

CAMBRIDGE FUTURES Our plan for a greener, fairer city



Foreword (or exec summary)

[to complete following engagement]

- Through successive lockdowns Cambridge residents, mutual aid and community groups, colleges, schools and universities, businesses, retail and hospitality have put in a huge effort to protect and support each other.
- The City Council, County, Public Health and other partners have been in response mode for last 18 month.
- Now is right time to look up and look forward to a plan the recovery together; the future is uncertain, and we know that recovery a marathon not a sprint,
- This strategy provides a platform and the building blocks for ongoing engagement with partners, residents, business and communities on what they want to prioritize in future, and how they can contribute.
- a working document; recognizes collaboration essential to success of city and the need to plan for the future we want, not a return to what went before.
- Sustainability and wellbeing key themes to support creation of a greener, fairer Cambridge; so that collectively we can drive down long term inequalities; support sustainable business development, bring vibrancy into the city centre; and provide the quality, affordable green homes and spaces for people to thrive.
- Supported through community and collaborative action, including a conversation about how to mobilise the prosperity and ingenuity of our great city through joint investment such as crowdfunding, philanthropy, public-private partnerships and other options.

Part 1: Covid impact and response

The impact of Covid

Like everywhere else in the country, and throughout the world, Cambridge has felt many economic and social impacts from the Covid-19 pandemic. Those impacts have been felt through the devastating health impacts on some of our residents, the social fabric of our communities and in the economic performance of the city, with the impact of fluctuating infection rates and successive lockdowns and re-openings creating a sustained period of disruption and uncertainty for residents and businesses. And the impacts have been felt most keenly by those who were already more vulnerable – the young, the elderly, those with pre-existing health conditions and disabilities, those in low-wage, low-skilled, temporary, part-time or insecure employment, whilst others have seen savings rates and asset values soar.

The impacts on the Cambridge economy have been significant but varied. The city has seen the unemployment claimant count rise by over 100% from a traditionally low base, the decimation of the visitor economy and 80% reductions in footfall in the city centre. A retail industry at 5.6% of Cambridge's workforce already challenged by longer term changes in customer shopping habits has been hit particularly hard by the pandemic and the closure of non-essential shops, alongside the impacts on charities, tourism and hospitality (9.2% of the Cambridge workforce), leisure, and education related businesses (which provide 16% of Cambridge employment). Uncertainty remains in some sectors with many employees now returning from furlough. And for the next generation, the consequences of the impacts of months of disrupted and missed education on their future development and life chances remains uncertain.

Rising to the challenge

There have been success stories through the pandemic. Cambridge has a number of large world leading innovation businesses, some of whom have made notable contributions over the last 18 months such as AstraZeneca, who have helped develop a vaccine that is now widely employed in the government's vaccination campaign. AstraZeneca have also worked alongside other companies such as Censo Laboratories, Benevolent AI, Healx, and DIOSVAX on such matters as testing, treatment and vaccination in the efforts to defeat the pandemic. Cambridge's bio-medical research cluster has been less trumpeted but essential in the national and global fight against Covid

Others such as The Raspberry Pi Foundation set up new online courses and businesses and community groups across the city (including Cambridge 2030, the Youth Panel, Cambridge Online and the Cambridgeshire Digital Partnership) have been working to get devices and data to children who have no access to computing facilities for home schooling, supported by significant funding from the city council.

Other networks and collectives of residents, community organisations, charities and social enterprises set up mutual-aid and community Hubs with support from the City Council to distribute food, provide care and support to the vulnerable, for example CoFarm; Cambridge Sustainable Food; Abbey People; Cambridge Community Kitchen.

During the year the Food Hubs received nearly 18,000 visitors who collected over 110 tonnes of food. Volunteers from the hubs reached out to over 1,200 households and delivered over 8,000 meals.

During 2020/21 the city council relieved or prevented homelessness for 449 households, made 316 offers of accommodation to rough sleepers under the 'Everyone In' programme and moved on more than 150 people from the original short-term accommodation provided.

Alongside continuing to deliver their programme of new council homes, the city council also supported the delivery of 16 new modular housing units on council land for the homeless, donated by the Hill Group through their Foundation 200 programme, working with Jimmy's to provide support to those accessing this much needed good quality self-contained accommodation as part of the response to the pandemic.

Smaller enterprises and young people

The vast majority of Cambridge enterprises, however, are micro, small or medium¹. Cambridge also has a high percentage of self-employed people – many of whom have adapted to new ways of trading to keep their businesses going. Government support through covid related grants and reliefs has ensured that the impact on employment has been mitigated. However, there have still been over 4000 redundancies to date across Greater Cambridge. This has left an increased number at risk of negative social impacts on their health, in particular mental health, and wellbeing, as well as the knock on implications on rent and mortgage arrears, and the challenge of searching for a role within a constricted, highly competitive and changing jobs market.

