge Network, The Job Centre and GCP to ensure local businesses take up/benefit from Kickstart	SCDC, City	Ongoing	Green	Comms push with all aforementioned parties is ongoing.
60	Working with Cambridgeshire & Peterborough Combined Authority Levy Pooling Service and the GC Apprenticeship Service to support access to Cambridge Businesses	City	Ongoing	Green	Work is ongoing with partners.
<b>Apprenticeships</b>					

61	Review Greater Cambridge Apprenticeship Service activities to ensure the new apprenticeships it generates are sufficiently focused on the LIS-identified key local sectors.	GCP	Jan 2020 – Dec 2020	Green	<p>The GCP has reviewed Greater Cambridge Apprenticeship Service activities and has ensured that the service has adapted to the current Covid-19 pandemic by moving many activities online.</p> <p>In terms of generating opportunities that are sufficiently focused on the LIS-identified key local sectors, we are looking at how we can work with schools at an earlier stage to promote the 'Cambridge Curriculum' which looks at what the local area needs in terms of skills. The GCP has procured a new skills service which requires the provider to focus on key local sectors. Equally, the service will deliver across all sectors to support the recovery from Covid-19.</p>
62	Through the Greater Cambridge Apprenticeship Service, engage with schools to provide enhanced apprenticeships activity.	GCP	Marked as complete (Dec 2020) – service target met.		
63	Through the Greater Cambridge Apprenticeship Service, provide a support service for more young people to take up apprenticeships.	GCP	March 2021	Green	The GCP, through the Greater Cambridge Apprenticeship Service, has provided a support service for more young people to take up apprenticeships. The relevant KPI was to help 420 people start an apprenticeship as a result of this intervention by this service and the current number as of 1 <sup>st</sup> March 2021 is 436.
64	Through Greater Cambridge Apprenticeship Service activities, engage with local employers to provide more apprenticeships.	GCP	Marked as complete (Dec 2020) – service target met.		
65	Through Greater Cambridge Apprenticeship Service activities, connect students directly with employers.	GCP	Marked as complete (Dec 2020) – service target met.		
66		City	2019-2022	Amber	The Covid-19 pandemic had a significant impact upon the uptake of apprenticeships at the city council

	Support and create opportunities for internal apprenticeships, in line with the organisation's Apprenticeship Strategy				<p>during 2020/21. While we successfully enrolled four people on apprenticeship programmes in 2020/21, this was significantly down on our 19 enrolments in 2019/20.</p> <p>The main focus in the year has been to provide support to our existing apprentices, as many took on additional Covid-19 related duties in their roles resulting in 12 apprentices being put on to breaks in learning. As of 31 March 2021 we had a total of 38 employees enrolled on apprenticeship programmes, which was the same number of apprentices as year ending 2019/20.</p> <p>We have now made our first application for the Government's new Apprenticeship Employer Incentive Payments of £1,500 per apprentice for two of our eligible newly recruited apprentices who commenced work with us in 2020/21.</p> <p>In line with our Apprenticeship Strategy work is also now underway to contract with a training provider through a procurement framework to deliver a programme of Coaching Apprenticeships, which we aim to launch in the Autumn.</p>
67		SCDC	2021-22	Amber	<p>Internally, SCDC's main focus is currently on exploring whether we as a Council are able to offer KickStart placements in 2021.</p> <p>Externally, we work with local businesses who are able to offer apprenticeships and training schemes. We are currently promoting and helping businesses navigate their way through the KickStart scheme,</p>

					including assisting them with finding the right gateway partners. In every interaction we have with a local business, we ask if they have offered or are able to consider offering apprenticeships. A more formal comms plan may be required around this in 2021.
68	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.	GCP	Feb 2021 – May 2021	Green	The GCP has been reflecting on how the services can be altered to best serve the residents of Greater Cambridge. It was decided that the service should be expanded to not just focus on apprenticeships, but also focus on getting young people into other training. Moreover, the service has been extended to include adults where they may want to learn new skills or retrain, given the possible effects of the pandemic on employment. Any subsequent service will continue to be tailored within the context of its success going forward.
69	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.	GCP	Mar 2020 – Mar 2021	Green	This is an ongoing task for the GCP. We are part of an ongoing dialogue with Cambridgeshire County Council on the accessibility of apprenticeships for care leavers, especially in respect to the skills and financial barriers that may need to be overcome. This is something that we will follow up on after the procurement of the new skills contract. We are constantly looking to re-evaluate if there are new opportunities to reinforce delivery e.g. through the provision of extra careers advisors in 2020.
70	Promotion of Apprenticeship Service within Council and with partners and supply chain where appropriate	City	Ongoing	Amber	Promotion of apprenticeship programme is ongoing in the Council and we are also joint working on Kickstart programme with partners. Hill Group running construction apprenticeship and women in construction apprenticeship across organisation but also as part of Cambridge Investment Partnership.

