



Appendix 1

Place and Sustainability

Draft Economic Strategy

2025-2028



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Foreword

Cambridgeshire has a vibrant, diverse and strong local economy and there are shared ambitions locally for future growth.. The County Council's experience in delivering local services is that growth, if not managed well, can concentrate the benefits within a few communities, leaving others behind. The impacts of this are not just felt in terms of unemployment or low paid work, but translate into impacts on people's health, wellbeing and longevity.

Underpinning growth is ultimately people. Cambridgeshire effectively competes with other places nationally and internationally to attract people to live and work here. The quality of the places we collectively shape and the opportunities that exist and how accessible they are, have a strong bearing on this. A population that has access to excellent education, careers opportunities, health and leisure will lead to a more dynamic workforce. This in turn ultimately determines the success of the enterprises and the knowledge economy located here.

In recent years, we have seen how a global financial crisis in 2007 and the COVID-19 pandemic in 2019 shook local economies. These events have illustrated clearly that some local economies were more robust to these impacts than others. How places responded also differed, with some able to use it as an opportunity to improve local infrastructure and enhance social cohesion, which improved quality of life and boosted their economy.

Creating an economic strategy is driven by our recognition of the County Council's role in the wider system that will determine the strength of our local economy into the future. There are significant opportunities for us to help ensure that the benefits of the local economy are felt widely and fairly and the local economy is resilient to future challenges.

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2. Executive Summary

2.1 Introduction and aims

2.1.1 The [Strategic Framework 2023-2028](#) sets out how Cambridgeshire County Council have been making progress towards the Council's vision of creating a greener, fairer and more caring Cambridgeshire. The Council will continue to work toward this vision by engaging effectively with communities, working with partners and residents so that Cambridgeshire becomes greener, fairer and more caring in the ways that are most suitable to the variety of people and communities we serve.

2.1.2 This economic strategy and action plan supports the delivery of this Vision and the Seven Ambitions by outlining the Council's strategic approach to supporting the delivery of sustainable and inclusive economic growth in Cambridgeshire.

2.1.3 The Council is a large organisation with a range of statutory duties and powers which enable it to have positive impact on the economy. This is most relevant to the way it commissions, designs and delivers its core functions and works with its partners to help improve the sustainability and inclusivity of economic growth.

2.1.4 As Local Government Reorganisation is due to be introduced by April 2028, it is important that in the lead up to this, the Council realises the opportunities it has, to positively impact the local economy. The work undertaken under this strategy and action plan will inform the work of the successor organisations that are created.

2.2 Cambridgeshire economy: Context

2.2.1 Cambridgeshire's economy is diverse and varied. It is a centre of innovation and it competes internationally in science and technology, with specialist clusters in life sciences, agriculture, advanced manufacturing, digital technologies and defence, as well as clean technologies. It also has a key role to play nationally in food security, as 30% of the country's Grade 1 agricultural land is



located here. The local economy has been growing at a faster rate than the national average in recent years and this is projected to continue.

2.2.2 With the potential growth scenarios being outlined at both the national and regional level there are a range of opportunities and challenges, in ensuring the benefits are felt widely and fairly amongst the population of Cambridgeshire and in ensuring existing inequalities and environmental pressures are reduced rather than exacerbated. These challenges are principally in relation to affordability and availability of housing, development of the workforce for all sectors, transport and digital connectivity and resilience of energy and water infrastructure. All of these factors have a significant role to play in health equity and are amongst the key wider determinants of health, as well as being areas where the Council has significant ability to shape and influence.

2.3 The roles the County Council plays in the economy

2.3.1 **Place Shaper** The Council, working with partners, has a leadership role in creating, maintaining and enhancing places within the county. This is primarily through the planning and delivery of infrastructure and connectivity, including highways, digital, social and community infrastructure. This includes the construction and commissioning of schools, libraries, family hubs and other community facilities. It also has place-based teams such as Communities and Social Care teams, which support the needs and aspirations of local communities. This collectively has many impacts on the economy, helping to unlock and enable the delivery of growth. This has to be planned and delivered sustainably, otherwise this will adversely affect growth, particularly over the medium to long term.

One of the core economic benefits of supporting high quality places in Cambridgeshire is the impact this has on the attracting and retaining a suitably skilled workforce. When placemaking is done well, it also provides opportunities to reduce inequalities in our communities. This is through ensuring good access to transport options for commuting and leisure activities, including access to quality green space and other community facilities.

2.3.2 **Service provider:** The Council delivers a range of essential public services, in relation to public health, social care, skills and education, which help to remove barriers for people so they can secure employment. Economic wellbeing has been shown to be a



wider determinant of health, so the two have an important relationship, in improving the quality of peoples' lives. Ensuring residents have the best start in life, in which our services play a major role, has been shown to have a significant bearing on our residents' life chances, including health and longevity, as well as productivity.