The job market void has been particularly challenging for younger people 16-24, both those leaving education in search of a first job during the pandemic, those in employment but furloughed or made redundant as a result. This has coincided with the fragmentation of the school and university year having a potential longer-term impact on wellbeing, attainment and life chances.

Labour markets and supply chains

In some sectors the pandemic has driven higher demand for services or products, but accompanied by supply chain issues, or lack of access to sufficient trained staff resources e.g. health and social care sector.

¹ <https://www.cambridgeahead.co.uk/cambridge-cluster-insights/>

All of these changes and impacts compounded the uncertain future international trading and research conditions created by the UK's withdrawal from the European Union. This has placed particular pressures and wage inflation on those sectors that were previously heavily served by an EU-originating workforce (construction, hospitality, logistics) and pressures on the supply of and cost of construction materials, food and ICT products.

The ending of restrictions will provide benefits to many but these opportunities are not equally distributed. The virus has not been eliminated and it is possible future strains may appear. Our ability to thrive will be challenged as Covid becomes an endemic part of our lives. Making the most of a new normality and supporting those for whom opening up is not seen as such a positive change will depend upon enabling and helping residents, communities and businesses to adapt and build resilience.

Latest data suggests that Cambridge is seeing early and positive shoots of recovery with reducing claimant count and increasing job vacancies. However, we cannot be complacent. The process of recovery is unlikely to be a linear or one that left to its own devices will itself drive the kind of structural changes we may need.

Supporting Cambridge through the pandemic

Throughout the pandemic, the council and its partners have sought to help and protect residents and support businesses and the safe re-opening of the economy through:

- Administration of over £54m business support grants
- £54m in business rate relief
- £1.2m in total support to market traders in grants, rental changes etc
- Public Health advice and support in managing covid issues
- Ongoing landlord support for commercial tenants
- Supported 316 homeless with 'Everyone In' offers and made 449 interventions to prevent or relieve homelessness
- Essential services kept operating continuously: parking, waste collection, street and park cleaning
- Provision of food to those in need as referred to above
- Working with South Cambs District Council and Public Health England to deliver advice and training around mental health and resilience to businesses.

The scale of the challenges of supporting our communities and economy through the pandemic demanded a huge, collective response. We are indebted to the resilience, flexibility and commitment of all our key workers, across health, education, social and other essential services, as well as essential businesses who kept us all going through the last 18 months.

These vital responses have all been focused on mitigating the immediate impacts of the pandemic on our residents and businesses. As the pandemic response moves into a new phase of recovery, we now must turn our attention and resources to driving the kind of recovery we want to see in Cambridge.

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Part 2: The Wider Context

The Existing City Vision

Cambridge City Council has long held a [vision](#) for the city as a place in which economic dynamism and prosperity are combined with environmental and social justice, and equality: “One Cambridge, Fair for all”. This vision has guided the development of a suite of plans and strategies over a number of years.

The City’s vision describes a place where talent and resources are unlocked and applied to improving quality of life for all. Where knowledge, innovation and creativity are channelled collaboratively into ensuring everyone has a fair chance in life, and an equal opportunity to share in the city’s growing prosperity, now and in the future.

However, COVID has combined with the existing challenges facing the city to mean that we need to re-focus and reconsider how we can help guide the city towards that vision. At the same time all Local Authorities, including the City Council, are facing significant financial challenges.

This will be a decisive decade not only for Cambridge but also for the country². Cambridge is better placed than most other UK cities to demonstrate leadership in the way we rise to tackle the social, economic and environmental challenges of the 21st century, and address the legacy of the pandemic. We can and we should strive, together, to become an exemplar of a sustainable, net zero carbon city and an inclusive city, a welcoming and collaborative and innovative Cambridge. It is our responsibility to make this happen.

As part of this process a key question is how we measure success, and the section below reflects on measures beyond GVA and GDP, and models that could help us develop a different approach.

Beyond GVA and GDP

Before the pandemic Cambridge was thriving economically as measured by GDP. It had one of the highest GVA per head for any area outside London and the South East and made a net fiscal contribution of around £1bn to the Exchequer annually³. The strong growth of the high-tech and bio-science sectors has driven the growth of businesses and high skilled employment over several decades. The business cluster

² <https://economy2030.resolutionfoundation.org/reports/the-uks-decisive-decade/>

³ Cambridge Ahead analysis based on [‘ESPRESSO - tax and expenditure tool - Greater Manchester Combined Authority \(greatermanchester-ca.gov.uk\)’](#)

created through the Cambridge Phenomenon⁴ has grown to become a significant national and international asset.

However, this strong economic performance has been accompanied by significant inequalities. This is reflected in large health, education and income disparities, with life expectancy in the more deprived areas of the city some 11 years lower than the more affluent areas. While in aggregate our fast-growing city has created wealth and high value, high skilled jobs, it is not driving prosperity for all, or the creation of a wider variety of more accessible good jobs and careers for local residents. Cambridge has also been labelled the most unequal city in the country⁵.

