

# What will Cambridge's Future look like?

The next generation paint  
their perfect future city

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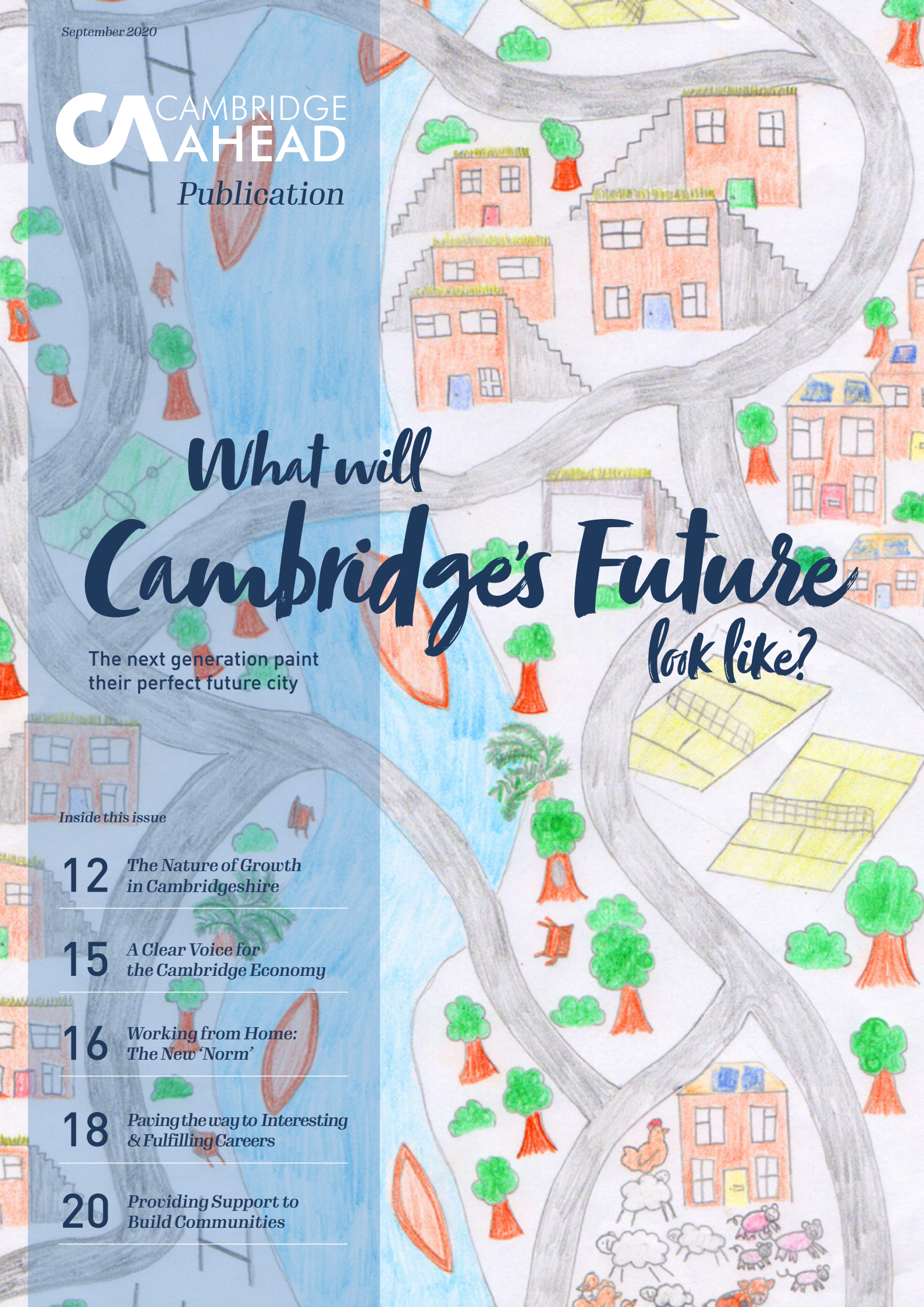
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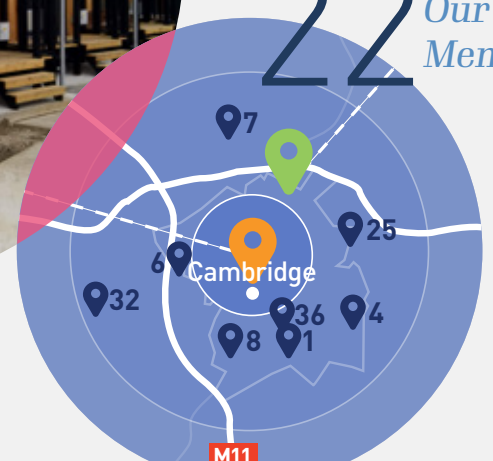
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# Welcome to Cambridge Ahead's Publication

Harriet Fear, Chair

**I do hope everyone reading our publication is safe and well, and that the challenges, risks and tough times I am sure everyone has experienced since March have not been insurmountable for you.**

Conscious that your time is now more precious than ever, I'd like to thank you sincerely for your interest in reading our publication and for your support for Cambridge Ahead.

