



Image: University of Cambridge

Current membership:

Addenbrooke's Hospital
 Anglia Ruskin University
 ARM Holdings
 AstraZeneca
 Bailey Fisher
 Barclays Bank
 Bidwells
 Birketts
 Brookgate
 Deloitte
 Grosvenor Britain and Ireland
 Howard Group
 HSBC Bank Plc
 Jagex
 Marshall of Cambridge
 MCS Marketing
 Mills and Reeve
 Pace Investments
 PwC
 Rand Europe
 Ridgeons Ltd
 RG Carter
 Savills
 St John's College
 TTP Group Plc
 Trinity College
 University of Cambridge
 Xaar Plc

Individual Members:

Matthew Bullock
 Dr David Cleevely CBE
 Jeremy Newsum

Honorary Vice Chairs:

Lord Alec Broers
 Dr Hermann Hauser
 Professor Peter Landshoff

CAMBRIDGE AHEAD 6 MONTHS ON**Foreword**

Cambridge Ahead (CA) has now been in existence for a very busy 6 months. After our launch last November, it has been important to maintain the enthusiasm of our members, increase the awareness of Cambridge Ahead and to focus on our long term objectives. I believe we have been able to achieve this and our three projects are showing real progress. This is no lucky circumstance – we spent time identifying individuals who bring expertise in their given field to the project teams, and ensuring the groups were representative of the various stakeholders within Cambridge. This, our third newsletter, is a brief composite report on our activities to date.

I would also like to welcome our three newest members, TTP, Xaar and RAND Corporation. Their addition makes us even more representative, stronger, and adds new expertise to our growing organisation.

Finally, we will soon be updating our website with new features and content, including progress on projects. We are also growing a healthy following in social media on Twitter and on LinkedIn and are active in sharing relevant content with our followers. If you are not already following us, you can do so via **@CambAhead** and **www.linkedin.com/company/cambridgeahead**

Jane Paterson-Todd
 CEO



Tel : 01223 653023 Email : jane@cambridgeahead.co.uk

Cambridge Ahead, CB1 Business Centre, 20 Station Road, Cambridge CB1 2JD

Membership

There are now 28 full members of CA and interest continues to grow. Three of these members have provided in-kind services in lieu of the fee, at a value in excess of the membership fee; we continue to be grateful for the in-kind support from many other members. We expect more members to join in the next quarter although management efforts are concentrated on the agenda.

Inaugural Chair

Jeremy Newsum always made clear that he would chair CA through its establishment but that a permanent Chairman should be appointed as soon as possible. Ian Mather (Partner, Head of Office – Cambridge), at Mills and Reeve, has been nominated as Chairman and will succeed Jeremy Newsum on 14th April. Jeremy will continue to support as a Member of Cambridge Ahead.



Jeremy Newsum

Governance

The Board of CA now numbers 24 and this means it is essential that day-to-day administrative matters are delegated to the Management Committee. In the next period, the Finance and Governance Committee will consider the most appropriate governance arrangements to take effect in CA's second year and will make recommendations to the Board in June.



Ian Mather

Honorary Vice Chairs

We are delighted to confirm that Dr Hermann Hauser has accepted our invitation to become our 3rd Honorary Vice-Chairman, joining Lord Alec Broers and Professor Peter Landshoff.



Dr Hermann Hauser

OUR AGENDA

Our work to date has been a mixture of pursuing the three drivers of long-term success for Cambridge selected by the Board, and also work which has been more reactive to events and circumstances that have arisen. A good example of this is the Greater Cambridge City Deal. We added our voice to those urging the Government to conclude the City Deal for Greater Cambridge and we warmly welcome its confirmation announced in the Budget. We will remain ready to support the two local authorities, the County Council, LEP and University as they implement the Deal successfully.

1. PROMOTING CAMBRIDGE

The Cambridge cluster has 1,580 tech companies employing more than 57,000 people with a combined turnover of £13billion. Productivity is 30% higher than in London, unemployment is much lower and growth is faster.

But Cambridge's contribution to the UK economy is not widely understood and its potential is underestimated. There are three reasons for this:

- The University of Cambridge is world famous, and many people's view of Cambridge stops there.
- Most large companies in Cambridge sell to other businesses, not consumers. So there is low awareness of our companies with the wider population as there is no obvious advertising for people to latch on to.
- Cambridge is fragmented, with over 60 networking organizations, 3 local authorities and the LEP. Unlike other large cities there is no single voice.

There is growing awareness that we need to have a clear and coherent message for the rest of the world. The team has been looking at what our next steps should be.