Existing inequality has been exacerbated by the impacts of the pandemic, particularly in relation to education, incomes and employment, health and housing, and most noticeable for many younger people and people from particular communities. This may be more acute in Cambridge because of the structure of our high-tech, research orientated economy. While many professional workers have worked from home during the pandemic and built up savings, customer facing employees in retail, hospitality and insecure work have been more likely to lose income, face redundancy or furlough and build up debts.

We are, however, seeing the limits on housing affordability, with the average residential property in Cambridge being currently around fifteen times the average income in the city.

Our city is also constrained in other ways – the historical and cultural assets and constraints to traffic and office space in the heart of the city. This creates significant congestion and air quality problems impacting negatively on productivity, health and quality of life in the city, with projected population growth requiring significant, but sensitive solutions to these challenges.

This more mixed picture is reflected in the City's relative performance in assessments of prosperity which seek to look beyond simple GDP figures. In the Legatum Institute's UK Prosperity Index⁶, Cambridge finds itself very much in the middle of the pack in terms of local authority areas in England. Our historic strong economic performance has not been matched by comparable progress on the environment, education, wellbeing, social mobility and the health of residents, and in addition, does not always provide the enterprise enabling environment required to promote sustainable success.

These factors already presented a challenge to our overall prosperity, and to the vision of a "City, fair for all" before the pandemic struck and, if not addressed further, will continue to undermine our future progress. Therefore, our strategy for recovery will need to balance the enablement of the conditions for a successful and sustainable

⁴ Worth adding a reference?]

⁵ Ref Centre for Cities

⁶ <https://www.prosperity.com/>

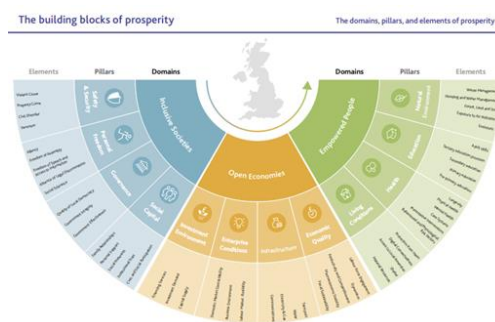
inclusive economy which reduces current and future inequalities and their impact on the lives of residents, as we build a greener and fairer city.

Legatum Institute: UK Prosperity Index 2021

Authoritative index to 'get beyond GDP' which has been measuring UK and international prosperity for over 10 years. The UK index blends 256 data sets based on twelve building blocks of prosperity, to generate a holistic view which combines economic performance, health, social, education, infrastructure, environmental, and other factors.

The 2021 index has been developed to support policy decisions on 'levelling-up' and includes a comparative analysis of 379 local authority areas across the UK. Each local authority area has a detailed data portrait to assess relative local standards and performance against the 12 building blocks of prosperity.

Cambridge ranks 145 out of 379 UK local authorities on this broader measure of prosperity. The detailed report can be found [here](https://li.com/research/centre-for-uk-prosperity/downloads/)



<https://li.com/research/centre-for-uk-prosperity/downloads/>

There are a number of complementary frameworks and policies that have been developed over the last few years by various independent organisations, movements and governments that share our commitment to moving beyond GDP as a measure of prosperity, for example:

- Doughnut Economics
- The Legatum Institute 'UK Prosperity Index'⁷
- The Bennett Institute 'Six Capitals'⁸
- Future Generations Commissioner for Wales⁹
- What Works Wellbeing Centre¹⁰
- Public Health England Inclusive and Sustainable Economies: leaving No-one Behind

⁷ <https://li.com/reports/uk-prosperity-index-2021/>

⁸ <https://www.bennettinstitute.cam.ac.uk/news/beyond-gdp-cambridge-research-project-explores-new/>

⁹ <https://www.futuregenerations.wales/>

¹⁰ <https://whatworkswellbeing.org/>

- Government of New Zealand Wellbeing Budget¹¹

Many aspects of these approaches, including assessing impacts on wellbeing¹², climate change¹³ and valuing natural capital¹⁴, are now established Green Book methodologies – the Treasury’s guidance for assessing the value for money of public spending and effectiveness of public policy.