As a teenager in the 80s, one of my stand-out favourite songs was Billy Ocean's 'When the going gets tough (the tough get going)'. I, and our CEO Jane, the team and our Board have all been impressed and inspired on a daily basis by the work of our Members and the ecosystem in our region in the significant contributions that those who were able to be 'tough' have made to local, national and global challenges resulting from the pandemic. Not just the science and manufacturing (which have been phenomenal) but the flexing of business models, approaches and strategies, all against a backdrop of real concern on personal levels.

The pandemic afforded Cambridge the opportunity to demonstrate its world class assets and expertise in our contribution to tackling coronavirus. There are so many examples, but some to highlight

include the major vaccine research by AstraZeneca, treatment research by AI VIVO, and the leading of new, innovative ventilator development by TTP. Not to mention the laboratory which was up and running almost overnight at Addenbrooke's with the weight of the University of Cambridge fully behind it.

As well as the obvious health challenges of the day, at Cambridge Ahead we are very mindful of other key issues for humanity, not least the climate emergency.

***"I, and our CEO Jane, the team and our Board have all been impressed and inspired on a daily basis by the work of our Members."***

Again Cambridge is playing a leading role in tackling this, not least with the University of Cambridge's proposals for a New Whittle Laboratory focussing on zero carbon flight, and other wonderful examples including the recent announcement

of Faradair relocating its HQ to Duxford, where it will continue developing 'the world's most environmentally-friendly airplane'.

I talk a lot about how important it is that Cambridge Ahead is fit for purpose, delivering real and tangible support for our Members. With the crisis clearly manifesting through March, I'm delighted that internally we quickly appreciated



Harriet Fear



***"The pandemic afforded Cambridge the opportunity to demonstrate its world class assets and expertise."***

the key issues affecting our Members, created a Strategy Advisory Committee, reshaped our strategy for our membership and created new fora for our Members and wider community to come together to share good practice, pain points and practical concerns. Our online workshops and meetings, garnering the views and intelligence of many of you, to inform how and with whom we land our messaging, have been particularly heartening to be a part of. We were able nimbly to influence local and national Government and help shape policies. One of the Prime Minister's Special Advisers approached us for our view on a range of matters mid crisis and that feels like true testament to our levels of influence and hopefully impact on behalf of those we serve. We took this opportunity to showcase how important Cambridge is to Global Britain, and the need for national policy to understand and

reflect this. We have been working hard in recent weeks on our submission to the BEIS Super Inquiry and the BEIS R&D Roadmap. These are both major national inquiries and, working with our Members and wider stakeholders (including briefing local politicians and leaders), we are confident we have a stellar and robust paper for both.

You will have spotted that our publication has a rather different immediate 'feel' to it than usual. The beautiful artwork you see on our front and back covers are the work of young people in our community. Jane explains more on page 6. Underpinning our ask of the students, to depict their 'Perfect City' is our quality of life agenda. Quality of Life is our key guiding principle and all our work flows back to it. It will continue to be our focus, to ensure that growth improves the lives of our communities, and also because we

want to continue to attract the very best people from around the world to come to Cambridge to study, work, build and grow businesses and innovate here.

I would like to take this opportunity to thank our Members, the Operational Board, all our Chairs and, of course, the stellar Executive Team at Cambridge Ahead for all your hard work during this unique year. Many things are uncertain in the business and academic communities at the moment. But one thing is certain – Cambridge Ahead, with the experts we have involved in directing our travel, our Members supporting the crafting of our initiatives, and the Executive team continuing to punch well above their weight, we are here for you.

*Harriet*



# Planting the Seeds of Hope

Jane Paterson-Todd, CEO

As we have so often talked about, the underlying principle behind Cambridge Ahead is to enhance the quality of life of its communities. To ensure its sustainability we continually look down the lens of time to 2050 and beyond, to assess what will make Cambridge the most attractive city to live in and rightly gain a reputation as the greatest small city in the world.

We can see there is a generous appetite for people to leave a lasting legacy on the city, but it is to the next generation we should look and engage with now, so their inheritance is considered alongside a past generation's ambitions. The ancient Greek proverb, whilst admirable in its philanthropic willingness, "A society grows great when old men plant trees whose shade they know they shall never sit in" may well be out of touch with the desires and hopes of a younger generation. For a city to grow sustainably, everyone, regardless of age, gender, or creed, has a part to play in its progression.