2.3.3 Purchaser and commissioner: the Council spends £500m per annum for its goods and services. Through the commissioning and procurement of services, we are able to ensure the delivery of effective services and interventions to address and prevent the barriers to growth and opportunity for individuals. The scale of our procurement activities has the potential to make a meaningful contribution to the local economy and communities through the social value it delivers and the role it has in helping to provide 'good work' opportunities within Cambridgeshire. "Good work" refers to employment that not only contributes to economic growth but enhances individual wellbeing, community resilience and social inclusion.

2.3.4 Employer: As a large local employer, we contribute to the skills development of our employees and we have opportunities to support wider skills development locally, in how we work with other employers with similar ambitions. We also have opportunities to leverage greater investment in local infrastructure through our pension fund, to support sustainable growth and increase inward investment in the county.

2.3.5 Land and asset owner: We own a significant number and diverse range of land, assets and buildings and how we use and manage these, has the potential to create benefits for people and communities in Cambridgeshire, in creating 'good work' and reducing economic inactivity. The Council also has a county farm estate, which equates to 4% of land in Cambridgeshire. Strategic management of this can support delivery of growth in an inclusive and sustainable way, as well as our work with other landowners with similar goals.

2.4 Conclusion

2.4.1 Developing an economic strategy and action plan is aimed at ensuring the Council is maximising every opportunity it has to enhance the inclusivity and sustainability of the economy locally. These opportunities should in effect increase the positive impact



of the Council's activities, across a wide range of communities in Cambridgeshire. If successful, these actions should help to reduce the scale of the need for local authority and other public sector services, by tackling some of the root causes of economic inactivity. This helps public sector funds to go further and enhances the wellbeing of people and communities within the county.



3. Introduction and aims

3.1 The [Strategic Framework 2023-2028](#) sets out how Cambridgeshire County Council have been making progress towards the Council's vision of a greener, fairer and more caring Cambridgeshire. The Council will continue to work toward this vision by being closer to our communities, working with partners and residents so that Cambridgeshire becomes greener, fairer and more caring in the ways that are most suitable to the variety of people and communities we serve.

3.2 This economic strategy and action plan supports the delivery of this Vision and the Seven Ambitions and in particular, Ambition 6, which is for 'places and communities [to] prosper because they have a resilient and inclusive economy, access to good quality public services and social justice is prioritised'.

3.3 The Council is a large organisation with a range of statutory duties and powers which enable it to have positive impact on the economy in terms of inclusivity and sustainability in the way it commissions, designs and delivers these core functions and works with its partners to help improve the sustainability and inclusivity of economic growth.

3.4 The economic strategy and action plan are one of the key ways in which we respond to the information provided to us from the annual Quality of Life Survey completed by Cambridgeshire residents. This survey was created to help deepen our understanding of their views and needs on topics such as life and community, transport, health and wellbeing, children and young people, the council, and its services. This, in combination with the data we collect across a range of issues helps us build an evidence-based approach to increasing inclusivity and sustainability of the local economy. In relation to the economy in the 2025 survey, 62% of respondents claim to feel concerned about investment and jobs in their local area this year, a significant increase compared to 2024 (59%) and 2023 (52%).

3.5 Growth projections for Cambridgeshire in coming years are significant and it has a potentially very important role to continue to play in various aspects of the U.K. and global economy. One of the main purposes of developing this strategy and action plan is to ensure that as the foundations are laid for this growth, we continue to find new ways to ensure this growth is delivered in an



inclusive and sustainable way. This strategy and the actions developed under it, will aim to support the key innovation clusters identified in the Local Growth Plan, which has been adopted through the Cambridgeshire and Peterborough Combined Authority (CPCA).

3.6 This draft strategy has four clear objectives, in which the Council's role is set out in the figure below:

Figure 1. Four economic objectives and the Council's role in delivering these



Improving the quality of life for residents and communities

Enhancing the area as a place to both live and work



Increasing the quality of opportunities

Ensuring people are equipped with the right skills and opportunities from an early age, reducing inequalities and improving health equity



Enhancing the quality of place

Making the most of assets we own and promoting Cambridgeshire as a place



Supporting quality of business

Our role in enabling growth and the availability and accessibility for all to 'good work'.