Community Resilience					
71	Work with residents in new neighbourhoods and areas in Cambridge to develop sustainable communities.	City	2019-22	Amber	Growth site Community Forums have been delivered, in conjunction with SCDC, for the following areas: North East Cambridge, Cambridge East and North West and West Cambridge, giving residents the opportunity to raise and discuss a broad range of economic, social & environmental issues relating to planned developments in those parts of the city.
72	Develop and distribute information resources for EU workers in South Cambridgeshire.	SCDC	Jan 2020 – Dec 2020	Green	Details on the settlement scheme were much publicised in 2020, including targeted letters as part of council tax bills. Further comms has been underway and will be up until June 2021, including a considered approach to trying to reach those who may be under the radar/not council tax or rent payers etc. A final push article is written and scheduled to be included in our Summer residents' magazines.
73	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.	All	2021-22	Amber	Officers have met with researchers from the University of Cambridge's Bennett Institute to discuss wellbeing measures and the potential for the "wealth economy" approach to assess the impacts of interventions.
74	Work with parish councils to secure drop-in/hot desk spaces for professionals working in villages, including home or lone workers.	SCDC	2021-22	Amber	This will become an increased focus for us later in 2021/2022, as will using ACV for home/lone workers, including providing health and well-being support in the 'new normal'.

75	Provide briefings to internal services and engage with the NFU to understand farming community challenges as a result of the Agriculture Bill.	SCDC	Ongoing	Green	We await more detail on the Agriculture Act 2020 and are in regular contact with the NFU to support with key initiatives from Jan 2021.
76	Engage with national Government and the CPCA, to ensure local needs are recognised in new funding regimes and strategies.	All	Ongoing	Green	<p>A range of local partners have engaged actively with the CPCA throughout 2020 in particular with respect to the development of the Local Economic Recovery Strategy (LERS).</p> <p>The City Council and Anglian Water worked closely with the CPCA in submitting a bid, prioritised by the CPCA, to the Forward Fund for the Housing Infrastructure Fund Programme in the 2017 funding round. The bid was successful in 2019, and contracted in 2020. The funding, up to a maximum of £227m, will enable the relocation of the current Cambridge Waste Water Treatment Plant, enabling development of a new and innovative, sustainable district in the north of Cambridge, providing homes and employment for those who want to live, work, play and learn within the North East Cambridge area.</p> <p>The Councils will be working with the CPCA on the growth and inward investment plans to ensure local economic needs are recognised.</p>

## CLIMATE ACTION

#	Action	Owner	Target Date	RAG Status	Progress
<b>Improving Air Quality</b>					

77	Develop an Air Quality Action Plan for Cambridge.	City	Ongoing	Green	<p>The Air Quality Action Plan 2018-2023 has over 100 measures to improve air quality. Some of these will have a significant impact, others less so, but combined will result in lower levels of air pollution and improved public health.</p> <p>So far, actions around improving the Cambridge taxi fleet have been successful, including the deployment of 12 fast and rapid chargers for EV taxis, as have actions around the development control process, with measures included in the new Sustainable Development SPD.</p> <p>Actions around lower emission bus and HGV fleets and a Clean Air Zone are under active discussion between partners and are priorities for spring/summer 2021. Measures to improve active travel options are underway.</p>
78	Undertake Air Quality sensor trials around the Mill Road bridge closure, and distribute findings with partners.	GCP	2020-21	Green	<p>The sensors were installed at the end of May 2019. Data from these sensors is published on Cambridgeshire Insight. The visualisation of air quality data has been initiated and the first review by the team was completed at the end of June 2020. The publication of the final report was delayed to ensure the engagement and consultation regarding the Mill Road through-route closure was not interrupted, and will be published shortly.</p>
79	Invest in a zero-emission bus pilot to support the delivery of low or no-emission bus services in Greater Cambridge.	GCP	2020	Green	<p>The GCP has invested in a zero emission bus pilot. The new zero-emission vehicles – two of 15 in Stagecoach's national bus fleet – can travel 160 miles on a single charge and have operated on the 6 route serving the city centre, Girton and Oakington as well</p>