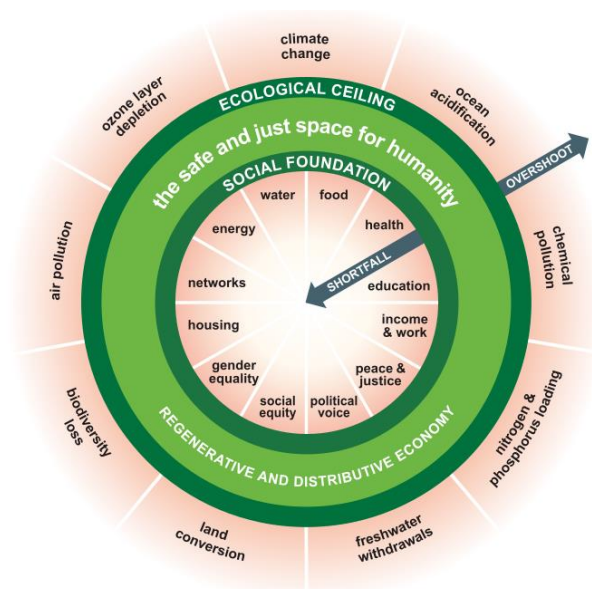
We want to take the best elements and inspiration from these to develop an approach for Cambridge that lays the foundations for all our residents to live healthy, fulfilling lives, while ensuring we can continue to prosper without compromising our wider environment and the sustainable limits of our natural resources but growing them.

What is already clear is that we need to take a radically different approach, moving away from organisationally driven goals to a place based and person-centred approach where we work with partners to deliver change.

Everyone in the city, and every business or organisation, has a part to play to enable Cambridge to build back greener and fairer. We can become an exemplar of a successful, sustainable, net zero carbon, inclusive city, a welcoming, collaborative and innovative Cambridge. Through the shared endeavours of everyone in the city Cambridge will keep working to influence lives here and around the world for the better, and truly become the best small city in the world.

Doughnut economics

Doughnut economics looks at how we can develop an economy which is fairer, more just and helps us to live within our means to protect the planet. It defines the elements we need to provide ourselves with for a good life (the social foundations) along with the limitations of our wider environment which require protection (the ecological ceiling, with the aim to operate in the space around the ring (the “doughnut”) that satisfies both these requirements.



<https://doughnuteconomics.org/>

Part 3: Making it happen:

The impact and response to the COVID pandemic has demonstrated that a system wide, collaborative approach can and does enable effective change.

¹¹ <https://budget.govt.nz/budget/2021/wellbeing/outlook/index.htm>

¹² <https://www.gov.uk/government/publications/green-book-supplementary-guidance-wellbeing>

¹³

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/934339/Accounting_for_the_Effects_Of_Climate_Change_-_Supplementary_Green_Book_...pdf

¹⁴ <https://www.gov.uk/government/publications/enabling-a-natural-capital-approach-enca-guidance/enabling-a-natural-capital-approach-guidance>

This section of the strategy sets out our commitment to a set of underpinning principles and the approach we will take to the development of a shared City vision from which we can build a shared and collaborative set of actions to build a greener and fairer city; and to an ongoing process of measuring progress and impact which will hold us to account.

Principles

We will adopt three underpinning principles which set out how we will develop and implement the policies and activities to drive our recovery:

- i. *Our approach will be **collaborative** and **engaging**, aiming to test and develop evidenced based ideas and build coalitions of support and action in delivering the changes we need to make in our city.*
- ii. *Our approach will need to be **radical**, in contemplating new, innovative ways, including digital, to tackle the long term social, economic and environmental challenges we face.*
- iii. *Our approach will be **ambitious** and **accountable**, setting clear outcome goals and measuring the impacts of our actions across our social, economic and environmental goals.*

Developing a shared City Vision

We need to approach how we go about enabling a greener and fairer recovery in Cambridge from the context of the city and its surroundings. Cambridge sits within a wider economic geography, with many commuters and consumers coming into the city from the wider Cambridgeshire and Peterborough area, and further afield. Transport, skills, education, health and other public services operate on wider footprints than the city, which needs to be reflected in how we go about driving recovery in Cambridge¹⁵. However, we must also recognise that the City Council has to play a key role in shaping recovery in Cambridge, as custodians of the city for the long-term benefit of current and future residents.

Therefore, the recovery strategy needs to bring together elements of wider strategies both across the City Council, partner districts and at County and Combined Authority level, all within the framework and constraints of national policies. Our approach will be to build on existing strategies and work already underway with public, private and community partners looking to influence them to support our recovery priorities; working with and influencing local partners, and collaborating with communities, businesses and anchor institutions to develop our own responses to local priorities, including investing our own resources – and convening partners to align theirs - to shape Cambridge's greener and fairer recovery.

¹⁵ See annex 2 for local government structure in Cambridgeshire.

Achieving a shared City Vision is going to take time and a real commitment to listening and learning from others. This strategy therefore articulates our approach to the development of that Vision, rather than setting out a finished direction of travel.

Understanding our own role

Cambridge City Council is embarking on a radical transformation programme, to ensure that both our shape and our activities are the right fit for the challenges ahead, including the significant financial challenge now faced by all local authorities. We are starting this work internally, however a key part of this is understanding the role we play in the wider system, and therefore the need to work with others to develop a shared City Vision has been identified as a crucial overarching strand for our own transformation programme, at the same time as being key to the development of the detail of this Recovery Strategy.