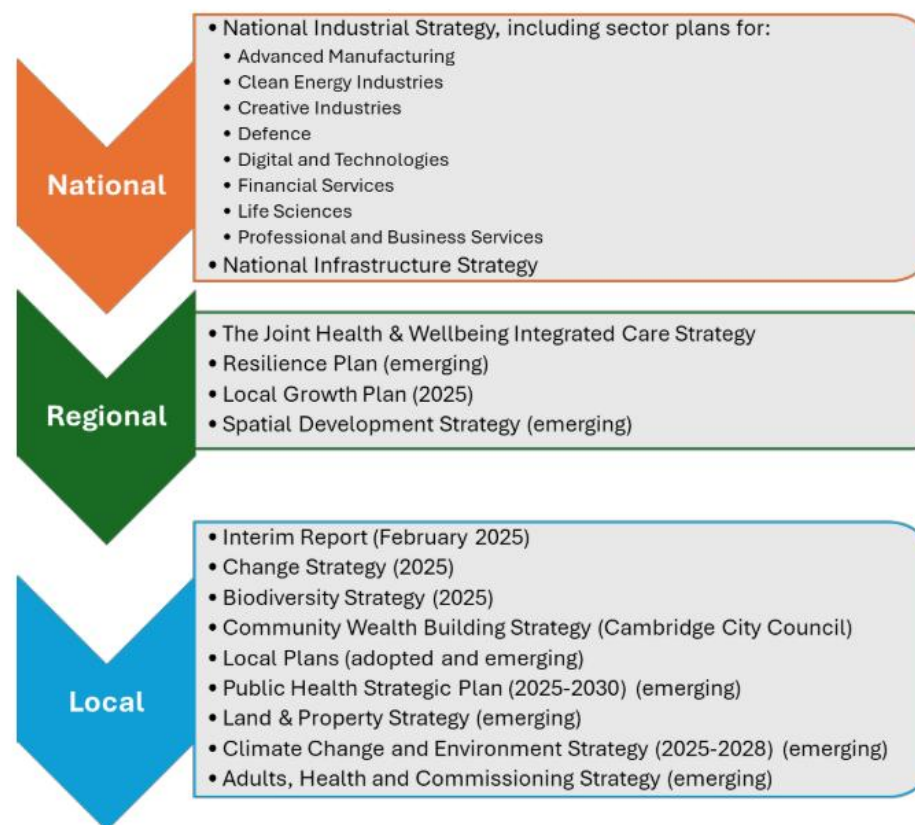


3.7 This strategy and action plan seek to complement the other existing strategies and plans within the Council and developed with and by our partners. The table below illustrates how this economic strategy and action plan relate to other relevant strategies and plans that exist within and external to the Council.

3.8 As Local Government Reorganisation was announced in late 2024, the Council has a strategic opportunity now to review the scope it has to further positively impact the local economy and implement the actions listed in the action plan, ahead of implementation in April 2028. The work undertaken under this strategy and action plan and the insights gained from them will inform the work and priorities of the successor organisations that are created.



Table 2: Strategy Alignment





3.9 Governance of the strategy and action plan will be through an officer board, convened bimonthly or similar, to provide steers and approve the closure of actions, when these are achieved and consider new actions. They will also review funding opportunities and proposed partnerships associated with delivery of the actions. Progress against the strategy will be presented annually at committee and a revised action plan proposed for adoption.



4. Cambridgeshire Economy: Context

4.1 National comparisons

4.1.1 The following statistics provide some of the key metrics in relation to the Cambridgeshire economy and the population.

£26bn GVA in 2023



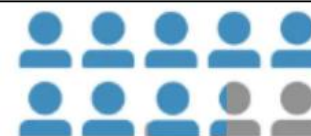
56% of population hold a NVQ3+ compared to 34% nationally



Average life expectancy is 81-84 years (for men and women respectively), 1-2 years higher than national average



30% of Grade 1 agricultural land located here, with 35% of U.K. vegetables grown in the Fens



82%
82% of residents economically active compared to 79% nationally

9.0% households face fuel poverty in East England, compared to 11.0% nationally





4.2 Whilst many of these statistics convey a positive picture in relation to national averages, they do, however, in some key areas disguise the variation and disparities that exist within the county. The statistics below convey some of that variation. These demonstrate that greater action is required to ensure Cambridgeshire's economy grows in a sustainable and inclusive manner, in order to reduce these disparities.

Table 1. Healthy life expectancy variation

Life expectancy at birth 2021-2023 (ONS)	District	Male	Female
Lowest in county	Fenland	78 yrs	82 yrs
Highest in county	South Cambridgeshire	83 yrs	85 yrs
Cambridgeshire average		81 yrs	84 yrs

Table 2. Variation in proportion of fuel poverty at district level

Households in fuel poverty -2023	District	Number	Percentage
Highest proportion of fuel poverty	Fenland	4,758	10.4
Lowest proportion of fuel poverty	Huntingdonshire	6,729	8.4
Lowest proportion of fuel poverty	South Cambridgeshire	5,849	8.4
County average	Cambridgeshire	26,276	tbc



5. Economic Roles

5.1 Place Shaper

Our main responsibilities for place shaping:

- Build new schools and maintain part of the school estate
- Maintain highways and rights of ways
- Provide strategic planning
- Provide flood risk management, as the lead Local Flood Authority
- Provide archaeological advice, which supports the visitor economy
- Custodian of the environment to support sustainable growth
- Improve digital connectivity infrastructure
- Deliver infrastructure for safe and sustainable travel
- Manage new community facilities and green spaces
- Statutory to conserve and enhance biodiversity
- Waste disposal authority
- Drive net zero delivery

Which of the Council's 4 aims does this help to deliver:

Quality of Life – Our role in enhancing the area as a place to both live and work

Quality of Place – Our role in making the most of assets we own and promoting Cambridgeshire as a place

5.1.2 Ensuring Cambridgeshire is an attractive place for all people to live and work is a key factor for ensuring the long-term economic prospects of the county. It has a strong bearing on whether people with the skills needed will stay in the area and this impacts staff retention rates for local businesses and other organisations. 'Good places' also offer local people healthy, affordable and accessible ways to commute to work, to enjoy their free time and maintain and improve their physical and mental health and wellbeing. They also provide strong, welcoming communities, where social interaction supports health and wellbeing further. This is primarily through reducing isolation, which has been shown to promote longevity. All these factors then contribute to keeping the population economically active. Where this economic activity is in 'good work', this then creates a virtuous circle, as this type of work also supports health and wellbeing. It is recognised however that the Council is part of a wider system that contributes to



this aim and must work effectively in partnership with district councils, the combined authority and national agencies to deliver this aim.

5.1.3 Our achievements to date:

1. As the delivery agent on behalf of the Combined Authority the council has delivered high rates of digital connectivity for the region, securing over £70 million of external funding and attracting in excess of £175 million of inward investment into local digital connectivity projects since 2011. Gigabit capable broadband coverage is available to over 92% of premises as of October 2025.
2. Securing over £20million of external funding to boost climate mitigation, adaptation and nature restoration activities to reduce the carbon footprint of schools, community facilities and council buildings, whilst also increasing biodiversity and mitigating some of the key impacts of climate change, such as flooding.
3. Successfully managed the impacts of land use change on the historic environment to ensure efficiency delivery of growth and development, especially Nationally Significant Infrastructure Projects (NSIPs), whilst promoting effective conservation measures and delivery of public benefit from heritage assets.
4. Actively engaging with over 15 community flood action groups to help them prepare for future flooding, including providing individual grants of up to £1,000 for flood kit and up to £10,000 to carry out maintenance work on watercourses to reduce flood risk.

5.1.4 Our aims under this strategy are to build on this track record in the following ways:

- Explore feasibility of a multi-utility trench in new and existing developments, to help reduce costs of housing delivery, increase resilience to climate change, reduce costs of net zero and other infrastructure, enhance green infrastructure, as well as minimise congestion from road works
- Work with partners to identify, assess and implement actions which improve access to quality green space, particularly in areas of multiple deprivation to help improve health and wellbeing



5. Develop initiatives with Visit Cambridge and Beyond which spread the economic benefits of tourism more widely to support businesses across Cambridgeshire, whilst improving management of the social and environmental impacts and promoting active travel to our heritage assets and greenspaces. This will be included in the Local Visitor Economy Plan that is being developed.
6. Work with partners to assess potential and scope to increase reuse and recycling rates from waste streams. This would be with the aim to increase 'good work' within the waste sector in Cambridgeshire, improve productivity and build networks with the whole supply chain
7. Work with partners to identify best practice in approaches to delivering new infrastructure which could improve health and wellbeing outcomes in these areas
8. Work with local partners through our role in the Greater Cambridge Partnership to continue to support the continued growth of Cambridge as a leading tourism and business destination.

Central to the ways in which we are able to deliver this aim, is working in partnership with a variety of local partners.

5.2 Service Provider

Our main responsibilities for service provision:

- | | |
|---------------------|----------------------------------|
| - Adult social care | - Children's services |
| - Education | - Adult learning |
| - Adult learning | - Libraries and skills provision |
| - Communities | - Public health |

Which of the Council's 4 aims does this help to deliver:

Quality of Opportunities – Our role in ensuring people are equipped with the right skills and opportunities from an early age



5.2.1 Supporting education and skills development, is a core part of providing our residents with the best start in life. We do this through the responsibilities we have for public health, education, skills and training provision, libraries and social care provision. Having a good start in life has a strong bearing on future health, education and employment outcomes.

5.2.2 Protecting children throughout childhood is another key Council function and the more we can do for their health, wellbeing and learning in their early years in particular, will have a strong bearing on their long-term health, wellbeing, attainment, employability and economic activity.

5.2.3 Libraries, for example, play an important role in promoting and nurturing a love of reading and learning from an early age, skills which lead to educational attainment, 'good work' and economic self-sufficiency in later life. As a local authority, we aim to ensure everyone can enjoy a healthy and productive life, whilst increasing life expectancy and reducing the disparities in life expectancy across the county, which, as previously discussed has a positive effect on economic activity levels.

