



# newsletter

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## A JOURNEY OF DISCOVERY

### Foreword

At our Progress Meeting on 20th June at Marshall of Cambridge, I was delighted to be able to update the attendees with our progress over the last eight months. It has been a journey of discovery, during which we've adopted a consultative approach and a culture of openness and transparency. A culture which 'asks' more than it 'tells' and develops a platform of joint deliberation with key players. This was much appreciated by our diverse audience who represented a cross-section of Cambridge's culture, education, sport, academia, business and local government. We recognise that consensus before devising strategies and actions plans is fundamental to the success of Cambridge Ahead.

### OUR VISION

For Cambridge to be the pre-eminent small city in the world, defined by achieving long-term economic growth and a compelling quality of life. It will be a city where business, discovery, creativity, community and culture flourish together.

In this newsletter we reveal what we have discovered on this journey and what we hope to achieve over the coming months in our three agenda areas. Our actions justify our existence. Initiatives are in train that simply would not happen without us. An improved agenda, and eventually, action plan for the city's growth, an Inward Investment Agency, real improvements in people's quality of life – these are things that we must, and will, realise. Only by achieving this will we achieve our goal of helping make Cambridge the pre-eminent small city in the world.

**Jane Paterson-Todd**  
CEO



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Image: Bidwells

## Chairman's Statement

I was delighted to be asked by the Board to take on the role of Chairman on 14th April from Jeremy Newsum upon completion of his stated term of six months. Jeremy had the drive and vision to create Cambridge Ahead and deserves great credit for doing so, and I look forward to building on the great start instigated by him.

We have come a long way in eight months. I have been particularly pleased by the interest and support shown by the County, South Cambs and City Councils. Their broad consensus around the need for managed growth is very welcome and their collaboration over the City Deal was impressive. Such a collective vision was not always the case.

In a short period of time we have become a very credible voice which was heard by Government, both in relation to the City Deal and in resisting the Treasury plan to move Papworth Hospital to Peterborough rather than to the Addenbrooke's site. Our credibility derives from the strength of our membership and the reason of our argument. Our views make a difference.

As we grow it is important that we are organised in a way which utilises members' time most efficiently. At the Board meeting on 14th July a new structure was agreed whereby an Operational Board was created to run alongside member meetings. We already had an Audit Committee which is now joined by an Editorial Committee with the aim of ensuring that we comment effectively in a timely manner when appropriate.

I am very keen that member organisations are actively involved in the work we are doing. If there is an area where you feel your organisation could contribute then please let me or Jane know.

We have had a great start but there is a long way to go.



**Ian Mather**  
Chairman

# OUR AGENDA

The information-gathering that has been necessary to help make validated decisions in our three key projects of Growth, Quality of Life and Promoting Cambridge has been a necessary step. Early outside opinion might be that little progress has been made, but this is far from the truth. As we reveal below, we are about to embark on action after months of careful planning and deliberation.

## 1. CAMBRIDGE GROWTH

Clearly, in setting an agenda for growth, having a handle on anticipated growth for the region is an important starting point. We have been apprised of the Councils' plans for implementing the recently awarded City Deal, and of the Local Enterprise Partnership (LEP) Strategic Economic Plan and the growth assumptions therein, by the Greater Cambridge Greater Peterborough LEP. Our agenda is focused on the long-term growth of the city region and so we will be helping in the debate and process for the Cambridge Growth Plan for 2019 and beyond. Consequently, the Growth Project team has now begun to develop three themes in its work.

A first work stream will take the current economic growth forecasts, which are based on national growth expectations adjusted for the local sectoral mix, and review them against the expectations of Cambridge companies within each sector to provide locally-informed and validated projections of growth for the Cambridge region. The interview process might also identify local barriers to higher growth.

The second work stream, building on the 1999 Cambridge Futures exercise, will take the output on the Growth projections and model the implications of, and options for managing, that growth. This could then inform a public debate about how much growth there could/should be and how it can be accommodated without compromising the quality of life that attracts people and businesses to locate and grow in Cambridge.