					<p>as the P&amp;R services to provide cleaner and greener journeys for thousands of people every day.</p> <p>The GCP Executive Board have agreed to expand the pilot in 2021, and the FIS in December 2020 committed to further explore options to expand the zero emission fleet. We are working closely with the CPCA on a bid for additional electric buses from the government's ZEBRA fund and have commissioned a study to inform future decarbonisation of the bus fleet including options to limit access to more polluting vehicles in future.</p>
80	Develop a policy solution to more effectively manage congestion in the city centre through the 'City Access' package.	GCP	Ongoing	Green	<p>The GCP is delivering a range of short-term measures to support the uptake of sustainable travel. In March 2021, the GCP agreed a strategy to manage congestion and reduce air pollution consisting of three key elements:</p> <ul style="list-style-type: none"> <li>- Supporting the uptake of sustainable transport through further investment in cycling infrastructure, enhancements to P&amp;R and working with CPCA to support the recovery of bus services and the creation of a comprehensive, attractive and reliable future network;</li> <li>- Creating space for sustainable transport by reviewing the road network hierarchy and developing an integrated parking strategy;</li> </ul> <p>Bringing forward proposals to limit access to the central area to commercial vehicles (inc buses) not meeting emissions criteria.</p>
81	Implement the joint Air Quality Strategy and action plan.	City, SCDC	Ongoing	Green	<p>Although the two Councils have different Local Plans and are trying to address different AQ-issues at the moment (meaning there isn't currently a joint Air</p>

					Quality Action Plan), we have reached a mutual approach in dealing with certain aspects of the issues. Most of these are reflected in the Pollution section of the adopted SPD 2020 covering the whole of Greater Cambridge.
82	Invest in energy efficiency and generation projects.	City, SCDC	2021-22	Green	<p>Both Councils are actively involved in discussions to develop renewable energy generation opportunities close to their shared assets:</p> <ul style="list-style-type: none"> <li>• SCDC's annual Zero Carbon Communities grant scheme provides funding for community projects to engage communities around climate change and reduce or lock up CO2 emissions. It awarded grants totalling £94,000 to 17 projects in November 2020 to add to 19 projects previously awarded grants totalling £120,000 in December 2019.</li> <li>• The City Council has secured Government funding to enable decarbonisation projects including additional renewable energy production at its biggest carbon emission-generating assets, Parkside &amp; Abbey swimming pools.</li> </ul>
83	Conduct traffic flow and air quality monitoring around the Mill Road Bridge closure, sharing findings with relevant partners.	GCP, City	2019-20	Green	<p>The sensors were installed at the end of May 2019. Data from these sensors is made available on Cambridgeshire Insights for interested parties and is also being used to deliver an overall indication of the changes in travel behaviour before and during the restrictions and as restrictions begin to ease later in the year. Traffic data analysis has been carried out as part of our collaboration with GeoSpock.</p> <p>The publication was delayed to avoid disruption the Mill Road closure consultation and engagement in</p>

					<p>Autumn 2020; and due to capacity pressures arising from the 3<sup>rd</sup> Covid lockdown in the first quarter of 2021.</p> <p>The report on traffic flows has been completed and published and can be viewed at <a href="#">Mill-Road-Bridge-Closure-2019-Sensor-Report_FINAL.pdf</a> (<a href="#">connectingcambridgeshire.co.uk</a>)</p>
<b>Business Sustainability</b>					
84	Work with partners to develop and deliver enhanced information to local businesses on environmental issues, including the business benefits of installing green infrastructure.	SCDC	Ongoing	Green	<p>SCDC have been actively promoting Cambridgeshire Solar Together for business and will have ongoing awareness activity into 2021. A Greening Your Business webinar was held in March 2021 as part of a week of online Climate and Environment events. Further work is needed to build partnerships/relationships with local and regional green providers including ground source heat pump suppliers etc. A more formal strategy on our Retrofit position may be required in due course, not least in light of evolving work patterns as a result of Covid Initial discussions have been had regarding conducting a survey of local retrofit installers to understand how we can help unblock obstacles to increasing capacity. Action to be reviewed further in June.</p> <p>SCDC have supported Retrofit Works to extend their Ecofurb Low Carbon Home Service into South Cambridgeshire by purchasing a one year license for the Plan Builder software to make it available to South Cambridgeshire residents.</p>
85	Investigate and deliver a brokerage service for renewable technology investment.	SCDC	2020-21	Amber	<p>Low level conversations have taken place between the Business Support Team and Green Officers. Specific actions have included exploring models to</p>