Building the Vision

We have already started the conversation internally, to ensure that our whole organisation understands and recognises the importance of a shared vision, and most importantly to identify and build on the broad base of collaborative and partnership work that our staff are already engaged with, including but not limited to key strategies, plans and partnerships, such as the current Local Plan for Greater Cambridge (and the recently published draft emerging Local Plan), the City Council's Anti-Poverty and Climate Change Strategies, the Cambridgeshire and Peterborough Combined Authority Local Economic Recovery Strategy, and the developing Integrated Care Partnership

However, this is just the starting point and the publication of this document marks the beginning of the wider conversation that can enable us to achieve a greener, fairer recovery. It will require a collaborative approach where the City Council provides a platform for the partnerships that can influence other parts of the public sector and government, and bring together the private and VCSE sectors, local communities and residents. The principles outlined above provide a framework for this work but it will require ongoing collaboration and co-operation with all our partners. To create the opportunity to invest in the future of your city we will need to explore innovative ways to enable and resource change. On its own the public sector does not have the resources to achieve a greener, fairer city. We will need to harness the ingenuity, and enormous wealth, human, natural and financial, of our city to make progress.

Building a greener, fairer city will require action and engagement from all of us – residents, businesses, educational institutions, arts and culture, community groups and public services, working together with common purpose to achieve a shared vision, and to prioritise the right interventions, investments and behaviour change and develop the detailed actions required to achieve our that vision.

This strategy acts as a call to action for everyone in the city to look at what they can do to support our recovery and help shape the Cambridge of the future. We are calling on everyone to engage, to give your views on the priorities and think about

what you can do to support a greener and fairer Cambridge. This process will be iterative, as we hold conversations, reflect and feedback. We will be setting out the different ways to engage with the Conversation over the coming weeks.

Imagining a Greener, Fairer Future

As part of the process of opening up a city-wide conversation this section sets out illustrative pictures of what a greener fairer future might look like. At this stage, these are aspirations that resonate with the Council's own vision, and simply provide a starting point on which to build. Together, we need to target the key issues for a future net zero city, with thriving communities and sustainable housing solutions through cross sectoral, collaborative, holistic approaches. In everything we do we will seek to align with and unlock the resources and talent of our innovation, enterprise and community partners.

A Greener Fairer Future for a child growing in North Cambridge for example, might include:

- Excellent child-care in their community, supporting their early development.
- The ability to achieve their potential through the education & training systems, supported by enriched links with academia, business, culture, arts and sport.
- An effective transition from education into adulthood and good employment.
- A fulfilling career, with continued personal development, with opportunities and choices – where possible with the options to work at home, remotely, or travel to work through active and sustainable transport options, without struggling through traffic congestion.
- Good quality, and affordable housing to the highest environmental standards, in safe, cohesive communities.
- Access to a broad range of accessible, inclusive cultural & heritage activities leisure and green spaces, with clean air, waterways and rich biodiversity.
- Good health, with high levels of wellbeing, accessing high quality, local care, living as long as their neighbours in the west and south of the city.

We can already see that in order to achieve this vision we need to be working with children and their families and communities, with schools and early years providers, with the County Council, with health services, higher education institutions, businesses and the community and voluntary sector. We know that operationally many of these links are already in place, so we need to build on what is already there and recognise it the next iteration of this strategy.

A business operating in Cambridge could expect to:

- find an accessible and responsive business support offer tailored to their needs and circumstances (whether they be start-ups, relocations, scale-ups, family businesses)
- have access to deep local pools of skills and talent, including high level skills
- Choose from a range of desirable locations throughout all our neighbourhoods and communities, including, but not limited to our historic city centre and state of the art business parks, seeing the impact of investment in key sites and infrastructure across the city.
- serve a huge local retail and hospitality customer base – 8m visitors a year
- Have the opportunity to make links with the best academic and research talent in the country and the world
- Benefit from improved transport options, air quality and biodiversity across the whole city
- Invest in the skills and careers of their employees – being a “good employer”.
- have in place their own plans for reaching net zero; supporting and engaging with plans and opportunities for wider collaboration on climate change brought forward through the city and partners]
- Engage with their local community, through opportunities to contribute and collaborate around education, culture and the environment
- Be a good corporate citizen that values the long-term contribution they make to the city and local communities and play its part in address social inequality and the climate and biodiversity crises

Again, this simple articulation starts to highlight key partners, including schools and further and higher education institutions, County Council, the Greater Cambridge Partnership and the Combined Authority, and wider business sector and networks, current and future employees.

Building on the successful response to Covid, a more joined-up public sector

To support these kinds of futures, we would also like to see changes to the way the public sector operates across Cambridge to provide the enabling services essential to improving outcomes. We want to work with partners to build a public sector that:

- Takes a whole place approach to public services so that citizens experience a seamless experience from different public and third sector organisations.
- Ensures users of services have a voice and agency in the way they receive and consume public services, which are responsive to their needs.
- Integrates community and voluntary sector providers into design and delivery of services to ensure we have the best local services we can.