This got me thinking further about this inheritance, and as we sit here in 2020, the generation who will be in their prime by 2050 are likely to be around 10 years old today. What are their aspirations, dreams, wants, and needs from a city like Cambridge? With this in mind I thought about this publication where so much of what we write about has quality of life at the heart of it. What better way than to ask this age group of young people to paint their perfect future city and the opportunity to have our publication cover adorned with their artwork.

We worked with Form the Future, an organisation which fosters relationships between schools and businesses about the local employment landscape, to reach out to our local schools. The schools that took part were Bar Hill Primary School, Fen Ditton Primary School, The Perse School Prep and Teversham Church of England Primary School.

We brought together a panel of people involved with Cambridge Ahead to judge the paintings, Molly Aksham and Anne Bailey of Form the Future, Harriet Fear Chair of Cambridge Ahead, Jeremy Newsum Chair of our Quality of Life Group and Sarah Brereton of Limewash, our Marketing agency. We were struck by the

passion and attention to detail in each and every painting, of which there were 25.

For me, what was wonderfully absent from all the paintings was the lack of devices, no mobile phone, tablet, television, or other gadgets that so often rule our lives. When stripped back, what young people care about is what nature has to offer, how we look after it, integrate and live with it.

It was a tough choice to pick a winner, so our decision was to offer the back cover for the runner up to complement the winning front cover position and to also take a few further impressive pieces to include in the centrefold of the publication. The winner whose artwork adorns the front cover of this publication is Charis from Teversham Primary School and the back cover artist is Roy from The Perse. Congratulations to you and all the artists who took part.

What an amazing generation of young people. The world, I think, and our City, will be left in their very capable and sustainable hands. I am delighted to give them a chance to express their future considerations, so that they too are planting saplings today for their future, tomorrow.



Jane Paterson-Todd, CEO

"For a city to grow sustainably, everyone, regardless of age, gender or creed, has a part to play in its progression."



leisure facilities, Shared foot and cycle paths

Wildlife centres and areas, Transport by boat



Houses with roof gardens or solar panels, City Farm

First Place: Charis, Teversham Primary School



Runner up: Roy, The Perse



Lili, The Perse

## Competition Winners: Painting the Future



Charlie, Bar Hill Primary

All the entries displayed a depth of imagination and thought which really impressed the judges. It was an extremely difficult task to create a short list and from there choose an overall cover image winner, however, it was Charis' attention to detail and the integration of the natural environment into the urban which made her picture particularly stand out. Houses with external staircases to roof gardens, a city farm, sustainable transport by boat and many shared foot and cycle paths connecting people to leisure facilities within easy distance of their homes is a future city design that we wholly support!



Liv, Teversham Primary School





Jeremy Newsum

# Introducing the Quality of Life Group

Jeremy Newsum, Chair of the Quality of Life Group

**There is more to life than a perfect job and an ideal house. Of course, these things - and all material components of our lives - do help, a lot. But without a sense of belonging, of community, of purpose, opportunity and fulfilment there is a great deal missing.**

Each of us will define or assess of our 'quality of life' in a different way and we will all be right. It is hard to rank the contribution of health, happiness, well-being or access to transport, wi-fi and education. They are all important but, more than that, their [in]accessibility and apparent 'rights of access' can distort the perception of them. This presents a challenge for anyone wanting to address the quality of life in Cambridge.

As an organisation representing the best enterprises in the city, it has always been our intention to place these vital, softer aspects of life in Cambridge at the heart of our attitude to the long term future. This year we have formed a Quality of Life group to guide us more explicitly in identifying what we need

to do if we are to meet the holistic tests of those who make their lives here. Our intention, through this work, is threefold: first, to stimulate more debate about the issues involved; second, to ensure employers understand how their own actions can contribute to improvements in the lives of their employees; and third, to inspire both local and national policymakers to adopt policies which directly facilitate the most critical components.

***"We want to develop something home-grown, something uniquely Cambridge."***

We have started by looking around the world and observing how other cities have defined the concept and taken up the challenge. This has been informative and confirms that there is no single or best way to define 'quality of life'; also, follow through into policy has generally been disappointing, no doubt because these are less measurable concepts and not easily delivered in short term policy initiatives. So, we want to develop something home-grown, something uniquely Cambridge. It must be broadly based - in other words relate to Cambridge as a whole - but be sufficiently nuanced that it takes into account the vast differences in perspective from, say, temporary students to families in Trumpington or Kings Hedges. And it must be more about the lives of our grandchildren than our own. While there are large quantities of existing data available we need to survey opinion and this will happen over the next several months. We will use the evidence obtained to stimulate a wide debate and to suggest ways of proceeding.

