



# Annual Publication 2018/2019

From business and academic member organisation  
Cambridge Ahead.

**CA** CAMBRIDGE  
AHEAD  
[www.cambridgeahead.co.uk](http://www.cambridgeahead.co.uk)

# Welcome

**At the AGM on 30 October 2018 our members elected my successor, Harriet Fear MBE. I believe she is an excellent choice and she will take over the Chair on 1 January 2019 with my full support.**



**Ian Mather**  
Chair

I have enjoyed my time leading this organisation along with Jane and the Operational Board. We have moved from a start-up with an ambition to influence policy affecting the future of Cambridge to an organisation that has a voice that is listened to and is respected. Ideas we have generated – such as the Cambridgeshire and Peterborough Independent Economic Review (CPIER) – will have a long term impact. The work we have done in relation to producing accurate employment growth data for our area will continue and will shape how planners view the needs of this economy. Our Quality of Life Survey conducted with members RAND Europe, along with their report on the state of education in the area, were valuable contributions to discussions about the needs of the Greater Cambridge.

Over the past few months, Matthew Bullock has presented the findings of the Growth Project and differing spatial scenarios (which are also

referred to in CPIER) to council leaders and local MPs, as well as to community and special interest groups within Cambridge, receiving positive feedback. Cambridge Ahead will continue to work on the spatial modelling, to show a vision of what Cambridge's future could be.

But, there is still more work to do. How will the recommendations of CPIER be transformed into action? How can we shape the debate in relation to enhancing the quality of life of the people who live and work in the region through a period of further economic growth? How can we help draw together key voices for the area so that Government hears consistent and clear messages?

These are important challenges but I believe Cambridge Ahead is very well placed to handle them.

**Ian Mather**  
Chair



**Harriet Fear MBE**  
Chair Elect

I am delighted to have been appointed as the new Chair of Cambridge Ahead. As a member I have been a champion of the exceptional work of the organisation – in the early days with 'The Case for Cambridge' and more recently the pivotal role in the creation of the Cambridgeshire and Peterborough Independent Economic Review (CPIER).

My priority will be to ensure that the reputation of Cambridge Ahead remains exceptional, and that we continue to deliver clear and tangible member value. It feels like a crucial time for our region, in terms of opportunity and challenge.

Cambridge continues to grow and to have a wonderful global reputation and impact locally, nationally and internationally. Yet there are real challenges we are all aware of. I believe Cambridge Ahead is supremely well positioned to continue to impact on the change needed – politically, commercially and socially in our region and I look forward to making that difference with the members, Jane and the team.

**Harriet Fear MBE**  
Chair Elect



“

We have moved from a start-up with an ambition to an organisation that has a voice that is listened to and is respected.”

Ian Mather

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# About Cambridge Ahead



**Jane Paterson-Todd**  
CEO

Our vision still remains, 'to make Cambridge the greatest small city in the world'. More so, we focus our attention on creating a compelling Quality of Life through working across multiple initiatives that will bring about sustainable regional prosperity.

We need to continually make the case for more affordable housing to fit the needs of multiple audiences, that all forms of infrastructure are fit for purpose and that people have the opportunities to skill-up to meet the needs of local employers. By doing so, we help the well-being of those living and working in Cambridge and its region.

To realise our vision, we will continue to represent the city's business and academic community, and advocate for Cambridge to local and national government about the opportunities and needs of the region. We always ensure broad spectrum of opinion is sought and research conducted before any conclusions are drawn. We are a proud catalyst which helps galvanize action and we seek to influence the people and organisations who are

best-suited to make our ideas a reality.

Having set the scene for our fifth year, this annual publication provides further updates on our significant work on regional growth through the narrative from each of our Project Groups as well as the next steps on the Cambridgeshire & Peterborough Independent Economic Review (CPIER). We end with a thought provoking insight on building a workforce of the future with Robert Marshall, Group Chief Executive of Marshall of Cambridge (Holdings) Ltd.

I am looking forward to leading the organisation in the coming year.

**Jane Paterson-Todd**  
CEO

## Cambridge Ahead Strategy to 2035

Our objectives are derived from four main categories:

- 1. Quality of Life:** Considering the relationship between well-being and quality of life for all communities, ensuring not only the need for better transport and affordable housing, but finding ways that will help reduce inequality, improve health and the environment, and increase the availability and quality of skills.
- 2. Planning for Growth:** To ensure the delivery of the next set of local plans, relevant policies, and the new Local Industrial Strategy (LIS) are developed to match the growth expectations and Quality of Life for Cambridge, its region and the three interconnecting economies across Cambridgeshire.
- 3. Infrastructure and Other Physical and Digital Facilitators to Enhance Communications for Cambridge:** Generate key improvements that will facilitate travel in and around Cambridge, and exploring the increasing role of technology and its impact on how we live and work.
- 4. Business Land, Housing and Spatial Planning:** To consider the future expectations for the supply and affordability of business sites and housing for all demographics.

## Projects

To deliver on these objectives Cambridge Ahead focuses on achievable, but ambitious, goals. Our Board determines each brief and these are addressed by Project Groups. This year Cambridge Ahead will be introducing three new groups:

- **Advisory Committee**  
To ensure Cambridge Ahead remains current for the future workforce, we will create a new Advisory Committee from our membership with a demographic of 35 years or under. Their purpose will be to provide feedback on Cambridge Ahead activities to ensure we capture the broadest range of insights and perspectives.
- **Policy Group**  
Cambridge Ahead will bring together individuals with experience in dealing with policy makers to ensure the local plans, relevant policies and new Local Industrial Strategy meet the needs of the business community.
- **Productivity Group**  
We will focus on two important areas to identify opportunities for increasing productivity within the region through skills and the transformation of technology, and by showcasing and spearheading best practices.





