



newsletter

ONE YEAR ON

Foreword

We have come a long way this year. Full details of the ground we have covered are set out by our CEO, Jane, and the Project leaders below.

Our survey, which was completed in September, highlighted key issues for us to focus on, namely housing, transport, business skills and education. All of these elements have the capacity to hold back the development of Cambridge. All are key targets for our focus over the coming year and, inevitably, for some time into the future.

THE WAY WE WORK

Cambridge Ahead's focus is on achievable, but ambitious, objectives. The Board determines each brief and these are addressed by a project team led by a prominent member representative. A broad spectrum of opinion is sought and research conducted before any firm conclusions are reached.

Within Cambridge Ahead is the capacity to consider such complex issues and I am confident that in each area we will identify potential solutions. The solutions will, largely, be for others to implement – but we are playing an important role in being a catalyst for change. Our members bring many skills to the table – expertise, experience, resources and possibly most importantly, a passion for Cambridge and a desire to make the city as successful as it can possibly be.

I am grateful to all of those who have worked on projects over the last year, particularly the group leaders; Mike Thorne on *Quality of Life*, Matthew Bullock and Tony Raven on *Growth*, David Cleevely on *Promoting Cambridge*.

Ian Mather
Chairman



CEO STATEMENT

This inaugural year for Cambridge Ahead has been an important milestone in establishing our direction of travel, working in consultation with partners such as the local councils and other membership organisations.

Along this journey we have made some significant gains. We began by commissioning a survey through RAND Europe amongst employees of our Members and the three Councils to understand what they feel about their quality of life in Cambridge. This produced over 4,800 responses, containing highly relevant data which provided us with the evidence required to help shape our intended actions and plans during 2015.

We backed the three Councils in their quest to secure the City Deal – an investment of about £500m assuming key milestones are met – by demonstrating to the Treasury the importance of this contribution to business growth in the region. Cambridge was duly awarded City Deal status in February 2014 and we commend the councils on the enormous work undertaken to secure this funding.

Further evidence of our effectiveness in influencing policy is also shown in securing Papworth Hospital for our city. Cambridge Ahead was asked to lend support by backing the proposed move by lobbying the Chancellor. We were not alone in this but we did help secure this important move to the Biomedical Campus, an infrastructure development worth over £160million.

Business continually tells us that the recruitment and retention of a talented work force is an increasing challenge. Cambridge Ahead is

committed to finding ways in which we can bridge the knowledge gap from business to schools. We are 100% supportive of the Cambridge Area Partnership by arguing for the long-term economic benefit of a stronger and more aligned relationship between schools and the world of work.

By getting businesses more actively involved with schools, we can help students develop the skills relevant to employment. This creates opportunities for them while tackling the skills shortages holding businesses back. We are currently exploring ways in which we can bring together all business-related initiatives for schools into one portal so that it is easier for business to engage with schools and schools to have access to business for developing students with career opportunities.

In a further development, we are collaborating with Cambridge Network to create a new investment agency which they will run. Cambridge Ahead is proud to invest in and support this initiative, thereby ensuring we have a properly-coordinated and strategically-aligned route for Cambridge investment.

Finally, we are continuing to gather data on the economic strength of the Cambridge area through our Growth Team and further work is in progress on modeling our future projections through a more refined and localised approach.

This has been a busy period, gathering our evidence so that in Year Two we can turn our words into actions bringing about the necessary change to help Cambridge become the pre-eminent small city in the world.

I look forward to revealing our progress in this area in our next newsletter in 2015.



Jane Paterson-Todd
CEO



OUR AGENDA



Image: Bidwells

1. QUALITY OF LIFE

The Quality of Life working group of Cambridge Ahead has now published its survey of the employees of the 32 employer Members of Cambridge Ahead. Of almost 40,000 employees, more than 4,000 filled in the survey which is a fantastic response rate. According to RAND Europe who carried out the survey and its analysis, the results should be extremely reliable and cover a wide demographic, with the exception of the very young and those more than 65 years old.

The headline results are very clear: people are generally very happy with their lives in Cambridge and with healthcare and feel safe. However, transport congestion, bus services and information about them are matters of concern. Among younger employees there are major concerns about getting on the housing ladder and the cost of housing as well as about the quality of education in schools.