The membership of the Quality of Life group is noted below. I would like to thank all Members of the group for their work so far and particularly the external Members Dame Carol Black and Professor Sadie Morgan whose guidance has already been invaluable. I would also like to acknowledge with gratitude the work of RAND Europe supporting us with their expertise in the critical survey work.

## Quality of Life Group Members:

Alison Taylor	Conscious Communications
Christian Van Stolk	RAND Europe
Dame Carol Black	University of Cambridge
David Cleevely	Cambridge Ahead, Raspberry Pi
Duncan Astill	Mills and Reeve
Jacqueline Platt	Deloitte
Jessica Armstrong	Cambridge University Hospitals
Kirsty Gill	Arm
Matt Smith	Bio-Med Realty
Oli Worth	Birketts
Peter Landshoff	University of Cambridge
Sadie Morgan	de Rijke Marsh Morgan Architects
Rebecca Britton	Urban and Civic
Sue Asprey Price	Jones Lang LaSalle



Cambridgeshire has one of the lowest proportions of priority habitats in England (less than 10%), the second lowest woodland cover (4.8%) and one of the lowest percentages of accessible natural greenspaces. The Cambridge Nature Network Vision is a response to this biodiversity emergency and the challenge to double nature in Cambridgeshire by 2050.

with those parts of the intervening landscape that are 'wildlife-friendly' and which, collectively, will allow the wildlife to thrive. The report will be submitted as evidence for the Greater

Cambridge Local Plan to make the case to embed a Network into official land use, so that nature is enhanced and protected.

The Cambridge Ahead Young Advisory Committee (YAC) has been assisting Matthew Bullock, Chair of the Cambridge Ahead Regional Economic Planning Group, with the principal challenge of establishing how the Nature Network could be financially sustainable. To be financially sustainable requires the costs of managing the land to be covered by revenue income generated from the land in some way. The team have also been reviewing how the governance of a Network could be structured and will begin to develop potential marketing strategies for a Network. A tool for this, borrowed from the National Trust, might be to hold focus groups to capture the unique visual and sensory perceptions of the different sites – the spirit of the place – to ensure that these continue to be expressed as the Network develops.

The YAC Team have visited and/or interviewed 11 landowning charities in the Cambridge area, Bournemouth Parks Foundation (the most advanced of

the new Parks Foundation Movement), 3 biodiverse farms, the Trust for Oxfordshire Environment and the largest commercial forestry investor in the UK. The aim of the discussions was to develop an understanding of the business models used in the environmental sector. The accounts of these landowning organisations have been analysed, both at an organisational level and, where available, at site level. The intention has been to build up a database, eventually to be housed in the University of Cambridge, that will support ongoing research into the responses of nature landowners to growing interest and investment in biodiversity.

The review of the landowning organisation's accounts have shown that for those sites charging for access and providing nature attractions – for example gardens or a wildlife display – an entrance fee enables them to generate substantial visitor incomes, albeit that this is dependent on high levels of volunteer staffing. Even where open access is necessary because of public rights of way, the willingness of the public to pay for parking and food and beverage suggests that significant opportunities to generate income by meeting the simple needs of visitors could be used to deliver greater access and biodiversity opportunities.

The most notable parallel across all the accessible natural greenspaces is that

visitor numbers have been increasing around 7-10% per annum for at least the last 10 years. This is a very high level of compound growth, doubling the number of visitors over a 10-year period. Whilst it is very positive that so many Cambridge residents are making use of these spaces, unless it is managed, the scale of growth in demand for public access may start to conflict with biodiversity objectives.

It is suggested that the Nature Network would be comprised of landowners within a 10 km radius of the city, who shared some or all of three objectives: to increase the biodiversity of their land, to allow greater public access to nature and, through their land management policies, to mitigate the effects of climate change. Its Members would be those interested charities, farmers and landowners located around the city. The biodiverse farmers and landowners of those intervening landscapes are unlikely to want to be closely involved with public access, but they have an important part to play in supporting each other, in persuading more farmers to change to nature friendly farming and in sustaining the Network.

A successful Nature Network will need local companies, residents, councils and existing volunteer organisations to be captured by the aims and the purpose of the Network to be able to provide the necessary support for its long-term development and continuity.

*"New habitats and natural greenspaces are required now more than ever to provide more and better access to the countryside for a growing population."*



Jackie Sharpe

The strong economic growth of Cambridge and Peterborough is well documented in the CIPER report. Recommendations and strategies are in place to drive house building, transport and infrastructure projects to improve the quality of life and ensure that the continued growth is sustainable and positive. These strategies now need to be coupled with the provision of new habitats and accessible natural greenspaces. This is required now more than ever to provide more and better access to the countryside for a growing population with the health and social benefits that this brings to the local economy.