“

Cambridge Ahead has been a catalyst for positive change, highlighting the unique characteristics of our vibrant local economy and the key challenges relating to housing affordability, transport, technology and skills; it has worked tirelessly and collaboratively to ensure Cambridge's national and international significance is acknowledged by decision makers.”

**Will Gemmill, Chairman of Regional Executive and Head of Farming, Strutt & Parker**

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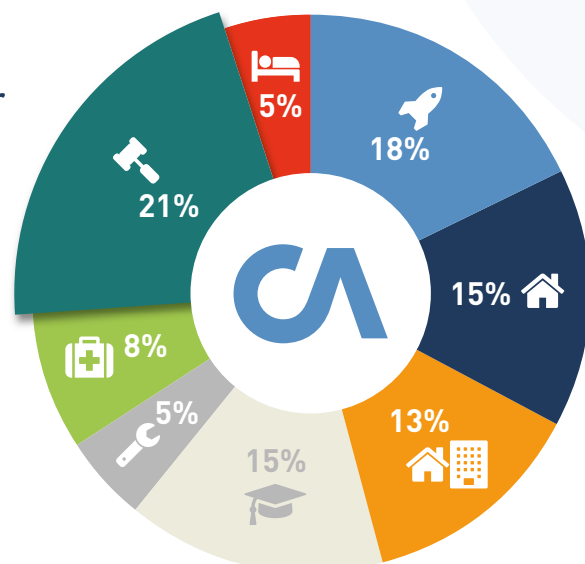
# Current members

The current membership includes some of Cambridge's most influential organisations. Our members represent a working population of approximately 39,000 people in Cambridge.



## Cambridge Ahead Membership by Sector

- Tech & Engineering
- Property
- Property Services & Town Planning
- Education
- Construction
- Health
- Professional Services
- Hospitality



# Impact of Growth Work

Cambridge Ahead promotes sustainable economic growth and one of the ways in which we do this is with the commissioning of independent economic research.

We aim not only to influence government but also to engage with and illustrate to local communities what the options for growth are, allowing opinions to be formed on what might achieve the best outcome. During 2017/18 the Growth Group contributed considerable expertise to further the conversation and provide recommendations for future growth, not only for Cambridge but also the wider region. This work culminated in two distinct pieces of work - Cambridge Futures and the annual monitoring of Growth Data.

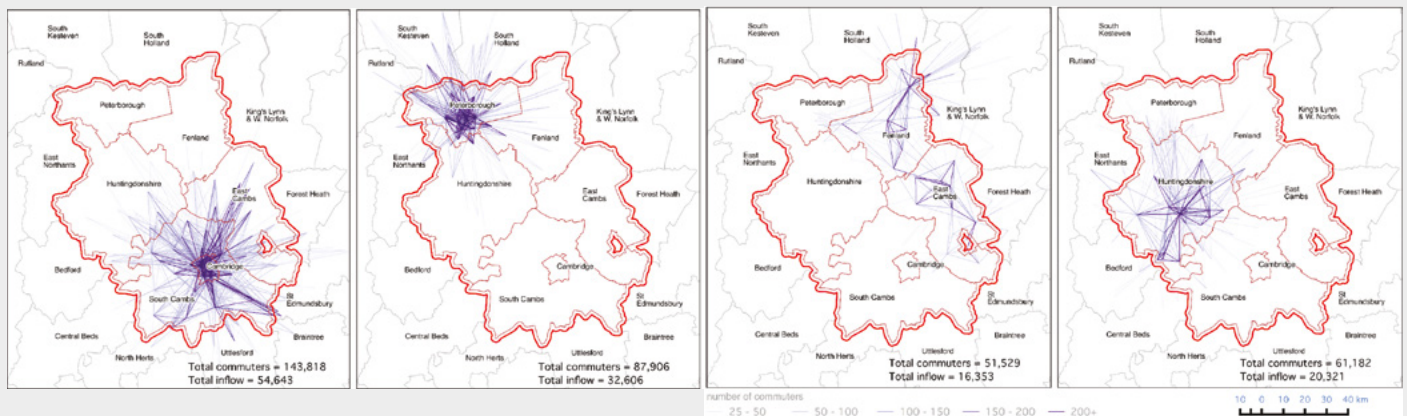


## Why do we need to manage future growth?

High growth rates are having a big impact on the price of housing and congestion on the roads. The average house in Cambridge now costs 13x the average salary, compared to 20 years ago when the figure was approximately 3x average salary. The

reality of this is that lower skilled staff are being pushed further away from their place of work to find affordable housing to rent or buy. We also see a decline in the number of people living and working in Cambridge city - the emerging trend is now to work in the city but live elsewhere, which in turn puts a huge strain on the radial routes into Cambridge.

Commuting patterns for (from left to right) Cambridge and South Cambridgeshire, Peterborough, Fenland and East Cambridgeshire, and Huntingdonshire. Total inflow shows the number of people commuting into the districts from outside those districts



## What happens if we do nothing?

If we don't do something about this high growth to make it sustainable, indications are that businesses will consider relocating elsewhere (or will not locate in Cambridge). If house prices continue to rise, forcing the workforce out of the city and thereby increasing the length, and therefore the expense, of the daily commute, this will have an impact on wages and health, which in turn will impact the profitability of the organisations that

are located here. If organisations are driven away it is unlikely that they will relocate in the UK – they are more likely to look for clusters internationally.