Cambridge Ahead will be following up on the survey to see if it can find a consensus among our Members about a way forward on these issues. Without doubt, doing so will need to embody a clearly-articulated vision for the future of greater Cambridge (transport congestion, for example, doesn't just come from people who live in the City). Again, Cambridge Ahead is committed to working with the whole greater Cambridge community to try and spell out such a vision.

The Quality of Life project has now reached its natural conclusion and we will be taking the results of the survey and start delivering a planned strategy for the three major issues as seen by our members and their employees on Transport, Housing and Education.

We would like to thank the team involved on the Quality of Life project for their commitment and contribution over the last year.

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



Building 7400 Cambridge Research Park

2. GROWTH

In our last newsletter we outlined our three work streams for the Growth Group. Namely growth forecasting, the modelling of these forecasts, and thirdly, exploring the need for commercial property to support a growing economy.

Growth forecasting

We have begun by commissioning Dr Andy Cosh of Judge Business School, to create a dashboard to monitor growth in Cambridge. The Cambridge Cluster map is a dataset of information on the high tech industry in Cambridge, created by Sherry Coutu and Trampoline Systems. It has been pivotal in informing Cambridge and the world about just how far the Cambridge Phenomenon has come. The figures of 1,500 high tech companies employing 57,000 people and turning over £13bn has hit headlines and featured in speeches by David Cameron, Nick Clegg, George Osborne and Vince Cable.

The dashboard project will start from the Cluster Map updating and re-verifying the current data,

adding in data from sectors outside of high tech and then putting in place curation to keep it up to date. This will not only ensure there is, for the first time, a sound and robust measure of the Cambridge economy, and how it is growing, but it should also be possible to wind the clock backwards to see how Cambridge has been growing in the past.

Dr Andy Cosh is a Reader in Management Economics, at the University's Centre for Business Research and will be working in collaboration with Trampoline Systems. We expect to report the first outputs by the end of this year.

Economic Forecasting

The second part of the project will involve our Forecasting work-stream. We are working with the Local Authorities to take their current economic model input data and add local understanding to it by using local business and sector specific expectations rather than national ones. For example Cambridge has, with Marshall and its supply chains, a large aerospace component in its

economy so the growth expectations of the aerospace sector will feature strongly in the local forecast. Where this breaks down though is that the national forecasts will be dominated by what Rolls Royce and BAe's growth expectations are, which could be very different from Marshall's. This will involve a group of economists and a lengthy programme of interviews which are unlikely to begin before the New Year.

The output of the economic forecasting will then be used to help inform the 2019 Local Plan revision. It will also feed into a

Microsoft Research building, CB1 district.



programme to explore the different options to accommodate growth which in turn will be used to stimulate and inform a public debate about Cambridge and its growth.

Commercial Property

Finally, the work stream to look at the commercial property needs of Cambridge. An initial meeting of a 'property working group' has been held and heard anecdotal evidence from the demand side, and statistical evidence from the supply side, pointing to a severe shortage of commercial property in and around Cambridge. This is creating property gridlock as fast-growing companies are unable to find space to move on to and release their current space to the next generation coming up.

At a time when Cambridge is becoming a global city, property availability is becoming a serious barrier not only to our homegrown companies but also to companies, like AstraZeneca and Huawei that

want to establish operations in Cambridge.

The commercial property working group will explore in greater detail the current evidence on property availability and set out the options again to stimulate a public debate. It will also look at the financing difficulties for the types of leases Cambridge businesses need. Fast-growing companies need flexible short exit leases to allow them to adjust to their growth, while property investors strongly favour long-term leases for security of their investment.

There exists though, strong anecdotal evidence from, for example, St John's Innovation Centre and the Babraham Research Campus, that there may be a third, Cambridge way. This is one that offers short leases with investor security, but an evidenced case needs to be built for investors. We will be in a position to report on our progress in our next newsletter in 2015

Image: Brookgate © David Churchill Photography



Vision & Growth Team Members:

Dr Tony Raven

Project Leader - CEO, Cambridge Enterprise

Matthew Bullock

Master, 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

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

3. PROMOTING CAMBRIDGE

There has been a marked acceleration of activity over the past couple of months. On 11th November, the Cambridge 50 (www.Cambridge50.com) web site was launched which now makes it easy to see which are the fastest-growing companies in Cambridge. Cambridge 50 is the 'scale-up' companion site of the Cambridge Cluster Map (www.camclustermap.com), and both will form important components of the strategy for promoting Cambridge.