With funding from the Gatsby Foundation, a biodiversity and landscape opportunity mapping exercise is being completed by the Wildlife Trust and Cambridge Past, Present and Future. The overarching aim of the study is to identify priority landscape areas and locations for investment in the enhancement and creation of natural habitats and provision of strategic natural greenspaces, as part of a local Nature Network. The Network will be made up off a number of core, high quality areas of well-functioning ecosystems, together

# The nature of growth in Cambridgeshire



# A complete spatial vision for Cambridge 2051

*The Hon. Matthew Bullock, Chair of the Regional Economic Planning Group*

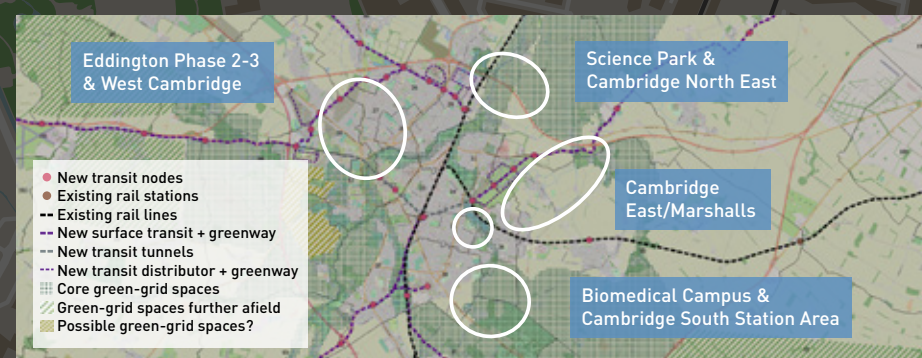
The previous article about a Vision for a Cambridge Nature Network is in part a much-needed response to the biodiversity emergency and the need for a revised relationship between people and nature. But it is also part of Cambridge Ahead's overall spatial vision for the city out to 2051.

That vision has three elements that balance each other. First, we have identified in our Growth Project five key employment sites in and around the centre of the city, where we would wish to encourage densified employment development, together with an element of housing provision. These sites are Cambridge North East - incorporating the Trinity Science Park, the St John's Innovation Centre, Cambridge Business Park and the new developments around Cambridge North station; the Bio-Medical Campus around Addenbrooke's in the South; the new Marshall's site, Marfair, in East Cambridge; West and North West Cambridge, where the University of Cambridge is developing its new scientific campus; and CB1 and the area around Station Road in the city centre. All these sites will sit on key public transport nodes and allow their employees to commute in or commute locally without commensurate increases in car traffic.

The second element in the spatial vision is to create public transport corridors along which the key clusters of Cambridge can spread outwards for those wanting more extensive employment sites. These transport corridors - in which existing and future train lines, but also the Cambridgeshire Autonomous Metro (CAM) will play a crucial role - are key both to allowing the clusters to expand and not "overheat", and progressively to spread Cambridge's growth out to other parts of the region.

The third element is the creation of a network of green nature infrastructure around the city to reinforce its low density, distinctly rural feel, with cows on the Backs and small paths and greens. Closeness to nature is key to a sustained quality of life, and as the city grows it is vital to plan now for a ring of interconnected future country parks and public access that will support its green future. Working with the environmental charities, Cambridge Past Present and Future and the Wildlife Trust, Cambridge Ahead has supported their long term vision of creating a Nature Recovery Network across 4 sites around the city, incorporating land in the Gog Magog Hills; Fulbourn and Wilbraham Fens, joining through to Wicken Fen and Anglesey Abbey; the Cam Valley and its key tributaries; and the West Cambridge Landscape beyond the M11. These sites "fit like a glove" around the densification and transport corridor elements of the blended approach and enable the beginnings of a new consensus about how the city and its people can grow in harmony with our environment.

Great cities grow because they have clear plans and a distinct character that they nurture and reinforce as they grow; they do not allow themselves to sprawl. Cambridge is a very special place, and our vision is designed to allow it to continue to grow without losing the character and spirit of the place that we all treasure.



Planned sites for Cambridge Nature Network, transport corridors and development sites

# A clear voice for the Cambridge Economy

*Dan Thorp, Director of Policy and Programmes at Cambridge Ahead*

Like it has done with so many other aspects of our lives, when it comes to policy making the pandemic has given us new experiences and taught us some valuable lessons which we should keep a hold of as we move on.

In the world of policy, it can traditionally take a long time to consider an issue, weigh up options, and decide what to do. But since March we have seen both nationally and locally these timescales be drastically reduced because they just had to be. We've seen this within Cambridge Ahead too, where we have convened virtual roundtables and webinars to gain insight into an issue much quicker than we would have been able to organise physically, and this in turn has meant that we have been able to produce material for Government pretty much in real time as the crisis has developed. We have seen this get recognition and impact with decision-makers, open new channels into Government, and be a convenient way for our Members to engage with our work. This more efficient and effective tool for influencing policy is something we will now build into how we work. It does not replace the need for in-depth policy consideration and analysis but is a great addition for an organisation like Cambridge Ahead that can convene groups with extraordinary expertise on any issue affecting Cambridge at short notice.