## Cambridge Futures: Tracking spatial change and impact

To help Cambridge better understand the options for sustainable growth, Cambridge Ahead commissioned Dr Ying Jin and his Cities and Transport team at the University of Cambridge to undertake a detailed, best-practice project. This work expanded on the findings of two previous reports, 'Cambridge Futures' and 'Cambridge Futures 2', both of which had a powerful effect in shaping the debate around the future of Cambridge when first published at the turn of the millennium. Dr Jin's work used improved methodology and the scope was broadened to cover the entire Cambridgeshire and Peterborough region, as defined by the Cambridgeshire & Peterborough Independent Economic Review (CPIER). As a result, this work became a major contributor to the

CPIER's final report, published in September 2018.

### Outputs:

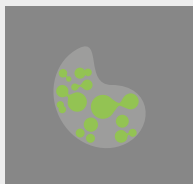
A major output of the Futures work was to develop a number of models (scenarios) to illustrate how sustainable growth might be achieved and managed – looking at the different possible scenarios for growth and predicting future housing and commuting impacts for each scenario. The results from this analysis then informed what could be prepared for and where action may be needed to increase the chances of more desirable outcomes.

The model developed looks at the interaction between land use and transportation. For example, if we suppose a lot of people live in area A, and work in area B, then there will be increased use of transportation links (road, rail, cycling, walking, etc.) between A and B.

Depending on the distance and availability of public transport, different modes of transport will be chosen. The model allows for various factors, such as where businesses locate, what kind of areas people want to live in, and so on, to interact according to past observed preferences captured in the model. Its outputs include business costs, commuting levels, and rents.

To get meaningful results, some factors were kept fixed for different 'runs' of the model, to enable comparison between them. The first was the location of employment sites which is demonstrated below. Different 'patterns' of development were compared to show what would happen, from which it was then possible to see what sort of spatial pattern was being adopted. This scenario was then repeated for location of jobs.

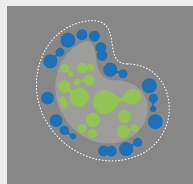
## Scenarios illustrating different patterns of development



### The Base Case

This is a 'business as usual' approach. We expect houses to be built in the areas set aside in local

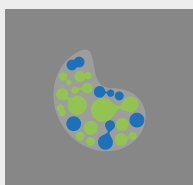
plans. Transport links are upgraded in a way that seems reasonable based on current trends and timelines.



### Fringe Growth

In this scenario, large employment expansions happen on the edges of the city, while the

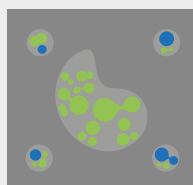
level of housing density within the city is left unchanged. This approach significantly expands the urban footprint of the city.



### Densification

More employment sites and houses get built and jobs get created within the existing

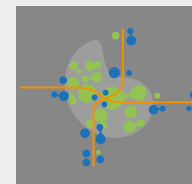
urban footprint, without significantly expanding boundaries.



### Dispersal

New houses and jobs are created outside the primary urban areas, mainly in the market towns.

The creation of new towns and villages is also a possibility within this scenario.



### Transport Corridors

This approach focuses on developing jobs and housing along

transport corridors which radiate out of the main city. Transport corridors could include fast bus, tram or train links, providing rapid transit to the employment sites.

*NB: The illustrative images for each scenario are only intended to explain the concepts and do not represent Cambridge or any other actual city. The green 'blobs' suggest existing development, while blue 'blobs' suggest new development.*

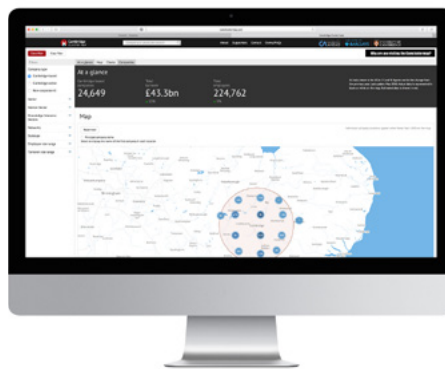
These scenarios are not mutually exclusive. In the case of Cambridge city, densification could be brought forward on certain selected new sites – i.e. creating more employment

sites and housing within the existing city. However, when we look at South Cambridgeshire and East Cambridgeshire the likely scenario is transport corridors. Huntingdon

could see more dispersal, i.e. people living in Huntingdon but travelling to work in Cambridge.

## Monitoring growth data for Cambridge

Each year, working with the University of Cambridge's Centre for Business Research (CBR), we measure the global revenue and employment growth of all companies based in the Cambridge region (across about 80 sectors including all university and research laboratories). The findings are published each February and mapped on the Cambridge Clustermap ([www.camclustermap.com](http://www.camclustermap.com)). Last year's qualitative survey of Top 100 companies by the CBR was supplemented by a qualitative survey of regional companies by PwC in 2018.



Analysis of this data allows us to map sectoral growth and has highlighted Cambridge's high premium on proximity and agglomeration in its main sectoral clusters - particularly in the IT and life sciences sectors. The advantages of clustering are multiple for organisations within these sectors and include supply chain benefits, shared labour markets, access to nearby research institutions, knowledge transfer between companies and shared intelligence and talent. It is also important to note that clustering happens organically, given the right conditions; it isn't something that can be artificially

manufactured. On the other hand, clusters can become too dense and high cost, so their footprints need to be actively managed and stretched if they are to sustain their high growth.