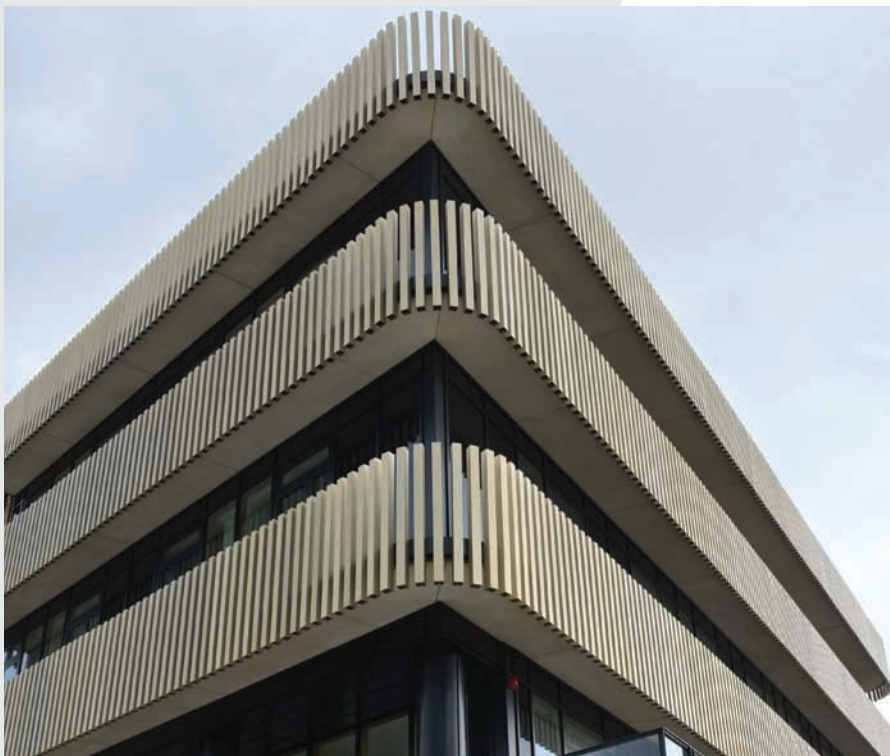


Image: Bidwells

The team is working on three initiatives:

- 1. The Cambridge Brand.** Cambridge is very special and unique as a result of its many facets but it has also changed very rapidly in the last 20 years. As a result it has no encapsulating brand. We believe that there is a compelling need for a brand for Greater Cambridge that incorporates not only the University of Cambridge, but also all the other amazing things Cambridge based enterprises and people are doing. A brand for Cambridge is a target for 2014 and we will work hard with our Cambridge stakeholder partners to achieve this.
- 2. Coherence.** Cambridge has many ongoing initiatives. For example, the County Council has been developing a plan for promoting inward investment and Cambridge Network has played a major role in making the outside world aware of Cambridge. By bringing the public and private promotional initiatives together each can play their part whilst working to a common goal. This task will never end, but we will make significant progress in 2014.
- 3. Data, data, data.** The facts speak for themselves – when we have them. This is easier said than done: until recently we had only a partial view of what was going on. Initiatives such as the Cambridge Cluster Map have begun to change that, and have built on valuable work by the Judge Business School and the County Council. But we need more information so we can present a true picture and we can promote Cambridge using facts as a base. In 2014 we will be taking the next steps along this road.

Image: University of Cambridge



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

2. QUALITY OF LIFE

The Quality of Life group is working with RAND Europe and YouGov to carry out a survey of what people who live in Cambridge and its surroundings think most needs improving in their quality of life. RAND Europe will be responsible for the design and analysis of the survey, and will electronically survey the views of the 26,000 employees of Cambridge Ahead's member organisations. YouGov will help us seek the views of other residents in Cambridge and the surrounding area, so as to ensure that the views we gather are representative of the community.

RAND Europe is a new member of Cambridge Ahead and is a not-for-profit research institute based in Cambridge, whose mission is to help improve policy and decision-making through research and analysis.

YouGov is the authoritative measure of public opinion and consumer behaviour. It supplies a live stream of

continuous, accurate data, and insight into what people are thinking and doing, so that companies, governments and institutions can better serve the people that sustain them.

Meanwhile, the Quality of Life group has identified a number of issues that it expects will feature prominently in the results of the survey:

- **Housing**
- **Transport**
- **Healthcare**
- **Safety and security**
- **Culture and sport**
- **Education**
- **Employment**

Housing and Transport will be considered by the Growth Agenda group. For the other issues, the Quality of Life group has begun a series of meetings with experts to try to tease out where Cambridge Ahead might most usefully seek to make an impact. Some of the early discussions have centred on projects that are very long-term

and ambitious, such as creating and supporting the need for additional recreational centres. Others are short-term, such as sharing best practice in improving the workplace. In between are long-term projects that would have an immediate pay-off, of which helping schools and their pupils to maximise on student aspiration is one such example

Decisions about how we can make best use of our resources will be based on consultations with experts and on what we learn from the survey.

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



3. CAMBRIDGE GROWTH

The project is in the early stages of its work. At the first meeting of the Steering Group, there was a discussion about the lessons learned from the Cambridge Futures scenario work done in 1996-2002 on matching future land use and transport to the sub-region's growth. It was agreed to investigate updating that work, with a horizon out to 2035.

At the next meeting at the end of March, representatives of the LEP and Cambridgeshire County Council have been asked to outline their current growth forecasts and to describe the City Deal and other planning initiatives and timetables.

In the meantime, preliminary work has been done to identify sources of sectoral and company data for the sub-region and forecasts of employment and

population. These might form the basis of a combined top-down employment and population forecast with bottom-up company informed data to produce an agreed central 2035 forecast for the sub-region.

There is also the possibility of using this data to generate a view on current barriers to growth in the sub-region, and to produce "what if" scenarios describing the tradeoffs between higher growth and alternative patterns of land use and transport, if those barriers could be eased.

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

*CEO, Greater Cambridge
Greater Peterborough LEP*

Roger Taylor

*Director of Estates Strategy
University of Cambridge*

Stewart McTavish

Founding Director, Ideas Space

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: Brookgate