The second important lesson we have learned in policy making is the power of deeply understanding a place. Clear messaging and sound evidence are always

important - but are even more valuable when it comes to cutting through the fog of uncertainty and confusion of a crisis. Over recent months it has been so important for Cambridge Ahead that we have been able to provide a clear voice for the Cambridge economy based upon well respected data and live insights drawn directly from across the wide spectrum of the business and academic community. Our research into career guidance is a great example of this - where robust evidence and

deep local understanding enable us to say with confidence that simply providing more careers advisers will not get to the root of the issue, and to put forward better approaches as part of national and local recovery strategies that will do more to fuel our local economy with homegrown talent. We knew the power of an authoritative voice for the Cambridge economy before the pandemic of course, but it has taught us that the more we do to bolster that voice the more impact we can have over a period when so much is on the table for discussion. That is why we have worked with our Membership to scope and agree a range of new research studies in important areas, which will all add further weight to our policy proposals over the coming months.

How we use these policy tools will set us apart too. Cambridge Ahead is fairly unique in being able to stay focused on the strategic and long-term needs of our city, whilst many other organisations are quite appropriately focussed on the immediate challenges the pandemic has given us to deal with. By keeping our sights set on the horizon and using the best possible data and insight from today, we will add real value to the policy considerations of our statutory authorities and agencies.

Dan



Dan Thorp







Jacqueline Platt

## Working from home: The New 'Norm'

Jacqueline Platt, member of the Young Advisory Committee (YAC)

In keeping with the goal of the Young Advisory Committee to give a voice to younger people in the debates and decisions which are shaping the next phase of Cambridge's growth, the Committee recently conducted a survey to capture shifting priorities as experienced by younger people during the Covid-19 pandemic.

The insights gained from this survey will help the Committee to prioritise its work over the coming months, feed into other Cambridge Ahead initiatives and lend insights to local employers to assist them to gain a better understanding of their workers' situations.

The survey was circulated to all Cambridge Ahead member organisations' employees under the age of 35, and a total of 210 responses were gathered. Only 8 of the respondents were unable to work from home during the government

enforced lockdown, subsequently making this survey very much affiliated with those that have had to change to a new way of working remotely.

It was noticeable that 67% of respondents had never worked from home prior to the commencement of the lockdown. With the drastic change to people's daily routine caused by the lockdown, an interesting set of results about each individual's changing priorities was observed. Physical health ranked most important at the onset of lockdown; however, the expectation is that a healthy work/life balance will be at the top of the priority list going forward. This demonstrates that this new way of working has certainly had some impact on how we wish to operate in an ever-changing environment.

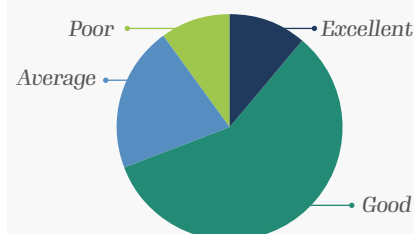
The results from the survey supported what we as a committee have been researching previously, that the younger workforce in Cambridge live in

places not conducive to effective home working. There is an overwhelming result that home office set-ups are having a negative impact on not only people's work productivity, but also their physical health. The vast majority of respondents have the tools needed to work from home, however they identified poor internet connectivity, a lack of proper office working space and an increase in number of calls verses output as the key factors that hindered productivity, especially in shared-housing circumstances.

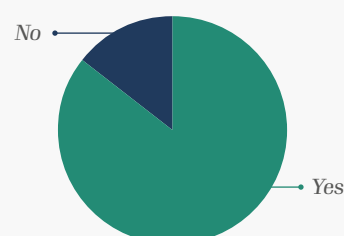
The survey respondents commended Cambridge businesses' leadership about the level of communication shared with employees in this time and indicated that they are confident that their leaders are making the right decisions for them and their fellow employees. Since lockdown employees have welcomed their employers into their homes in a way very rarely seen before. This is placing a large responsibility on business leadership to adapt to the changing needs of their employees. There is a desire from employees to have flexible working in future and this will require regular and two-way communication between leadership and employees.

This survey demonstrates that the effect of the lockdown on businesses have trickled down to the employees on an individual basis, some good and others less positive, and this will need to be taken into consideration in future decision making.

How did you find your work from home experience overall?



Are you keen to work from home in the future?



"It was noticeable that 67% of respondents had never worked from home prior to the commencement of the lockdown."