### Outputs:

As a result of forensic analysis of these Cambridge based companies, the Growth Group have identified that overall growth rates are much higher than both the Office for National Statistics (ONS) (which bases its data on the Business Register Employment Survey (BRES)) and the East of England Forecasting Model (EEFM). For a comparison between CBR and ONS we can draw from our districts analysis. Below are some examples of differences on the one-year employment growth to 2016-17:

- **4 districts:**  
Cambridge, South Cambs, East Cambs and Hunts  
**Total KI sectors:**  
BRES 0.0% vs.  
CA/BRES combined 4.4%.
- **3 districts:**  
Cambridge, South Cambs and East Cambs  
**Total employment:**  
BRES 2.6% vs.  
CA/BRES combined 4.6%.
- **Cambridge:**  
**Total employment:**  
BRES 1.0% vs.  
CA/BRES combined 2.5%.

Having identified the disparity between our data and that of the ONS, CBR continues to work collaboratively with the ONS to review its BRES data to establish a new base level for councils' planning and for the Cambridgeshire & Peterborough Independent Economic Review (CPIER).





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I was very keen that Deloitte joined Cambridge Ahead, and we were one of the founder members. Our membership delivers two things – first, being a part of an organisation that has built a role that can shape the future of Cambridge; and secondly, connection to a network of the leaders of the largest and most influential companies in the region.”

**Paul Schofield, Practice Senior Partner - South East,  
Deloitte LLP**

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University Arms were proud to be asked to join Cambridge Ahead - we feel it gives us the chance to support and contribute to the agenda that Cambridge Ahead has in promoting and delivering sustainable economic growth for Cambridge and the region. Our membership positively contributes to the development of our local business community, and enriches our team members who work, play and live in Cambridgeshire.”

**Ian James, General  
Manager, University Arms**

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# Growth



**Our combined quantitative, qualitative, mapping and modelling evidence played a major role in underpinning the CPIER recommendations to the Mayor and Central Government on the urgent need for infrastructure and housing investments in the Greater Cambridge area, if the area's high growth is to be sustainable.**

**Our commitment to continue annually to provide this high quality data will keep these issues in the region's policy focus."**

**Matthew Bullock, Chair of Growth Group and Master, St Edmund's College, Cambridge**

## Group Objective

To provide a clear, long-term (35 years) growth vision for Cambridge which transcends short-term political interests.

### Overview:

We want to ensure the delivery of the next set of local plans is designed to match the growth expectations and Quality of Life of Cambridge, its region and the three interconnecting economies across

Cambridgeshire. Moving forward, we will continue to work with all Cambridge stakeholders on Central Government policies that influence the region, e.g. Brexit.

### Progress to date...

Cambridge Ahead distinguishes itself by focussing on the development and use of repeatable evidence - quantitative and qualitative - to underpin its cases for action. 2017/18 has seen tremendous impact as a result of Growth Group projects. Our work with the Centre for Business Research (CBR) continues to measure global revenue and employment growth of all companies based in the Cambridge region by about 80 sectors annually, together with all university and other research laboratories, the results of which are published at [www.camclustermapping.com](http://www.camclustermapping.com).

The work on Cambridge Futures tracking spatial changes and impacts has been a major contributor to the Cambridgeshire & Peterborough Independent Economic Review and

will continue to shape a vision for the future of our region. More details on both of these can be found on the 'Impact of Growth Work' feature on page 8 to 10.



## Programmes

The Growth Group will continue to engage with the Greater Cambridge councils and community groups to finalise a consensus on the future spatial development of the city and its hinterland, using the Cambridge Futures urban modelling. At such time, the Growth Group will also manage a public consultation process, with a view to submitting an agreed Cambridge Ahead outline vision to the Mayor's Non-Statutory Spatial Plan, and to the 2019 update of the Cambridge and South Cambridge Local Plans. Our three key themes are:

### 1. Core Growth project

We will continue with the provision and execution of the CBR Growth Data, qualitative research and keep the Cambridge Futures models up to date.

### 2. CPIER recommendations

Working together with the Policy Group, we will work with and monitor the Combined Authority Mayor's and councils' implementation of CPIER recommendations.

### 3. Vision for a future Cambridge

We will strive to create a consensus between Cambridge Ahead members and community groups of a vision for future development of Cambridge region.

# Transport

## Group Objective

To influence transport initiatives to support growth and maximise the region's potential in the long-term.

### Overview:

To help improve Quality of Life for residents and workers of Greater Cambridge, transport needs to be cost-effective, reliable and time efficient. Traffic delays and inefficient public transport have

an impact both on the health and well-being of workers, and on the finances and productivity of businesses. Transport is the glue which will enable sustainable development across the region.

It brings together communities, facilitates movement of goods and services, and is essential to the success of the economy.

### Progress to date...

By approaching the University of Cambridge at an early stage in their research into the use of rapid transit to connect the North West Cambridge site and the Biomedical Campus, we were able to widen the scope of the project to look at potential transit solutions for the wider city region. Our investment also helped leverage additional funding and engagement from the City Deal (GCP), ensuring a joined-up approach could be delivered. The publication of the AVRT report moved the debate forward significantly, leading to an independent assessment of the merits of this approach along with others, including light-rail.

This will enable a decision to be made by the local authorities to support investment into improving Cambridge and the sub-region, with a transformative solution for public transport.

We were also instrumental in initiating a new bus service from Trumpington Park & Ride to Cambridge rail station, using the guided busway and relieving road congestion around Cambridge Station. The R service, run by Stagecoach, operates at peak times providing fast journeys to connect with London trains and the CB1 area. It quickly reached its target of 1500 customers to make it commercially viable.

### Programmes

We will continue to support the Greater Cambridge Partnership, the Mayor, the Combined Authority and national groups, such as the National Infrastructure Commission, across a number of initiatives to strengthen our public transport network. Specifically for this next period we will be investigating the following themes:

#### 1. Improving Transport for commuting

This will include reviewing bus franchising options, CAM Metro and cycling provision. We will investigate supplementary research on segregated busways, electric buses, and improvements to air quality as well as assessing existing evidence and case studies from other cities. We also intend to determine a project on the actual cost of traffic delays to businesses and workers. This theme may also support initiatives around short-term fixes such as light sequencing.