					overcome barriers to uptake of renewable technologies on commercial buildings, for example initial capex outlay. SCDC are also exploring what measures could be taken to support and grow the supply chain in order to deliver retrofit measures at scale. SCDC continue to work closely with GTOC (Green to our Core) colleagues and the wider Partnership Working Group on related initiatives.
86	Facilitate businesses to review and reduce their carbon footprint through funding the development and promotion of a Cambridge Climate Change Charter/ Strategy.	City	Ongoing	Green	The Cambridge Climate Change Charter has been funded by the City Council, developed by Cambridge Carbon Footprint and launched in September 2020. The Charter was awarded a Certificate of Excellence in the iESE Public Service awards 2020.
87	Produce Sustainable Design & Construction planning guidance, ensuring guidance for commercial space is taken into consideration.	City, SCDC	2020-21	Green	The Greater Cambridge Sustainable Design and Construction SPD was adopted by SCDC on 8 January 2020 and by City Council on 14 January 2020. This SPD includes guidance on a range of policies related to climate change, including renewable energy generation, construction standards for commercial development and future proofing buildings for net zero carbon.
88	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	Ongoing	Green	Before acquiring commercial property, SCDC reviews the baseline energy efficiency of the sites and also the opportunities for increasing energy efficiency and investing in renewable energy on-site. This analysis informs the business case for investment. Within our commercial property portfolio, we have a programme whereby we work with our Energy Services Contractor to complete Outline Business Cases for energy efficiency and generation measures for each site. SCDC is exploring models whereby energy is generated on-site and agreements in place

					to sell to tenants who can then access renewable energy and report against their own ESG objectives.
89	Actively promoting Solar for business	SCDC	Ongoing	Green	Periodic activity is ongoing via newsletter and was pushed as part of the SCDC March webinar.
90	Promoting green grants and funding schemes as appropriate	SCDC	Ongoing	Green	Ongoing as part of business and resident district and parish comms.
91	Exploring opportunities for green related business as part of EZ promotion incl. Clean Tech growth focus	SCDC	Ongoing	Green	SCDC continue to evolve the vision for EZs, particularly Northstowe. This will include working with a soon-to-be-appointed client advisor to further help hone the narrative/brief/vision/marketing collateral etc.
92	Promoting sustainability quality through supply chain	City	Ongoing	Green	Procurement promotion of supply chain sustainability through use of renewables, fabric first materials, local employment, exceeding local plan requirements for sustainability and wellbeing etc. Developing passivhaus pilots and planning MMC facility.
<b>Protecting the Environment</b>					
93	Engage with local partners (particularly through Natural Cambridgeshire) and partners across the Arc, to improve the natural capital of Greater Cambridge through economic growth.	All	Ongoing	Green	Local Partners are engaging with Natural Cambridgeshire on Arc-related proposals for natural capital projects, and with the CPCA Climate Change Commission.