"The Young Advisory Committee of Cambridge Ahead exists to give a voice to younger people from across the city's workforce. I'm delighted at how much engagement we get from rising stars within Cambridge Ahead Member organisations and couldn't be more proud of the impact we are having as highlighted by Jackie and Jacqueline in this publication. Our sights are firmly set on the city we want future generations to inherit, and I look forward to bringing further credible proposals from our group to decision-makers."

Rob Carter, Chair of the Young Advisory Committee



# Paving the way to Interesting & Fulfilling careers

Jane Paterson-Todd,  
CEO of Cambridge Ahead

Offering our young people a more comprehensive career education during their school years will not only deliver a greater future pool of local talent, it will also ensure local changes in the job market, brought on by an evolving economy, are fully integrated into the pathways from education to employment.

This is why Cambridge Ahead commissioned research into the current provision of career guidance in schools across Cambridgeshire and Peterborough to gain insight into how well it is integrated, how it is delivered, and its relationship with training providers. The findings have given us a fantastic new level of evidence and insight, and we will take forward recommendations for improvement.

We passionately believe, if young people are given a more comprehensive career education on the local world of work and the corresponding routes into exciting and fulfilling employment during their school years, we would reduce inequality in our local area and drive forward a stronger, greater, more motivated and talented local workforce.

By furthering the next generation's access to opportunities across vocational, technical and academic pathways will offer employers a greater breadth of skill sets to meet the challenges of current and future developments in the economy.

Businesses, academic institutions, and local authorities recognise the importance of more career led education in schools and this important piece of research would not have been made possible without the sponsorship support given by the following organisations; Anglia Ruskin University, Arm, AstraZeneca, Birketts, Cambridge Regional College, the Cambridgeshire and Peterborough Combined Authority, Deloitte, the Greater Cambridge Partnership, Marshall of Cambridge, One Nucleus, and Urban & Civic.

With thanks to RAND Europe for expertly conducting this research and analysis and to the providers and schools across Cambridgeshire and Peterborough who participated.

Key findings from this research are:

- What should be the most important factor – quality – is not given enough attention.
- Vocational and technical pathways are not given equal weighting with academic routes.
- Career guidance is too separate from the school curriculum.
- Employers are not well enough engaged with schools.
- Schools often struggle to navigate a crowded and confusing market of career guidance providers.
- Schools, providers and employers all want to do more to improve the education that young people receive about their future career options.

Cambridge Ahead will now be working with local and national stakeholders to develop these findings into reform of the system. Our key focus in doing so will be to agree action that reflects these core recommendations identified in our research:

- Capacity needs to be built within schools – with funding provided for a dedicated Careers Lead and budget in every secondary school.
- Employers should build lasting relationships with schools, and offer more meaningful opportunities to students.
- Providers should be accredited based upon quality to enable schools to better commission their services.
- Devolved administrations and Local Authorities should be empowered to generate closer working within their local systems.
- Parents are better engaged in career education.
- Nationally, a review of the Gatsby Benchmarks and future evaluations undertaken by Ofsted should focus more on the quality of careers programmes in schools.



Jane Paterson-Todd

## Driving towards The Future

Dr David Braben, Chair of the Transport Group

**Our experiences of living and working in lockdown are prompting business leaders to take another look at the plans and assumptions we had made about the future. Transport is high on this agenda as we think about the sort of place we want and need Cambridge to be.**

This is apparent not only because of the conversations we have amongst major employers, but also by looking at the entries we got from local school children when they were asked to draw their perfect city. Transport

featured so often in the way these young people depicted their vision for the future. We saw drone deliveries, tubes with robots flying through them, electric cars, hovercars, and hoverboards to name a few. The overall message was a clear reminder to us to set our sights high – young people expect that in the future it will be very different how people, things, and robots get around.

The pandemic has given us an opportunity to change our focus, and it is vital we use this opportunity wisely, including making some of the changes that could help us all. Perhaps not yet featuring hoverboards, but we should be preparing our city for a shift towards e-bikes and e-scooters that could dramatically increase how far people are prepared to travel without using a car or public transport. The Greater Cambridge Partnership has already established a Greenways programme to enhance the cycling and walking network that serves our city, and we as Cambridge Ahead have been exploring how this ambition could be taken further. Not only will this infrastructure make our city more resilient to future

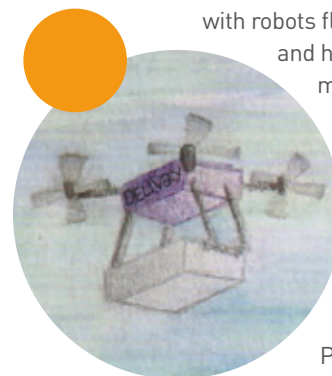
lockdown scenarios – choices won't just be between public transport and the car for many thousands more people – but it will help to bring about the lasting shift that we have always wanted to see, to active and green travel.