#### 2. Review existing and new transport corridors

With other corridors already covered by separate initiatives, a priority of the Transport Group will be to explore transport corridors eastward towards Newmarket, including rail, and will look at how to support the conglomeration effect along the corridors and transport networks.

#### 3. Encouraging modal changes – what motivates people to change transport modes?

We intend to research into the psychology of changing people's mindsets about transport modes and assess the demographic profiles of different communities around Greater Cambridge. We will also specifically address how businesses can encourage their workers to cycle to work as a short-term initiative.



**The prospects for Cambridge and the surrounding area over the next decade are phenomenal, but without better transport links this cannot happen."**

**David Braben,  
Chair of Transport Group  
and CEO & Founder,  
Frontier Developments**







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The Perse School's commitment to Cambridge underpins its membership of Cambridge Ahead. With over 10,000 pupils, parents, staff, and alumni and hundreds of mainly local suppliers, contractors and consultants, the School shares Cambridge Ahead's recognition of the urgency of improving Cambridge's housing and infrastructure so that a great city can continue to be just that.”

**Gerald Ellison,**  
Bursar and Clerk to Governors, The Perse School

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# Housing

## Group Objective

To influence current policy based on experiential and empirical understanding of how current and expected future population and employment growth impacts on the housing market.

### Overview:

The Housing Group recognises the need for Cambridge Ahead and its Project Groups to promote debate and bring about change. We will operate disruptively

where necessary, but always with recognition of the need to promote the health and well-being of all Cambridge employees and residents, underlining the need for quality

of build as well as quantity. The Housing Group will also consider how the policy framework can be shaped to help meet the resulting challenges.

### Progress to date...

During 2018 one of our key objectives was to provide relevant input into the Cambridgeshire & Peterborough Independent Economic Review on housing. One such output was a roundtable on 'Future Living' with an invited audience of under-35s to understand their views on housing and tenures, location and house type, transport and engagement with millennials. We concluded "the way millennials view the housing market reflects their modern lifestyles...

Living in central, well-connected and vibrant areas is important for many young professionals and as such, sacrificing lifestyle in order to save for a home, or commuting longer distances to access more affordable locations, are not likely to be high on their agenda."

There remains ongoing dialogue on the opportunity of key worker housing, but the financial modelling is making this difficult to progress at this stage.

We have also assembled evidence on housing needs and opportunities so that, as and when opportunities arise to compete for further government support, the facts are available to ensure that strong bids for Cambridge are submitted in a timely manner.

### Programmes

We will be investigating three key themes:

#### 1. New Markets

This theme intends to explore the needs of emerging new markets more fully and specifically in relation to Cambridge, to include expansion of the Future Living project, suitable age-friendly housing for older people, and expansion of the Housing Group membership to include funders.

#### 2. New Tenures

Following the release of the National Planning Policy Framework, there is increasing interest in products such as Build to Rent and Private Market Rent, and in promoting residential development in a new way, such as through a Community Land Trust. To ensure inclusivity in our work, we will begin to investigate this with a workshop involving representatives from academic, local government, developers, housing associations and funders to explore one or more scenarios for mixed tenure developments, with the aim of proposing practical guidance for turning aspirations into viable land restrictions.

#### 3. New Buildings

The technological revolution is well underway and the change that will result is relevant to planning – whether that is the introduction of Autonomous Vehicles, the use of robots and AI in construction management, the use of modular homes constructed off site or building in a digital layer to all new developments. We will work with the Technology Advisory Group to investigate and take full advantage of technological advancements.