## INFRASTRUCTURE

#	Action	Owner	Target date	RAG status	Progress
<b>Transport</b>					

94	Deliver the GCP transport programme, transforming the way people travel to, and around, Greater Cambridge.	GCP	2015-2031	Green	The GCP continues to deliver its programme of investments to transform the way people travel to and around Greater Cambridge. Throughout 2020, the GCP has continued to progress a range of projects and has successfully secured further Government funding into Greater Cambridge, unlocking £200m over the next five years through the April 2020 Gateway Review.
95	Represent the needs of Greater Cambridge by inputting into the Local Transport Plan, and fully implement all actions required to realise it.	All	Ongoing	Green	Officers from the GCP and other local partners supported the development of the Local Transport Plan agreed in February 2020, and will continue to work with the CPCA on the refresh being undertaken in 2021-22. The GCP is committed to the delivery of all actions required to realise the Local Transport Plan. This collaboration will continue as plans for a new LTP are shared by the CPCA.
96	Deliver a package of projects through the GCP Smart workstream that reinforces the use of high quality data and innovative smart technologies.	GCP	Ongoing	Green	A range of interventions have been or are being delivered through the Smart workstream, as detailed in GCP Quarterly Progress Reports. In view of continuing delivery of Smart Cambridge work, the GCP Executive Board approved a further £2.8m investment in Smart Cambridge through the Future Investment Strategy in December 2020.
97	Immediate measures (ETROs) to respond to need for more space for pedestrians and cyclists to travel during pandemic, supporting people and businesses to restart/recover	GCP / County	Ongoing	Green	A series of active travel schemes were installed in 2020 through experimental traffic regulation orders (ETROs). Following consultation and data gathering, decisions on the future of these schemes will be made in Autumn 2021. Alongside this, the County Council and GCP aim to consult on a series of additional experimental schemes in spring/summer 2021.
98	Work with strategic partners to catalyse the delivery of key strategic transport projects, such as on the	All	Ongoing	Green	Local partners continue to work with strategic partners to catalyse the delivery of key strategic transport

	A10, A505 and East-West Rail, to the benefit of the economy and our communities				projects for the benefit of the economy and our communities.
99	Working with Council partners to jointly promote and deliver support for active travel etc	City	Ongoing	Green	Working with GCP to encourage bike/walking and healthy living through community and organisational promotion and support for City Access programme etc.
<b>Housing &amp; Strategic Planning</b>					
100	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	Ongoing	Green	The Planning Committee resolved to grant outline planning permission in October to provide 1,500 homes for campus-based staff, 30% of which will be affordable, with at least a further 20% for private rent. We are also working with No.6 Developments on behalf of Addenbrooke's Hospital to understand the needs of their workers and explore options for provision.
101	Implement the Greater Cambridge Housing Strategy which sets out objectives and priorities between 2019 and 2023.	City, SCDC	2019-2023	Green	<p>The Greater Cambridge Housing Strategy was published in April 2019 - <a href="https://www.cambridge.gov.uk/media/6886/draft-greater-cambridge-housing-strategy-annexes.pdf">https://www.cambridge.gov.uk/media/6886/draft-greater-cambridge-housing-strategy-annexes.pdf</a></p> <p>Good progress has been made on implementing the Strategy. Successes during 2020-21 include:</p> <ul style="list-style-type: none"> <li>• 58 more affordable council homes delivered through the council's house-building programme, with the programme target of having 500 new council homes started on site between 2017 &amp; 2022 already having been exceeded;</li> <li>• a new <a href="#">Homelessness &amp; Rough Sleeping Strategy</a> published and being implemented;</li> <li>• <a href="#">public consultation on new policies</a> around Build to Rent, Clustering of Affordable Housing</li> </ul>

					<p>and setting of Affordable Rents, aiming for approval in June 2021;</p> <ul style="list-style-type: none"> <li>• publication in April 2021 of the <a href="#">Greater Cambridge Housing Trajectory &amp; Five Year Housing Land Supply</a>, showing the number of homes to be built across the area against the numbers required through the councils' Local Plans; and</li> <li>• further work taking place on a new joint <a href="#">Greater Cambridge Local Plan</a>, with consultation on the preferred options due later in 2021.</li> </ul>
102	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	Marked as complete (Dec 2020) – policies set out in Greater Cambridge Housing Strategy and informing Local Plan development.		
103	Support targeted new developments.	GCP	Ongoing	Green	The GCP continues to support targeted new developments. In particular, the FIS allocates resources to unlock housing delivery where resource can be used to alleviate barriers to delivery. The FIS is a flexible strategy that can be flexed if required as we start to understand more about the impact of Covid 19 on the GC economy.
104	Build at least 500 new council homes through devolution funding, ensuring they comply with the Council’s Sustainable Housing Guide wherever viable.	City	Marked as complete (Dec 2020)		