- Pursues fairer funding for public services which currently receive on a per capita basis some of the lowest funding levels in England across NHS, police and local government.
- Integrates health and care services to prioritise prevention and wellbeing to reduce the need for emergency and acute interventions.
- Creates local spending plans which are aligned or pooled where this can add value and improve outcomes for residents and tax-payers.
- Takes a co-production approach to developing service offers, reforms and investment plans, building common purpose across organisations.

Measuring progress and Impact

A bold vision for change, and a strategy to achieve that change also requires clarity on the outcomes we are seeking to change and how we will know if we are succeeding.

Therefore, we are also setting out our commitment to creating accessible and accountable mechanisms with clear indicators which represent the holistic picture of economic, environmental and social health to assess progress against our vision.

We will develop a data led approach, using the indicators and parameters set out to build meaningful understanding of health of the city and our residents and businesses. We will use this to design and iterate an agile approach both service provision and intervention and provide an annual update describing the 'state of the city', aligned with and reflecting on the outcomes described in a shared City Vision

We will explore how far we can benchmark against nationally produced indicators, such as the Legatum Institute Prosperity Index, relevant tools developed by Doughnut Economic Action Labs, the Bennett Institute and others. And we will aim to supplement this with a range of community engagement techniques to assess community wellbeing, as well as perceptions of the city and our recovery.

We will also open a conversation about the governance and partnership arrangements that would best support the delivery at the heart of this strategy. We need our collective partnerships and governance to support effective decision-making and prioritisation and to drive the implementation and investments required to bring about change, ensuring we are making full use of the expertise and experiences across the city.

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Annex 1: Existing Plans and Strategies

The process of a shared vision and the detailed work that will develop from that process does not start in a vacuum. This annex sets out the main strategies that are either already delivering, or which show how partners are already planning to work together.

[Cambridge's Local Plan 2018](#) sets out delivers a vision for growth that will secure the priorities for Cambridge. The policies of the plan set out how we will meet the important development needs that must be accommodated, but also how we intend to protect this special city's outstanding heritage and environmental assets. The plan will deliver new homes and jobs in a sustainable way, providing affordable housing and an accessible, compact city form where people can have sustainable choices about how they access work, study, leisure and other services.

The emerging joint [Greater Cambridge Local Plan](#) has established overarching themes of:

- Climate Change
- Biodiversity and green spaces
- Wellbeing and social inclusion
- Great places

The joint [Cambridge and South Cambridgeshire Housing Strategy 2019-2023](#) sets out a vision of “Healthy, Safe, Affordable: Homes & Communities for All” with priorities grouped around:

- Building the right homes in the right places that people need and can afford to live in
- Enabling people to live settled lives
- Building strong partnerships

Cambridgeshire & Peterborough's [Local Transport Plan](#) contains a vision “to deliver a world-class transport network for Cambridgeshire and Peterborough that supports sustainable growth and opportunity for all.”

The Cambridgeshire & Peterborough Combined Authority's [Local Industrial Strategy](#) 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 Cambridgeshire & Peterborough Combined Authority's [Skill Strategy](#) contains a vision of “An inclusive world-class local skills eco-system that matches the needs of our employers, learners and communities.”

Cambridge City Council's [Climate Change Strategy](#) sets out six key objectives:

- Reducing carbon emissions from City Council buildings, land, vehicles and services

- Reducing energy consumption and carbon emissions from homes and buildings in Cambridge
- Reducing carbon emissions from transport in Cambridge
- Reducing consumption of resources, reducing waste, and increasing recycling in Cambridge
- Promoting sustainable food
- Supporting Council services, residents and businesses to adapt to the impacts of climate change

Cambridge City Council has also produced a draft [Biodiversity Strategy \(2021-30\)](#) for consultation, with three key themes of:

- Biodiversity mainstreaming
- The Core
- Nature in your neighbourhood

Cambridge City Council's [Anti-Poverty Strategy \(2020-23\)](#) has three underpinning themes:

- Addressing the causes and effects of poverty
- Balancing direct delivery, partnership-working and influencing activity
- Building the capacity of residents and communities, and facilitating community action and mutual support

Economic Recovery

Cambridge City Council, its partner authorities, wider public partners, the University, and business networks have worked closely over the last year to identify and develop the evidence to understand the impact of coronavirus and related restrictions on the local economy and to identify key gaps and priorities for recovery.

The Cambridgeshire and Peterborough Combined Authority led the economic recovery group, which subsequently published the initial Local Economic Recovery Strategy (LERS)¹⁶ which has been updated as the crisis has evolved. The strategy “sets out how we will accelerate the recovery, rebound and renewal of our economy, helping people effected and achieving our ambition to double GVA by 2042 in a digitally enabled, greener, healthier and more inclusive way.”

The LERS, together with the Local Government Association's Recovery Playbook, have helped to frame this Recovery and Renewal Strategy for Cambridge City Council.