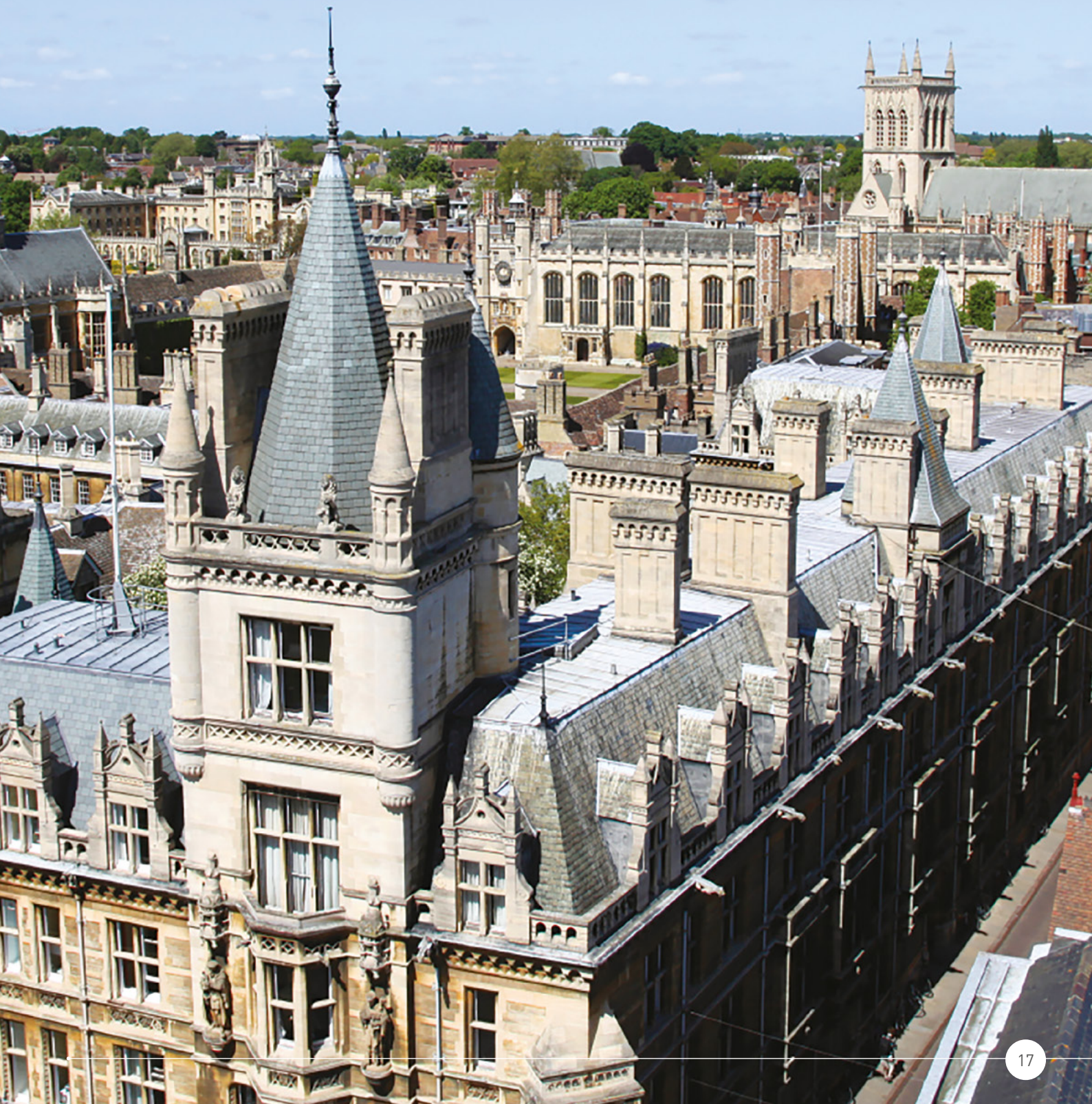


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Each generation discovers the core issues of housing and growth for itself. While we look resolutely to the future we will always be respectful of the past, and the origins of planning itself, as summarised by an MP introducing the first planning act more than 100 years ago: *'Houses should be built....having regard to the site, air, and open space for gardening and for the children. Nothing could be better or more wholesome.'* Mr Lyttelton -Housing, Town Planning Bill 5/4/1909”.

**Sue Chadwick, Chair of Housing Group and Senior Associate, Planning and Environment, Birketts**

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# Productivity



**Productivity needs to be treated as a long-term strategic priority and addressed by a range of initiatives, including skills, health, digital technology, process improvement and above all sharing best practice.”**

**Dr David Cleevely CBE,  
Cambridge Entrepreneur**

## Skills

### Overview

Cambridge, like many parts of the UK suffers from a skills shortage across many sectors. To address this shortage, businesses as well as Government will need to consider further routes in training and skills provision to overcome this void. Cambridge is potentially more challenged than other cities across the country, as its growth in employment of over 8% in the last 3 years could significantly increase the ratio of vacancies to applicants. Further to this, the impact over Brexit will mean more stringent policies over EU migration which is likely to affect the number of higher and lower skilled workers entering the UK into the long-term. Consideration will need to be given



## Group Objective

**To identify opportunities for increasing productivity within the region through skills and the transformative effect of technology.**

### Overview:

The Cambridgeshire and Peterborough Combined Authority Mayor has outlined his intention to double GVA (Gross Value-Added) in the next 25 years, as outlined in the CPIER report. Additionally, the Mayor's 2030 vision includes five pillars, one of which is for the region to be "The UK's capital for innovation and productivity". Both of these targets are ambitious, and can only be achieved if much more is done to understand and improve productivity. Whilst the government seeks to transform UK business through the Industrial Strategy,

and drive up sluggish productivity growth, this area will have to be a central part of the story and the business community needs to understand it has a responsibility too.

Cambridge Ahead is introducing a new group to address productivity which will showcase and spearhead best practices. At the top of this agenda are skills and digital technology, as these areas are more likely to impact productivity in the short-term.

towards the actual and final Brexit agreement around immigration, and objectives redefined as necessary over skills.

### Objective

Achieve an evidence-based understanding of the current position of skills shortage in the region and to advocate for system changes which address these gaps.

### Progress to date

We have put much of our effort into supporting schools and colleges to address teacher shortages and call for adjustments to the schools funding formula to better address the specific needs of Cambridge.

Following the publication of our report 'Attracting and Retaining Teachers in Cambridgeshire' one of the factors very clearly identified as exacerbating regional teacher shortages is the cost of housing and, as a result of the report, we are now exploring more affordable models in housing for key workers and others on low to mid incomes.

### Programmes

Looking ahead, our attention will focus on the following themes relating to skills:

#### 1. Skills Development

Reviewing the local economy's strengths and opportunities, and exploring how businesses can influence and support training and skills development for a future generation.

#### 2. Unskilled labour market

Consider options for tackling a potential void in the unskilled labour market.

#### 3. Strategic alignment with the Growth Project

Ensuring that the Skills Group are strategically aligned with the 2018/19 outputs of the Growth Group to deliver tactical implementation that supports our objective to focus on the needs of our teachers, schools and businesses into the future.

## Technology Advisory Group

### Overview

Technology is pervasive across the entire Cambridge Ahead set of objectives and projects. The Technology Advisory Group are specifically investigating ways to improve technology for our businesses, and the Quality of Life of our employees and citizens. A desired outcome is to drive equality through digital, connectivity and technological adoption. We work closely with the County Council representatives, Cambridge University and CW, but will also expand membership to current and new Cambridge Ahead members.