5.2.4 Likewise, supporting people with our adult social care services and public health have the added benefit of helping keeping people healthy, active and in work longer, which also helps with promote positive mental health. Tackling these helps to create a sustainable and inclusive economy in Cambridgeshire.

5.2.5 For those who have recently arrived in the U.K. and who come to Cambridgeshire, we offer English language training and other support to help translate their qualifications and match these to those here, to help ensure that the local economy can benefit from the skills they bring.

5.2.6 The Council also plays a key role through delivery of trading standards to support businesses in the county through effective regulation and support services.

5.2.7 Our achievements to date:



- Our community service seeding funding grants have helped an average of 70 voluntary and community organisations to set up in Cambridgeshire every year
- Our 'Support Cambridgeshire' grant has supported voluntary and community organisations to bring in an additional £500k per annum, nearly 4 times the value of the grant (£128,000 total funding annually)
- Our libraries support people to apply for jobs or start their own businesses, with IT equipment that can be borrowed, like library books and access to free driving tests.
- The 'Every child a Member' (ECAM) primary school enrolment pilots in Wisbech and Huntingdon.
- The Summer Reading Challenge across the county which combats the dip in reading and learning which occurs during the long summer holiday.

5.2.8 Our aims under this strategy are to build on this track record in the following ways:

- Work with partners to identify initiatives that support access to work amongst 16-24 year olds in Cambridgeshire, particularly with vulnerable groups most likely to be economically inactive, including those with learning disabilities and serious mental health conditions
- Reduce inequality through piloting schemes to eradicate fuel poverty in Cambridgeshire with potential to scale
- Make local innovation, including sustainability innovation, more accessible to the public sector in Cambridgeshire to better support local residents and businesses
- Collaborate on initiatives like 'Included' which seek to make innovation in the county more socially inclusive
- Support systemic work with partners on social inclusion, through initiatives like 'Greater Cambridge Impact'



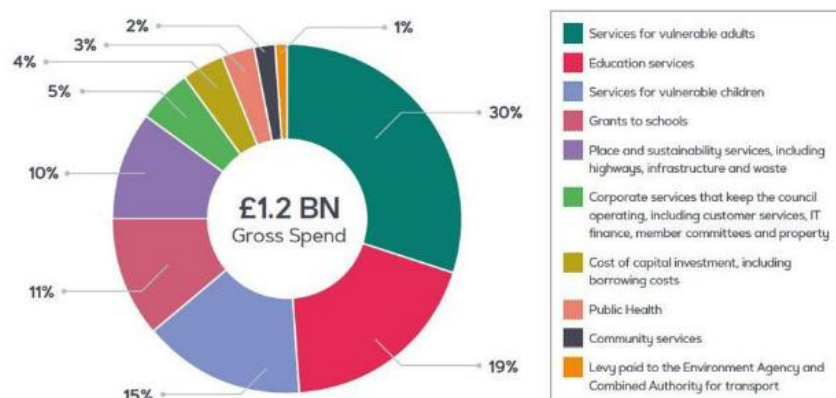
5.3 Purchaser and Commissioner

Our main responsibilities for purchasing and commissioning:

- The Council spends approximately **£1.2bn** a year in purchasing goods and services and commissioning services from external providers

Which of the Council's 4 aims does this help to deliver:

Quality of Business – Our role in enabling growth



5.3.1 The Council's expenditure is significant in the context of public sector expenditure within Cambridgeshire. It is essential for us to use a strategic approach to commissioning and procurement to maximise the contribution to the local economy and communities. This is known as 'social value'. We can also ensure that we use our commissioning of services to address and prevent the barriers to growth and improve the quality of opportunity for individuals. Our supply chain is essential to delivering these goals, in terms of how their contracts with us help to enable them to provide "good work" for local people and support their workforce and have sustainable, local supply chains.

5.3.2 Our achievements to date:

- Working with other public sector partners locally to use a common approach for delivering social value within contracts, to make it easier for all bidders to offer, which reduces the complexity and bespoke nature of this aspect of our procurement processes. This should particularly help smaller businesses and organisations, who would otherwise have less capacity than larger organisations to adapt their offering to bespoke processes
- Created support for SMEs on procurement, through a series of webinars working with the Federation of Small Businesses & Allia.



5.3.3 Our aims under this strategy are to build on this track record in the following ways:

- Ensure we understand our supply chain better, to quantify the impact it is already having with greater depth.
- Work with long term and major suppliers to identify achievable ways to improve inclusivity in their organisations and supply chains.
- Seek external funding to develop a business support programme to improve business survival rates and improve environmental sustainability of new businesses in Cambridgeshire

5.4 Employer

Our main responsibilities regarding our role as an employer are:

- We employ over 4,600 people in Cambridgeshire, which makes us one of the larger employers in the county
- We contribute to a large pension fund with over £4bn in assets under management

Quality of Opportunities – Our role in ensuring people are equipped with the right skills and opportunities from an early age

5.4.1 As a large employer, the Council contributes to the skills development of our employees and the local population. We are also contributing to a significant pension fund along with our staff. Our aim is to provide 'good work' for our employees, through a range of measures from flexible working and fair pay, to having a comprehensive employee assistance programme, for example and being a Disability Confident employer. Our approach to employee wellbeing is informed by research and aligned with our public health guidance. We contribute to research on workplace health and wellbeing to further understanding in this respect.