A third and separate work stream is to explore the need for commercial property to support a growing economy. We must encourage investment in new commercial buildings to meet the increasing demand from companies – whether new or established – to locate in the city region. We must determine how the gap between long-term secured rent, which most property investors are seeking, and the flexible lease requirements of fast-growing companies, can be bridged and whether the experience in Cambridge of flexible leases can provide an enticing alternative investment model.

### Vision & Growth Team Members:

#### **Dr Tony Raven**

*Project Leader - CEO, Cambridge Enterprise*

#### **Matthew Bullock**

*Master elect at St Edmund's College  
Cambridge*

#### **Christopher Pratt**

*Senior Bursar, Jesus College, Cambridge*

#### **Dr Ying Jin**

*Director of Studies, Fellow Robinson College  
Cambridge*

#### **Dr Robin Pellew OBE**

*Chairman, Cambridge Past Present & Future*

#### **Mike Derbyshire**

*Head of Planning, Bidwells*

#### **Graham Budd**

*COO, ARM*

#### **Robert Marshall**

*CEO, Marshall of Cambridge Holdings Ltd*

#### **Graham Nix OBE**

*CEO, Greater Cambridge  
Greater Peterborough LEP*

#### **Roger Taylor**

*Director of Estates Strategy  
University of Cambridge*

#### **Stewart McTavish**

*Founding Director, ideaSpace*

#### **Dr Clive Morris**

*VP and UK Strategic Implementation Lead  
AstraZeneca*

#### **Jonathan Rose**

*Principle Aecom*

#### **Roderick Watson**

*General Manager, Gonville Hotel*

#### **Robert Sansom**

*Angel Investor*

#### **Chris Bartram**

*Chairman/Partner Orchard Street  
Investment Management*

#### **Bill Wicksteed**

*Founder & Senior Advisor, SQW Ltd*



Image: Marco Betti

## 2. PROMOTING CAMBRIDGE

Many different organisations and groups work at different levels to promote Cambridge. Our approach has been to consult a number of them to get a clear understanding of what our priorities should be.

On a practical level, the Promoting Cambridge Project team is working with the relevant people to update the Cambridge Cluster Map, which is a very useful tool that accesses a wide range of hard data on companies – from turnover and employee numbers through to industry sector and company location – and visualises it in the form of a map. The Map gives anyone anywhere in the world access to key information on the Cambridge Cluster and its companies and demonstrates how ‘big data’ techniques can be applied to provide

sophisticated insight on an entire business community.

The Growth Project team aims to integrate the Cluster Map data with our own data sources and modelling, to produce a much enhanced tool which creates even greater insight for outsiders and thus a more compelling proposition for Cambridge.

We have also concluded that bringing the private and public promotional initiatives together is a high priority. We continue to believe there is a compelling need for a brand for Greater Cambridge that incorporates the universities of Cambridge, its enterprises, its people, culture and other unique traits and qualities. However, this is a major task if it is to be done right and we need to get other things in place first.

With that in mind we are exploring an opportunity for developing a Promotional Agency/Inward Investment Agency for Cambridge. Conversations are ongoing between Cambridge Ahead, Cambridge Network, the LEP and the local authorities about its set-up and development.

Its responsibilities would include growing and maintaining the necessary information about Cambridge that potential enterprises require, managing prospective enterprise visits to the city region, and developing and implementing a Cambridge Brand.

### Promoting Cambridge Team Members:

#### Dr David Cleevely CBE

*Project Leader - Chairman, Cambridge Wireless*

#### Lily Bacon

*VP, Real VNC*

#### Paul Bailey

*CEO, Bailey Fisher*

#### Robert Carter

*CEO, RG Carter Construction*

#### Richard Fullerton

*Director, MCS LLP*

#### Jon Bramwell

*Head of Corporate Banking Eastern Counties  
HSBC Bank Plc*

#### Claire Ruskin

*CEO, Cambridge Network*

#### Emma Thornton

*Head of Tourism and City Centre Management  
Cambridge City Council*

### 3. QUALITY OF LIFE

This is a wide and varied agenda with a host of drivers, such as Housing, Transport, Leisure, Education, Health, Safety and Security – and the phrase ‘Quality of Life’ has connotations that vary across demographic groups. We therefore think that we need to understand what the ‘typical’ Cambridge worker feels about his or her quality of life.