105	Deliver at least 350 new council homes over the five years of this Council.	SCDC	2019-2024	Green	We anticipate the completion of 210 affordable homes between April 2018 and March 2021. In support of this, SCDC approved a New Build Council Housing Strategy 2020-25 in June 2020.
106	Developing programmes for improved EPC/sustainability/renewables delivery on commercial, residential, office and leisure facilities	City	Ongoing	Green	EPC improvement programme is ongoing for commercial premises. A study on retrofit programme is underway for current council homes. New homes programme in development for 1500 affordable homes by 2026 and over 2000 by 2032 developed (subject to planning/physical and financial constraints to passivhaus level with a trajectory towards net zero carbon.
107	Support an appropriate, high quality and sustainable planning framework and service to stimulate long term construction demand and delivery	City, SCDC	Ongoing	Green	Review of Planning Service underway by SCDC. Emerging Local Plan underpinned by sustainability framework. Cambridge Sustainable Housing Design Guide reviewed, and new draft developed in alignment with nation design guide etc.
<b>Digital Infrastructure</b>					
108	Contribute towards improved broadband coverage and reduce mobile phone blackspots, including through Connecting Cambridgeshire.	SCDC, County	Ongoing	Green	Officers from various partners continue to represent Greater Cambridge on the Connecting Cambridgeshire and the Smart Cambridge programme boards. Two Topic Papers focusing on digital and smart infrastructure that will become part of the Local Plan evidence base are currently being prepared.
109	Incorporate fibre ducting by default on all new infrastructure schemes.	GCP, County	Ongoing	Green	We continue to incorporate fibre ducting by default on all new infrastructure schemes.
110	Work with Connecting Cambridgeshire to identify and incorporate future proofed digital infrastructure policies in the new Local Plan.	SCDC, City	Ongoing	Green	Two Topic Papers focusing on digital and smart infrastructure that will become part of the Local Plan evidence base are currently being prepared. Connecting Cambridgeshire including Smart Cambridge are contributing their knowledge and experience to this work.
<b>Energy Grid Capacity</b>					

111	Respond to the commissioned UK Power Networks engineering study, exploring options to increase capacity within the local network.	GCP	2020	Green	<p>The GCP continues to progress its work to address energy grid capacity constraints in Greater Cambridge. In particular, the GCP Executive Board approved further investment in October 2020 to understand in more detail legal and regulatory details in respect to making a decision on a preferred approach in 2021.</p> <p>Work on energy infrastructure is ongoing as part of the Infrastructure Delivery evidence for the Greater Cambridge Local Plan. An energy infrastructure study and energy masterplan are currently underway for North East Cambridge, and further work on energy infrastructure for Greater Cambridge as a whole is currently being scoped with a range of partners.</p>
112	Give consideration to sources of funding for innovative approaches to grid capacity, working with partner organisations in the public and private sector.	SCDC	Ongoing	Amber	<p>This requires a collegiate effort across multiple stakeholders to be effective/drive forward as an action. Early conversations/scope for partnership ideas are taking place e.g. with Cambridge Zero and Cambridge CleanTech. More work is needed in this space in 2021.</p> <p>Separately, the GCP has progressed work to resolve Energy Grid capacity issues throughout 2020 and will continue to do so in 2021.</p>
<b>Commercial Space</b>					
113	Complete study into employment land and reflect findings in new Greater Cambridge Local Plan. Ensure that capacity/opportunity to increase the number of village workspaces is included in the Plan.	City, SCDC	June 2022	Green	Greater Cambridge Employment Land Review & Economic Evidence Base Study was published in November 2020. This will now feed into the preparation of the Greater Cambridge Local Plan.
114	Identify opportunities for investment to support the development of the	SCDC	Ongoing	Amber	The Business Support Team is currently working on creating a clean, up to date record of all business parks/shared offices in the District. A post Covid-19

	Cambridge Compass Enterprise Zone sites, including managed workspace.				action plan will be created, referencing findings from our employment land study and taking into consideration the evolving workplace patterns emerging e.g. increased homeworking and greater need for shared/drop in/flexible space etc.
115	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	2021-22	Green	Further work is currently being procured to: 1. Identify the quantum of floorspace requirement to meet the current and future demand for creative workspace in Greater Cambridge. 2. Identify the minimum and ideal requirements for different types of creative businesses and cultural production needs. Covid-19 and the future impact on creative space requirements has stalled this work.
116	Investment in commercial property to promote follow on facilities to address gap in provision	City	Ongoing	Green	Recently reviewed the commercial portfolio resulting in a combination of divestment and development opportunities which is underway. Use of development opportunities to establish smaller scale follow on facilities. Also working on Meanwhiles strategy for NEC core site to develop start up and follow on.