5.4.2 Our achievements to date:

- We typically have 200 active apprenticeships a year for staff with another 50-60 in our maintained schools. Apprenticeships are enabling us to 'grow our own' in key occupations including social work and social care, accountancy, engineering and teaching.
- We transfer apprentice levy to other local employers to support them to offer apprenticeship opportunities.



- We are gold members of The 5% Club, which supports employers increase further the number, quality and range of ‘earn & learn’ opportunities across the UK. In the 2024 audit, the council had 7.2% of its workforce engaged in recognised professional development activities.

5.4.3 Our aims under this strategy are to build on this track record in the following ways:

- Work with our pension providers to increase infrastructure investment in Cambridgeshire to support growth, affordable housing and net zero objectives
- Review scope to broaden our work experience offer across Council services and through our role in the Cambridgeshire and Peterborough Combined Authority (CPCA), such as potentially libraries, waste, social care, highways and trading standards
- Work with partners to increase progression pathways between skills training providers, again with key partners such as the CPCA
- Increase our proportion of employees undertaking apprenticeships by aiming to achieve platinum status for The 5% Club – (an - Earn and Learn scheme) with recruitment, retention benefits which also widens participation. Also encourage other local employers to participate



5.5 Land and Asset Owner

Our main responsibilities regarding land and assets are:

- Management of over 850 assets with a total asset value of £764million, generating an annual revenue of £10.5million
- This includes 14,000 hectare County Farms Estate with 160 farm tenants, which is the largest of its kind in the country, which was created for poverty alleviation originally
- Overall function is to support service delivery but also contribute to support delivery of growth in an inclusive and sustainable way and where possible support resilience and use of ecosystem services

Which of the Council's 4 aims does this help to deliver:

Quality of Place – Our role in making the most of assets we own and promoting Cambridgeshire as a place

5.5.1 The County Council's assets are primarily held to support service delivery, but they also contribute indirectly to economic growth. With 30% of England's grade one agricultural land located in Cambridgeshire, the County Farm Estate is proactively managed to optimise economically viable farms, environmental initiatives, commercial and development opportunities, and to support the Council's operational services. Examples include children's centres, highways depots, libraries, registry buildings, schools, household waste and recycling centres, and Park and Ride sites. More widely, they support delivery of growth in an inclusive and sustainable way and where possible support resilience and use of ecosystem services.

5.5.2. **Supporting growth:** Cambridgeshire is a major contributor to UK economic growth, and the County Council's assets are integral to placemaking and the provision of essential infrastructure. Examples below include:

- Perhaps the major contribution to Cambridgeshire's economic growth will be the Cambridge Biomedical Centre, where the Council's estate is being promoted in the Greater Cambridge emerging Local Plan as Phase 3 & 4 health and life science expansion up to 2050. Working with developers and stakeholders, the aim is to make CBC a global life science leader.



- Providing land on the Cambridge Northern Fringe for the construction of Cambridge Regional College and land at Littleport and Soham used for new schools.
- Sale of land to Homes England for the expansion of Northstowe, as well as land for housing at Burwell, Cottenham and Soham.
- Land has been sold for care homes and extra care facilities in the north of the county at Whittlesey.
- Alternative uses are also promoted for suitably located and sustainable parcels of land, usually close to existing settlements, through the development of new local plans. Successfully allocated sites are disposed of either to the Council's wholly owned development company, This Land, or on the open market. Affordable housing and Community Land Trust opportunities are explored where appropriate.

5.5.3 Employment opportunity & food security: The County Council's 14,000-hectare Farms Estate was established as a social policy around 1900 to provide employment for the poor. After two world wars, the focus shifted to providing opportunities for returning service personnel. Today, it offers rare starter opportunities for new entrants to agriculture, supporting a dynamic pool of rural businesses and contributing to the local economy.

5.5.4 Natural Capital and Environmental Services: At Lower Valley Farm, Fulbourn, a groundbreaking Biodiversity Net Gain Habitat Bank has been established on 360 acres of farmland. This allows off-site provision of BNG credits, now a statutory requirement, where biodiversity is lost due to development. The Council benefits from significant financial returns and the creation of strategic biodiversity links. BNG credits were provided for the new Cambridge South railway station, which will serve Addenbrooke's Hospital and the Cambridge Biomedical Centre.