Consequently, RAND Europe a world-leading research institute and CA member began a survey on 17th June via our Member organisations, the three Councils and a number of other large organisations, that will reach over 30,000 employees. We will be in a position to announce the results in our next newsletter in the Autumn of 2014. The survey analysis will also inform the other two key agenda items, Growth and Promoting Cambridge, as they are all complementary and interwoven.

However, we cannot wait and from evidence supplied to us understand that Education is an

area where we are best positioned to help. So we are exploring certain initiatives. The first is how to improve and develop the relationship between schools and business so that children and young people are given a more holistic understanding on how their education relates to the world of work and what opportunities are available in Cambridge. Our sub-committee is drawing expertise from Primary and Secondary schools, culture and art, Cambridge University and Anglia Ruskin University, Business in the Community, CAP and Founders for Schools. We are the glue that combines the programme, making it even more relevant, tailored and accessible to schools.

Second, State schools in Cambridgeshire are some of the lowest-funded in the country. We need to support those already lobbying for better funding and bring the influence of business to the table. A further initiative is creating more opportunities around activity and sport. So we have teamed up with the Youth

Sports Trust, Sported (a legacy from the Olympics to encourage more sport in the Community funded by Sir Keith Mills), Better (the new leisure Centre provider in Cambridge), and Cambridge University Sports Centre, to examine ways in which we can improve sporting activity in the community. We have also begun conversations with the newly-formed Arts Leaders Forum and we intend to collaborate more once we have further analysed the results of the survey relating to culture and art.

#### Quality of Life Team members:

##### **Professor Mike Thorne**

*Project Leader - Vice Chancellor, Anglia Ruskin*

##### **Professor Peter Landshoff**

*Chairman, Cambridge Past, Present & Future Planning Committee*

##### **Charles Cotton**

*Founder and Chairman of the Cambridge Phenomenon*

##### **Shirley Jamieson**

*Head of Marketing, Cambridge Enterprise*

##### **Tony Lemons MBE**

*Director of Physical Education & Sport University of Cambridge*

##### **Daniel Brine**

*CEO, Cambridge Junction*

##### **David Murphy**

*CEO, Cambridge Arts Theatre*

##### **Elsbeth Bannister**

*Director, HR Europe ARM*

##### **Laura Hare**

*Head of HR, Jagex*

##### **Ben Lee**

*Account Director, Hardhat East*

##### **Jo Hacking**

*Director Assurance and Advisory, Deloitte*

Image: Bidwells



**Current membership:**

- Addenbrooke’s Hospital
- Anglia Ruskin University
- ARM
- AstraZeneca
- Bailey Fisher
- Barclays Bank
- Bidwells
- Birketts
- Brookgate
- Cambridge Consultants
- Deloitte
- Domino Printing Sciences
- Grosvenor Britain and Ireland
- HSBC
- Howard Group
- Jagex
- Marshall of Cambridge
- MCS Marketing
- Mills & Reeve LLP
- Mundipharma International Ltd
- Pace Investments
- PWC
- RAND Europe
- Red Gate
- RG Carter
- Ridgeons Ltd
- Savills
- St John’s College
- TTP Group
- The Welding Institute
- Trinity College
- University of Cambridge
- Xaar



Image: Bidwells

**Membership**

We are thrilled to welcome new members Cambridge Consultants, Domino Printing Sciences, Mundipharma International, Red Gate Software and The Welding Institute to Cambridge Ahead. This takes our total membership to 33 and we are on course to reach our target of 40 members by September of 2015.

We have had such an enormously positive uptake since our launch eight months ago. Our membership now consists of some of the largest organisations in Cambridge and represents over 30,000 employees, a staggering one third of workers in Cambridge, and a total turnover of at least £5 billion.

**Individual Members:**

- Matthew Bullock
- Dr David Cleevely CBE

**Honorary Vice Chairs:**

- Lord Alec Broers
- Charles Cotton
- Dr Hermann Hauser CBE
- Professor Peter Landshoff
- Jeremy Newsum

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