Strategic projects and programmes

In addition to the strategies and plans outlined above, a number of key projects and programme are in place to deliver the vision for Cambridge. These include: The [Greater Cambridge Partnership's transport programme](#), featuring high quality public transport corridors, the City Access project for freeing up road space in the

¹⁶ <https://cambridgeshirepeterborough-ca.gov.uk/wp-content/uploads/documents/Strategies/LERS/Local-Economic-Recovery-Strategy-March-2021-FINAL.pdf>

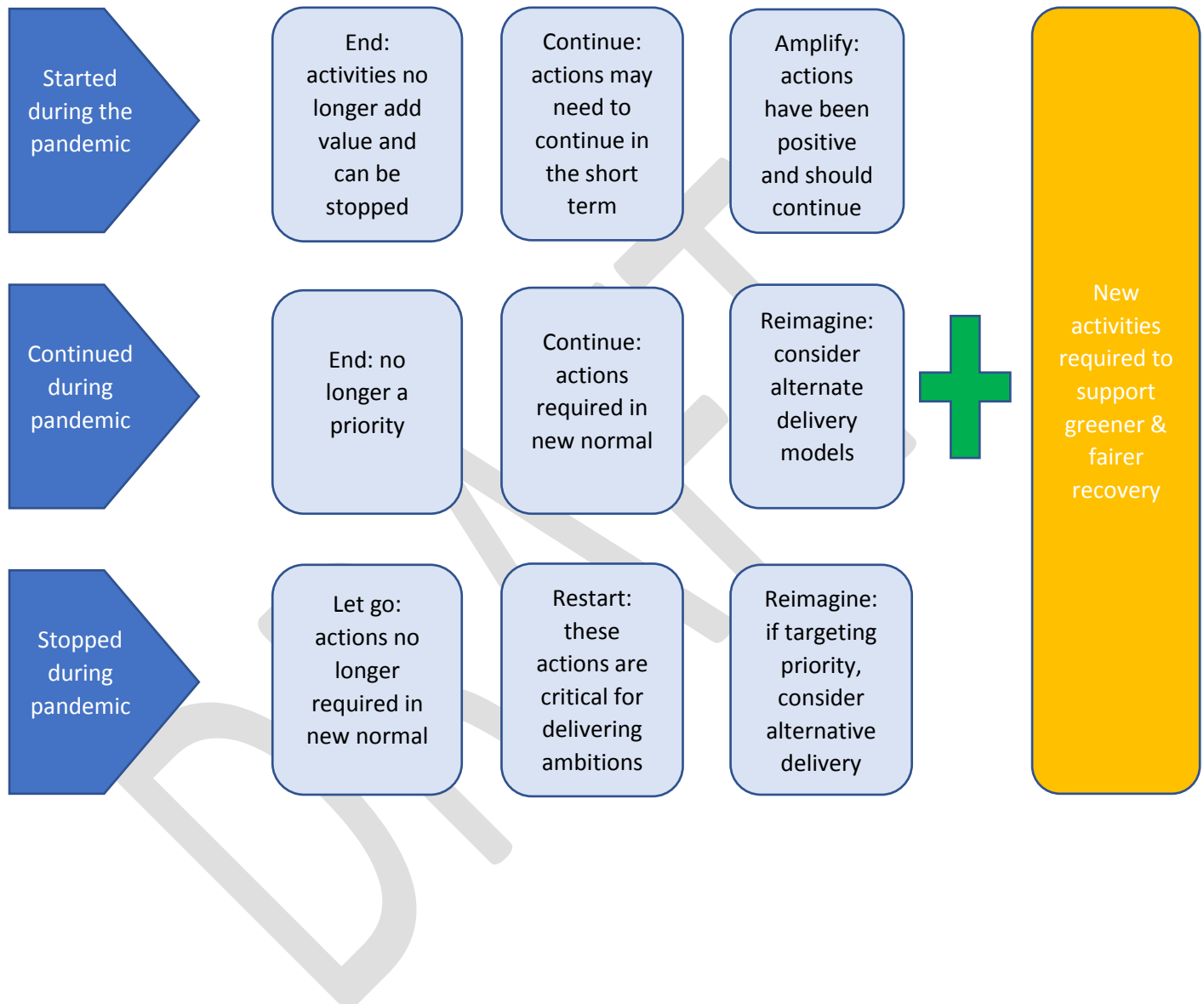
centre of the city, improving public realm and potentially generating revenue to fund improved public transport, and a range of walking and cycling schemes. The GCP is also leading work to improve careers advice to young people and the take-up of apprenticeships relevant to the local economy; and is exploring interventions to address electricity distribution grid capacity constraints to the growth and decarbonisation of the Greater Cambridge economy.

