



CAMBRIDGE AHEAD

A MEMBER ORGANISATION OF THE  
BUSINESS COMMUNITY DEDICATED  
TO IMPROVING THE FUTURE OF  
CAMBRIDGE

## GENESIS

The 2030 Vision programme for the Cambridge sub-region identified a need for the wider business community (wealth creators and service providers as distinct from consumers and public administrators) to find a consistent way to articulate its ambitions, needs and views about the future. There are many business organisations already but not one to assess the priorities, to advocate action and to maintain a constant dialogue with political and community leaders.

## FORMATION TEAM

This need has been translated by a 'formation team' into Cambridge Ahead, a new organisation. The formation team comprised individuals representing a good cross section of interested parties. It included Paul Bailey (Bailey Fisher), Nicholas Bewes (Howard Group), James Buxton (Pigeon Land), David Cleevely (CSP), Charles Cotton (Cambridge Phenomenon), Warren East (ARM), Peter Landshoff (2030 Vision), Patrick McMahon (Bidwells), Robert Marshall (Marshall of Cambridge), Ian Mather (Mills and Reeve), Jeremy Newsum, Jonathan Nicholls (UoC), St Clair Armitage (Addenbrookes Hospital) and Christopher Walkinshaw (Marshall of Cambridge).



## IN A NUTSHELL

"CA is a business (and academic) member group dedicated to the successful growth of Cambridge and its region in the long term. CA aims to deliver, in a clear voice representing the business community, soundly based opinion and advice to local and national governments about the opportunities and needs of the region. It also commissions independent research. At any one time it will have 2-5 specific initiatives with defined objectives and measurable outcomes. CA is politically non-aligned."

**OBJECT:** CA's objective will be to support long term growth in the region (which in turn supports national growth); to succeed, the Cambridge region must be competitive (against cities in the UK, Europe and the world) and allow entrepreneurial ideas to flourish, maturing businesses to evolve and individuals to work productively; this can only happen if people have an excellent 'quality of life' inside and outside of work. In short, CA will try to ensure that Cambridge is the pre-eminent provincial city-region in the country, a place which is attractive, interesting and productive. Appendix 1 reviews CA's objectives in more detail.

**REGION:** CA represents businesses and their interests in the 'Cambridge City Region', defined as places which are complementary and subject to the same influences as Cambridge. The work of CA may relate to places outside the region to the extent there are directly relevant issues (for instance national transport infrastructure, science policy, regional initiatives etc).

**FIT WITH OTHER ORGANISATIONS:** There are many business organisations in Cambridge already and CA will not duplicate an existing activity. A number of organisations offer member benefits of networking and business support and/or represent and promote particular industries. CA is differentiated by having the successful growth of the region as its *raison d'être* and by representing the objective views of business across all industries and locations. A close working relationship with other relevant organisations is important and it is expected that CA's voice could be used by many of these to enhance their own work.

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**MEMBERSHIP:** Open to any business or individual to join in one of four categories – Founder Member, Full Member, Associate Member and Individual Member. Membership is for three years with an annual fee.

- **FOUNDER MEMBERS:** Full Members who also provide financial support for the launch of CA and direct assistance to support and steer its progress from inception to establishment. Founder Members are automatically members of the CA board.
- **FULL MEMBERS:** Regular engagement with the Board, direct involvement with the CA agenda and attendance at the AGM. At least 4 Full Members will also be members of the board. The Full Member fee is £10,000 pa.
- **ASSOCIATE MEMBERS:** Associate Members are smaller companies and/or companies active in Cambridge which are not based in the region. Associate Members receive regular bulletins, web-based engagement with the board, access to all information and involvement in the CA agenda. The Associate Member fee is £5000 pa.
- **INDIVIDUAL MEMBERS:** Individual Members are active in business in the Cambridge region and are not associated with one company. Individual Members receive the same information as Full Members.
- **HONORARY MEMBERS:** In addition, up to 10 honorary annual memberships offered by the Board to individuals, charities and public organisations.

**MEMBER REPRESENTATIVES:** Corporate members will appoint an individual as their representative to CA. These individuals must be the Chief Executive, Chairman or, by agreement, another Board member.

**STRUCTURE:** CA is a company limited by guarantee.

**ANNUAL GENERAL MEETING:** The AGM will provide an opportunity to report to members, showcase the achievements of CA, debate specific issues and to conduct essential governance.

**BOARD:** The Board has responsibility to oversee the management of CA. All Foundation Members and a minimum of 4 Full Members will be on the Board (Member Representatives) together with the Director of CA; up to 3 directors will be individuals appointed to the Board and they may be Honorary Members.

- **CHAIRMAN:** Founder Chairman invited for six month term, thereafter appointed by the Board for a 4 year term, maximum 2 terms.
- **DIRECTOR:** The Director is Jane Paterson-Todd, who will conduct the day to day activities of CA.
- **MANAGEMENT COMMITTEE:** Chairman, Director and three Board members acting as a sub-committee of the Board.

**HONORARY VICE CHAIRMEN/PATRONS:** CA will appoint up to 5 renowned ‘patrons’ to provide advice and support as required.

**CAMBRIDGE AHEAD OUTPUTS:** The regular work of CA will include

- holding regular meetings and briefings with its members
- providing advice and information to local councils and the national government
- conducting specific campaigns
- promoting Cambridge nationally and internationally
- maintaining a website with a member only section
- distributing information flashes
- managing special commissions on agreed topics
- undertaking or commissioning bespoke research

**ASSOCIATIONS:** CA will maintain: an open, sharing and supporting relationship with all other complementary organisations including Chambers of Commerce, Cambridge Network, LEP (and its sub groups), Business Improvement District, with the object of enhancing the work of all groups; a close relationship with the voluntary sector in the region; also a permanent dialogue with all

# Appendix 1

## CAMBRIDGE AHEAD PRINCIPLES AND OBJECTIVES

- CA's primary objective is the long term success of the Cambridge region
- CA will seek to promote long term growth in economic activity in a way which enables the region to be resilient in the face of cyclical variation
- CA will promote the collective interests of business in the region, not the individual interest of any member
- CA will support the articulation of a vision for Cambridge and the requirements for growth, working in conjunction with community leaders
- CA will promote Cambridge as a business location
- CA will focus on factors which facilitate business growth including the efficient conduct of business in the region, the availability and qualifications of the workforce, the long term supply of residential and business accommodation, both hard and soft communications to and from the region, the overall quality of life in the region, the effective promotion of the region, the political, administrative and decision-making processes (by contributing practical advice and opinion) and the establishment of relevant external relationships
- CA will reflect its members roles as responsible corporate citizens
- CA will represent the full breadth of the business community, not just one or more specialist sectors
- CA will be open in its approach and make its work visible and accessible to government, local institutions and charities
- CA's agenda will be more focussed than comprehensive; a voice that is valuable and specific rather than loud
- CA's priorities will be determined by the Board based on advice from the members. The priorities are likely to include some or all of the following - promoting within the region the value of business-led growth; securing increased support for business activity from the universities; improving general interaction between the universities and business; supporting bids for national and European grants; promoting the region to businesses, governments, institutions and people throughout the UK and worldwide; generating ideas to increase the supply and variety of housing to support jobs growth; promoting education initiatives to improve employment prospects; generating ideas to facilitate travel in the region with and without new infrastructure; investigating and supporting initiatives to generate funds for investment in local infrastructure; promoting variety and interest in consumer oriented activity; articulating a long term vision for Cambridge and illustrating this with a plan; preparing a plan for a performing arts centre in Cambridge.