By the time you read this, the rumours of Apple and Amazon locating in Cambridge will probably have been confirmed. This follows hard on the heels of Huawei establishing an R&D base in Cambridge in September. There can be few places in the world where so many major international companies want to have a presence.

But the need for a central point that can promote Cambridge as a great place to do business has

never been greater. We may be fortunate that many companies wish to locate R&D here, but Cambridge faces strong competition from around the world. We need to build larger, enduring companies, encourage trade and investment and create the businesses of the future so as to assure longer-term prosperity. Cambridge Ahead can play a vital role by making sure that we understand growth, and plan appropriately for housing, transport and other issues that affect the quality of life.

A promotional agency for Cambridge

The plans for a Cambridge promotional agency are now well-advanced and discussions have taken place with central government and UKTI. The agency is supported by GCGP LEP, Cambridge County Council, South Cambridgeshire District Council and Cambridge City Council. It will operate as part of Cambridge Network, and Cambridge Ahead will play a significant role in guiding its operations and supporting with initial funding.

The agency will help companies to trade with Cambridge, to do their research and development, and to make investments here. It will support the growth of Cambridge companies and look after those multinationals who have already decided to locate here. It will be the 'one stop shop' for inward visits.

Many of you reading this newsletter will know from first-hand experience that visitors

come from all over the world, often at short notice, and we need a better way to receive and host them. The agency will also be a clearing-house and advisory service and, building on what Cambridge Network does already, will share knowledge expertise and opportunities.

Government funding would be welcome, and would allow us to get going and grow more rapidly. However, whatever happens, the agency has to be self-funding in the longer run, so it will be up and running in the first quarter of 2015.

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*



Electrical Engineering Division building, West Cambridge site

A YEAR IN PICTURES

LAUNCH EVENT – 15TH NOVEMBER 2013



Clockwise from left:
 Inaugural Management Board with guest speaker Baroness Valentine, CEO London First • CEO Jane Paterson-Todd and Graham Hughes, Cambs County Council • Members and guests • Founder Chairman Jeremy Newsum • Rob Carter, Chris Ewbank, Richard Pemberton, Nicholas Bewes • Ian Mather of Mills & Reeve, and Baroness Valentine

PROGRESS MEETING – 20TH JUNE 2014



Clockwise from left:
 New Chairman Ian Mather • Members & guests (top) • Stephen King of London-Stansted-Cambridge-Consortium with Emma Thornton, Head of Tourism and City Centre Management (bottom) • Jane Paterson-Todd, CEO • Jane Paterson-Todd, Sir Michael Marshall, Ian Mather, and Robert Marshall

ONE YEAR ON EVENT – 1ST OCTOBER 2014



Clockwise from left:
 Dr Keith McNeil, CEO Cambridge University Hospitals • Dr David Cleevely CBE at the Press Conference • Speaker panel: Professor Mike Thorne, Dr David Cleevely CBE, Dr Tony Raven, & moderator Charles Cotton • Professor Mike Thorne, V-C Anglia Ruskin University • Q&A: Hugh Parnell, Cambridge Cleantech • Patrick McMahon and Johnnie Vincent

Current membership:

Anglia Ruskin University
ARM
AstraZeneca
Barclays Bank
Bidwells
Birketts
Brookgate
Cambridge Consultants
Cambridge University Hospitals
Deloitte
Domino Printing Sciences
Grosvenor Britain and Ireland
HSBC
Howard Group
Jagex
Jesus College
Marshall of Cambridge
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

Individual Members:

Paul Bailey
Matthew Bullock
Dr David Cleevly CBE

Honorary Vice Chairs:

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



About Cambridge Ahead

The group aims to represent the city's business community and its partners who share our vision, by offering soundly-based opinion and be an advocate for Cambridge to local and national governments about the opportunities and needs of the region. At any one time we will have 2-5 specific initiatives with defined objectives and measurable outcomes.

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.

Our fit with other organisations

Cambridge has a number of business member organisations. Cambridge Ahead is differentiated by having the long-term sustainable growth of Cambridge and its region as its key aim. Cambridge Ahead does not duplicate or dilute any existing activity and develops close working relationships with all organisations to enhance existing work. We are politically non-aligned.

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