### Objective

To make Cambridge the best, small, digitally-connected city (in the world) through collaborative, innovative and scalable technology execution.

### Progress to date

Early in 2018 Cambridge Ahead successfully supported the Council's Connecting Cambridgeshire's efforts to secure future funding to expand the footprint of Gigabit (1000mbps) capable fibre across Cambridgeshire and Peterborough with the Local Full Fibre Networks Challenge Fund. In late-spring 2018, our members also contributed to the 5G Urban Connected Communities Bid.

Contributing to the Call for Evidence and Call for Responses of the CPIER was also important to ensure that technology and digital connectivity was as much on the agenda as other transport and infrastructure requirements.

As a group we are also collaborators across other activities - for example in autumn 2017 we collaborated with LSCC/ UK Innovation Corridor in a workshop on progressing digital connectivity across the broader region, and sponsored a CW-led programme on IoT. More recently, we also supported Peterborough in a Digital Cities Challenge Bid.

### Programmes

Our focus in this next phase will be on how technology impacts on three themes, each centered around best practices:

#### 1. How we reflect the technology needs of businesses

This theme will help businesses better leverage the convergence of technologies, providing expert advice on where technology can be replicated, and how companies can ***Collaborate***: starting with the collaboration: with CW in the development of the Information and Communications Technology (ICT) portion for the Local Industrial Strategy.

#### 2. How we can enable the application of technology in a city environment

This theme will focus on ***Infrastructure***: working with Cambs County Council and University of Cambridge on meeting infrastructure needs through technology, as well as exploring Smart Cities and innovative technology solutions.

#### 3. How we improve where we work, live and play using technology

This theme will focus on ***Applications*** for productivity: technical advice on the priority of use cases such as health, pollution, travel and new housing, as examples. Initially we would work closely with both the Housing Group and the Growth Group (in relation to the development of the Digital Transformation Scenario).





# CPIER



**If transport and new housing are well-planned, then economic, social and environmental benefits can all be achieved.”**

**Dame Kate Barker, CPIER  
14 September 2018**

## Objective

To identify the steps needed to facilitate further growth in the region whilst maintaining a high Quality of Life for the people who live and work here.

### Introduction:

The Cambridgeshire & Peterborough Independent Economic Review (CPIER), led by leading economist Dame Kate Barker, is the culmination of a detailed, evidence-based, analysis of our regional economy and sets out some key messages for both central and local government.

The report from the Cambridge and Peterborough Independent Commission (CPIEC) was completed and released in September 2018. The Rt Hon Greg Clark, Secretary of State for Business, Energy and Industrial Strategy together with Members of the Commission and the Combined Authority Mayor addressed the convened audience at the October

launch event at the Royal Academy of Engineering in London.

Cambridge Ahead funded one third of the cost of the review alongside the Cambridgeshire and Peterborough Combined Authority. It is important to note that the Commission reached its conclusions independently based on a significant weight of evidence. We also provided Secretariat support and led both the Technical and Management boards to help make this review happen.

Many of our members contributed to the report by participating in the Call for Evidence and Call for Responses and their contribution and expertise made a significant difference.

## The Final Report

The report covers the whole of the Cambridgeshire and Peterborough Combined Authority area and it draws important conclusions for Cambridge. Cambridge Ahead agrees with many of the report's findings, including:

- The identification of three distinct economic geographies in the Combined Authority area and the need for policy and delivery to be tailored to their particular circumstances so each can achieve its potential
- The need to prioritise infrastructure projects, key road and rail links, and final mile solutions for Greater Cambridge
- That health and well-being, skills and quality of life must be central elements when considering the Local Industrial Strategy to be drawn up by the Combined Authority
- That Government needs to deliver further fiscal devolution to unlock the potential of the whole area
- The importance of Greater Cambridge in attracting foreign direct investment to the county and the UK
- That all local partners need to come together to drive agreed priorities forward according to the 14 Key Recommendations.



## Key Recommendations

The 14 Key Recommendations are key to successfully implementing the report. They include:

### » KEY RECOMMENDATION #3:

The UK Government should adopt a 'Cambridge or overseas' mentality towards knowledge-intensive (KI) business in this area, recognising that, in an era of international connectivity and footloose labour, many high-value companies will need to relocate abroad if this area no longer meets their needs. Ensuring that Cambridge continues to deliver for KI businesses should be considered a nationally strategic priority.

### » KEY RECOMMENDATION #5:

There should be a review of housing requirements based on the potential for higher growth in employment than currently forecast by the East of England Forecasting Model (EEFM). This review should take into account the continuing dialogue between Office of National Statistics (ONS) and the Centre for Business Research on employment numbers as well as the impact of

the Cambridge–Milton Keynes–Oxford Arc. This should be used to set new targets, which are likely to be higher than those already set – at the very least adding on accumulated backlog.

### » KEY RECOMMENDATION #7:

A package of transport and other infrastructure projects to alleviate the growing pains of Greater Cambridge should be considered the single most important infrastructure priority facing the Combined Authority in the short to medium term. These should include the use of better digital technology to enable more efficient use of current transport resources.

### » KEY RECOMMENDATION #8:

A process for scheme prioritisation and development should be implemented in full to ensure that the overall approach reflects the goal of doubling the size of the Combined Authority economy, and over time better connecting the three economies of the area.

### » KEY RECOMMENDATION #13:

New collaborative ways of working need to be developed,

which provide for tailored solutions to the needs of each of the three distinct economies. Whilst overall strategic direction for the area rests with the elected Mayor, there needs to be effective representation for each economy – though the needs of each vary. The Greater Cambridge Partnership (GCP) provides a ready-made solution for the Greater Cambridge area, Opportunity Peterborough fulfils a key economic function for Greater Peterborough, and we would recommend creating a new body to represent the economy of the fens. To develop ways of working and align strategic visions, there should be a Mayoral Conference later in 2018 preceded by a programme of intensive preparation with the aim of securing buy-in.