5.5.5 Energy security and carbon reduction: Other examples include windfarms at Warboys and Doddington, where land was leased to developers in 2003 and 2014, respectively.

5.5.7 Our aims under this strategy are to build on this track record in the following ways:



- Undertake a review to see how increased internal and external capacity could be funded, to enable more strategic promotion of land, better readiness to respond to short-term opportunities such as land supply shortages and greater collaboration with other landowners to maximise impact. This will take into account how to maximise opportunities arising for the Council's estate from Local Government Reform.
- Explore options with tenant farmers to support their aspirations around a range of ecosystem services, including flood management and to provide work experience and other opportunities to those not in employment, education or training (NEET).

6. Measuring Our Impact

6.1 The actions identified in this strategy are aiming to improve the inclusivity and sustainability of the economy in Cambridgeshire, through means available to the Council, whether altering the way it delivers existing services or working with partners on shared goals.

6.2 We will be using robust measures, previously used and established to gather baseline data and then measuring the outcome measures within defined period to determine if our measure is making a difference. We will then assess the impact that scaling of these actions would have on our targeted outcome measures.

6.3 The key indicators for the actions include:

- levels of fuel poverty
- levels of economic activity within the target groups, such as those in the Not in Employment or Education or Training (NEET)
- number of people accessing green spaces in areas of multiple deprivation, where green space has been enhanced



- business survival rates and revenue increases for those organisations who participate on a business support programme
- additional work experience opportunities provided
- progress towards achieving Platinum Status for The 5% Club

6.4 We will ensure learning from this process is captured and liaise with partners in the lead up to Local Government Reform to make sure that positive outcomes can be built on by the new authorities created in 2028.



7. Conclusion

7.1 This Economic Strategy sets out a framework for how the Council will use its unique roles as a place shaper, service provider, purchaser and commissioner, employer and land and asset owner to foster a more inclusive and sustainable local economy.

7.2 By aligning with the Council's broader vision of a greener, fairer, and more caring Cambridgeshire, the strategy aims to complement and strengthen the objectives of other strategies both within and external to the Council, where sustainable growth and the health, well being and economic activity of the population of Cambridgeshire is supported and enhanced. It focuses on helping to increase the levels of 'good work' available here, which is a wider determinant of health and wellbeing.

7.3 The anticipated scale of growth in Cambridgeshire presents an enormous opportunity for people living and working in Cambridgeshire, as new infrastructure is created and the services local government provides evolve to meeting emerging needs. This strategy recognises the role we need to play, through how we undertake our role to deliver our responsibilities, to further support the communities we represent and improve the outcomes we know from our engagement work our communities want to see.

7.4 Resilience is a central, overarching outcome that this strategy and the action plan aim to deliver. Our Cambridgeshire economy will be more resilient to any future impacts if the workforce is supported to be resilient. What that means in real terms is supported to be healthy, with affordable housing, access to 'good work' through active and sustainable transport routes and is able to easily enjoy the natural capital, heritage and leisure opportunities that Cambridgeshire has to offer. Vibrant communities reduce isolation and improve outcomes for all.

7.5 This strategy is focused on what can be achieved within the timescales for the changes to local authorities in Cambridgeshire that are planned under Local Government Reform. It is hoped that the legacy of this strategy will inform the future of local government in Cambridgeshire and the quality of life enjoyed by our communities.



Appendix A: Action Plan

	Economic Strategic Alignment		CCC Role alignment	Actions	KPI/deadline	Resource Constraints/Risks	Action Owner
No.	Inclusivity outcome	Sustainability outcome	Role	Summary			
1	Yes	Yes	Place shaper	Explore feasibility of a multi-utility trench in new and existing developments, to help reduce costs of housing delivery, increase resilience to climate change, reduce costs of net zero and other infrastructure, enhance green infrastructure, as well as minimise congestion from road works	Concept paper delivered by April 2027	Funding availability and eligibility	Economy & Climate Change Team with Highways, Digital and other team inputs Potential for partnership with other authorities and/or utilities
2	Yes	Yes	Place shaper	Work with partners to identify, assess and implement actions which improve access to quality green space, particularly in areas of multiple deprivation to help improve health and wellbeing	Identify and assess options by June 2026. Implement by April 2028	Funding availability and eligibility	Natural and Historic Environment team
3	Yes	Yes	Place shaper	Develop initiatives with Visit Cambridge and Beyond which spread the economic benefits of tourism more widely to support businesses across Cambridgeshire, whilst improving management of the social and environmental impacts and promoting active travel to our heritage assets and greenspaces	Identify suitable funding and submit bids by April 2027	Funding availability and eligibility	Natural and Historic Environment team Support from external partners
4	Yes	Yes	Place shaper	Seek funding with RECAP and other partners to assess potential and scope to increase reuse and recycling rates from waste streams. This would be with the aim to increase 'good work'	Forecast or actual waste reduction tonnage.	Funding availability and eligibility and	RECAP to lead. CCC Waste Education team to support