There are a raft of other partnerships and initiatives seeking to improve the quality of life and deliver sustainable, inclusive growth in Cambridge. These include, as examples, Allia's work to support social enterprise and community wealth-building; Cambridge Sustainable Food's work to tackle food waste, eliminate food poverty and reduce emissions from the food cycle; and the work of organisations such as Cambridge Carbon Footprint, Transitions Cambridge and Carbon Neutral Cambridge to reduce emissions in the city and work towards the creation of a circular economy.

Cambridge is also a fulcrum of key strategic geographies, including the Oxford-Cambridge Arc, the London-Stansted-Cambridge "innovation corridor" and the Norwich-Cambridge tech corridor. These regional scale networks mirror and multiply Cambridge's phenomenal highly networked eco-system and reflect Cambridge's significance both to the UK economy and the international research community.

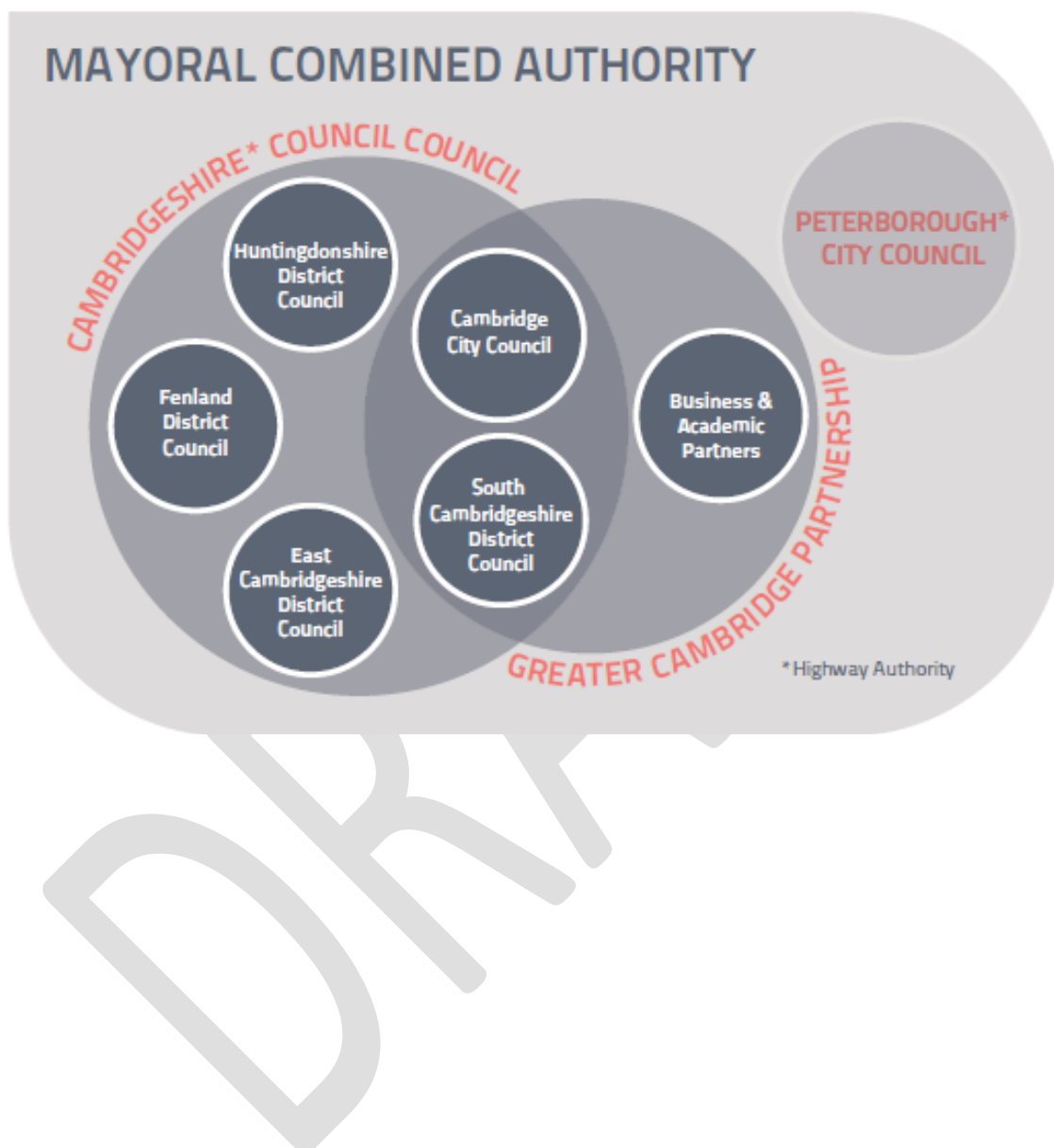
Annex 2. Prioritisation Framework

This framework sets out the high level approach to establishing areas of activity that we no longer need to carry out, areas where we need to continue or restart activity as we come out of the first phase of the pandemic response, and areas that need re-imagining and development.



Annex 3: Local Government in Cambridgeshire

A high level diagram setting out the relationship between the different tiers of local government relevant to Cambridge



DRAFT