## Looking Ahead

Each of our Cambridge Ahead Project Groups will now take the recommendations contained within CPIER and progress them as part of their forward plan – indeed the formation of the new Productivity Group, and the Policy Group are as a direct result of CPIER. But there are other steps that we can all take to support the progress of the recommendations laid out in the report.

1. Read and engage with the report – the current version can be found at <http://www.cpier.org.uk/final-report/>
2. Circulate and socialise the report with colleagues and relevant stakeholders outside of your organisation
3. As appropriate in your organisation, continue to work collaboratively with the Combined Authority, councils and officers to ensure the key and subsidiary recommendations are executed
4. Emphasise the importance of implanting the 14 Key Recommendations.



## Interview

The UK is currently suffering from significant skills shortages which Brexit and the Fourth Industrial Revolution will further exacerbate. With no sector, or level, safe from skills shortages, we need to put in place strategies that will reshape our workforces for the long-term. Here, Robert Marshall, Group Chief Executive of Marshall of Cambridge (Holdings) Ltd shares four ways he is working towards achieving this here in Cambridge.

### Next Generation workforce:

With the realisation that **“we’re not getting what we want from the programmes we have”**, Robert started Cambridge LaunchPad five years ago. It is a programme aimed at generating passion for STEM (Science, Technology, Engineering and Maths) within the 8-18 year-old community which is now supported by 27 companies who share Robert’s commitment to engaging the next generation.

The programme is run by Form the Future (see side bar) and Robert encourages Cambridge-businesses to engage with these activities as a collective effort to skill up the next generation.

### Be bold with Quotas:

Robert has introduced a 1:1 quota of female:male participants in LaunchPad and will be introducing a similar initiative for the company’s apprenticeship programme. The current status is, according to Robert, unacceptable – with very low hiring of female apprentices as a result of continued reduction in female applicants. In a 25 – 30 year window, the measure

of success will be when Marshalls achieves a 50/50 split in its employees and for this they are playing the long game.

Robert says of his choice to start with school-age skills development **“My approach is to start as early as possible before any bias can take hold”**, but recognises that businesses could equally start at the top with for example a diverse board – the important thing is to “just start somewhere”.

### Think flexible workforces:

**People are no longer on a ‘career ladder’, they’re on a ‘climbing wall’**. The reality is that our current and future workforces are multi-generational and multi-disciplined. Our workforce is flexible, agile and wants to work where they can make a contribution. We have school leavers who don’t want to take A-Levels or undertake a degree (see side bar) and many people are wanting (or needing) to work longer than retirement age – this reflects an exciting opportunity for each generation to offer something to the other.

Robert believes there is literally “something for everyone” and all it requires is good management and a focus on ongoing business-led skills development. A recent report by The Open University suggested that “organisations need to take a more sustainable, long-term approach, building talent through training rather than buying it in.”





### Hire local:

In 1920, Sir Arthur Marshall started what is now the oldest continuously run apprenticeship scheme where he assumed that his employees would not be mobile and as such came from the local talent pool. Almost 100 years later, mobility has resulted in hiring nationally and internationally for many firms and this has an effect on pay differentials as well as impact on our housing and infrastructure.

This is something Robert also wants to change. "I want to rekindle focus on the home-grown, talent leaving our schools here in Cambridge". And Robert's approach isn't just about university graduates – **"Businesses have become disconnected with local communities ignoring a potentially significant work force on their doorstep."** We are also one of the most inequitable cities in the UK and Robert plans to actively seek school leavers in our most disadvantaged wards in the city to help combat this.

And a by-product if we focus on the local talent pool? The impact on the health and well-being of our employees would increase as they are not taking 40 minutes to commute to work, and the ongoing transport and congestion issues would be reduced. But there's more to it than that – it is part of our responsibility as a business to generate prosperity and opportunity in the city that has contributed to its success – what's not to like about that?



### Two initiatives for Cambridge Businesses to engage with



Cambridge LaunchPad, created by Marshall, managed by Form the Future, and now supported by leading companies across the STEM sectors, is a great example of how businesses can build their future workforce. The opportunities for children from 8-18 to take part in hands-on activities on project days at local companies are shifting attitudes about who can work in STEM jobs and creating a talent pipeline for STEM employers.

<https://www.cambridge-launchpad.com/>



Form the Future works with companies in all industries to provide teenagers with information and guidance to make informed decisions about their future career – all with the active engagement of local businesses. Whether it's describing your job, putting a student through a mock interview or coaching them through a work placement, there are many ways employers can support the next generation – and build their own talent pipeline.

For more information go to <https://www.formthefuture.org.uk/>

### Deloitte's BrightStart programme offers a real alternative to university



In addition to the graduate recruitment scheme, Deloitte have run a 'BrightStart' apprenticeship scheme recruiting school leavers with the Cambridge office hiring 87 apprentices over the last 10 years.

The senior management team of the Cambridge office now includes those who joined Deloitte directly from school – as do the senior ranks of many local businesses – the qualifications gained having great currency and recognition in the wider business community.

One team member who started on the BrightStart scheme commented: "The programme can switch on your potential and create a brilliant career. Whichever professional direction you take, you'll get to work on some exciting projects that have a real impact on our clients' businesses. You are taught all the skills and knowledge you'll need to do your job."

For more information go to <https://www2.deloitte.com/uk/en/careers/apprenticeships.html>

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