				within the waste sector in Cambridgeshire, improve productivity and build networks with the whole supply chain	Qualitative data from stakeholders. April 2028.	match funding criteria	
5	Yes	No	Place shaper	Work with partners to identify best practice in approaches to delivering new infrastructure which could improve health and wellbeing outcomes in these areas	April 2028. Paper to CPCA board or committee, as relevant.	Partner support	Planning team to lead with input from public health and economy teams
6	Yes	No	Service provider	Work with partners to identify initiatives that support access to work amongst 16-24 year olds in Cambridgeshire, particularly with vulnerable groups most likely to be economically inactive, including those with learning disabilities and serious mental health conditions	April 2028. Identify suitable initiative(s) and seek funding. September 2026.	Funding availability and eligibility	Charity and voluntary sector to lead. Communities team to support
7	Yes	Yes	Service provider	Reduce inequality through piloting schemes to eradicate fuel poverty and eliminate damp and mould in homes in Cambridgeshire, with potential to scale	Run pilot within Cambridgeshire by April 2028	Funding availability and eligibility	District partners to lead, CCC Climate team to support
8	Yes	Yes	Service provider	Make local innovation, including sustainability innovation, more accessible to the public sector in Cambridgeshire to better support local residents and businesses	Identify suitable options with partners and develop funding bids by November 2026	Support from partners and availability and suitability of funding	Climate team to lead with input from public health team and support from Anchor Institutions
9	Yes	No	Service provider	Collaborate on initiatives which seek to make innovation in the county more socially inclusive through systems approaches such as the 'Included' project, which is taking a long term, mission-based approach to creating fulfilling career opportunities for young people from early years through to early adulthood for young people from disadvantaged backgrounds in Cambridge, including young people who are NEET.	TBC	TBC	Cambridge City Council to lead. CCC to support



10	Yes	No	Service provider	Support work with partners on social inclusion, through initiatives like 'Greater Cambridge Impact' which is a social impact investment vehicle set up to tackle systemic inequality and contribute to inclusive growth. Greater Cambridge Impact's investments will take a long-term approach to improving the life chances of five groups: Disadvantaged young people; Children in care; Care-experienced young people; Families in crisis and poverty; People who are homeless.	TBC	TBC	Cambridge City Council to lead. CCC to support
11	Yes	Yes	Purchaser & commissioner	Ensure we understand our supply chain better, to quantify the impact it is already having with greater depth	Scope options for obtaining better data to support sustainability and inclusivity levels within supply chains April 2027.	Funding availability and/or internal resource	Procurement and Commercial team with support from Climate and Economy Team & Performance, Policy and Insights team
13	Yes	No	Purchaser & commissioner	Work with long term and major suppliers to identify achievable ways to improve inclusivity in their organisations and supply chains to increase the availability of 'good work'	Engage 3-5 major suppliers (over £500k contract value) to consider options	Capacity with suppliers and internally	Procurement and commercial team with contract managers
14	Yes	Yes	Employer	Work with our pension provider to increase infrastructure investment in Cambridgeshire to support growth, affordable housing and net zero objectives	Scope options by September 2026	Capacity within CCC and pension provider	Finance & Growth team to lead
15	Yes	No	Employer	Review scope to broaden our work experience offer across Council services (such as potentially libraries, waste, social care, highways and trading standards)	Scope options by September 2026	Internal capacity	HR to lead with various teams
16	Yes	No	Employer	Work with partners to increase progression pathways between skills training providers	Scope options by December 2026	Capacity in HR and other skills providers	HR to lead with various teams



17	Yes	No	Employer	Increase our proportion of employees undertaking apprenticeships by aiming to achieve platinum status for The 5% Club – (an Earn and Learn scheme) with recruitment, retention benefits which also widens participation. Also encourage other local employers to participate	Explore options with 3-5 local employers by Dec 2026	Internal Capacity. Changes to the apprenticeship levy.	Strategy and Partnerships
18	No	Yes	Land & asset owner	Undertake a review to see how increased internal and external capacity could be funded, to enable more strategic promotion of land, better readiness to respond to short-term opportunities such as land supply shortages and greater collaboration with other landowners to maximise impact. This will take into account how to maximise opportunities arising for the Council's estate from Local Government Reform	Undertake review for Assets Board by November 2026	Internal capacity	Property
20	Yes	Yes	Land & asset owner	Explore options with tenant farmers to support their aspirations, benefits and dependencies on nature and a range of ecosystem services, including flood management and to provide work experience and other opportunities to those not in employment, education or training (NEET).	Meet with 3-5 tenant farmers to explore options by December 2026	Capacity of teams and farmers	Natural and Historic Environment team with Property to support