At Cambridge Ahead we helped our local politicians make the case to Government for investment into cycling infrastructure and were pleased to see this translate into a strong funding award to our area. We also welcomed the Mayor forward-funding this from existing sources so that the work could get going without needing to wait for the new funding to arrive from Government. We have put forward proposals to our local authorities for how this funding, and this new opportunity, should be used. We believe that our strategy needs to look at the whole cyclability equation. People will make the decision to cycle, or not, based on many factors beyond just the distance. The allocation of road space, experiences at junctions, secure places to store bikes, and facilities at the destination to wash and change, are all significant factors. We also believe that with the advent of e-bikes people will be able to consider further cycle journeys than before, and our network should be expanded so that Cambridge can grow its relationship with surrounding Market Towns. We are looking particularly at Newmarket as a priority for this, and how public transport, including CAM, can be an integral part of this. We are interested in how our Park & Ride sites can evolve to be travel hubs serving as interchanges that promote active travel as part of a journey, not just interchange to bus, but also to cycle and perhaps e-bikes and e-scooters.

We are looking to build a platform for the continued success of the Cambridge economy, and grow the city in a way that can improve the quality of life experienced by our residents and workers. The business community has an important role to play in helping shape this ambition and working with the relevant authorities to turn it into a reality.



Dr David Braben







*“A highlight of the year for our Housing Group was the completion of the Meanwhile Housing project.”*

# Providing Support to Build Communities

After one and half years of leading the Housing Group, Dr Sue Chadwick stepped down as Chair and the role was filled by Dr Gemma Burgess, Acting Director of the Cambridge Centre for Housing and Planning Research in the Department of Land Economy at the University of Cambridge.

Gemma's research interests include the opportunities that digital innovations present for housing, land supply and the delivery of housing through the planning system, the relationship between housing and ageing, and equality issues more broadly. Gemma is a Co-investigator on the £72m Construction Innovation Hub, a partnership between the Cambridge Centre for Digital Built Britain (CDBB), the Building Research Establishment (BRE), and the Manufacturing Technology Centre (MTC) intended to drive transformational innovation in the UK construction industry.



Dr Gemma Burgess

*Dr Gemma Burgess, Chair of the Housing Group*

Over the last year, the Housing Group has continued to monitor local housing needs and supply. The Greater Cambridge Housing Trajectory and Five-Year Housing Supply showed a positive picture in terms of housing delivery, although this was published just before the pandemic. Cambridge Ahead data suggests that high growth in Greater Cambridge will continue at least until the 2030's and therefore the need for housing will remain high, despite potential disruption over the next few years. We will work with the relevant local authorities to monitor the long-term trajectory to ensure that housing supply does not drop.

The City Living Project has been focusing on ways to achieve more affordable housing in Cambridge. A survey of Members' employees was conducted to gain better data about housing need and aspirations and, working with partners, possible solutions will be considered. The Group will next be looking at ways to support capacity in the planning system. There is a national shortage of planners and this is exacerbated in Cambridge by the high cost of living and housing. The Housing Group and the Regional Economic Planning Group will consider how the private sector

could work alongside the public planning system to minimise delays to planning approvals.

A highlight of the year for our Housing Group was the completion of the Meanwhile Housing project. The project is a collaboration between social enterprises Allia and New Meaning, and Jimmy's Cambridge, a charity which provides emergency help, support and accommodation to people experiencing homelessness in Cambridge. In the first scheme of its kind in England, six modular

*“Six modular homes have been installed on a temporary site in Cambridge to house local homeless people.”*

homes have been installed on a temporary site in Cambridge to house local homeless people. Despite the challenges created by the lockdown, the units were completed in June and the first residents have moved in, which represents a great success for the many people who have been involved in bringing this project to fruition.

My research team at the University of Cambridge are analysing the impact of the project, in collaboration with Dr Johannes

Lenhard from the Department of Social Anthropology's Max Planck Cambridge Centre for Ethics, Economy and Social Change. The new homes provide much needed self-contained accommodation for local homeless people, supported by Jimmy's. This housing project shows what can be achieved when the city's community works together to provide local solutions to homelessness. It makes innovative use of modern methods of construction and under utilised land to provide six much needed homes for local homeless people.

A number of Cambridge Ahead Members supported the project, including Allia, Brookgate, Hill, Howard Group, Marshall Group, Carter Jonas, Mick George, TTP and Urban and Civic.

Looking ahead Martin Clark, deputy CEO of Allia, said: "In terms of the future: we hope there will be offers of support and land for more units and would love to enable more young trainees and homeless people to be trained in constructing them. This could be part of the green recovery the country needs, especially as we fear there will be a new rise in homelessness when the effects of the recession hit."



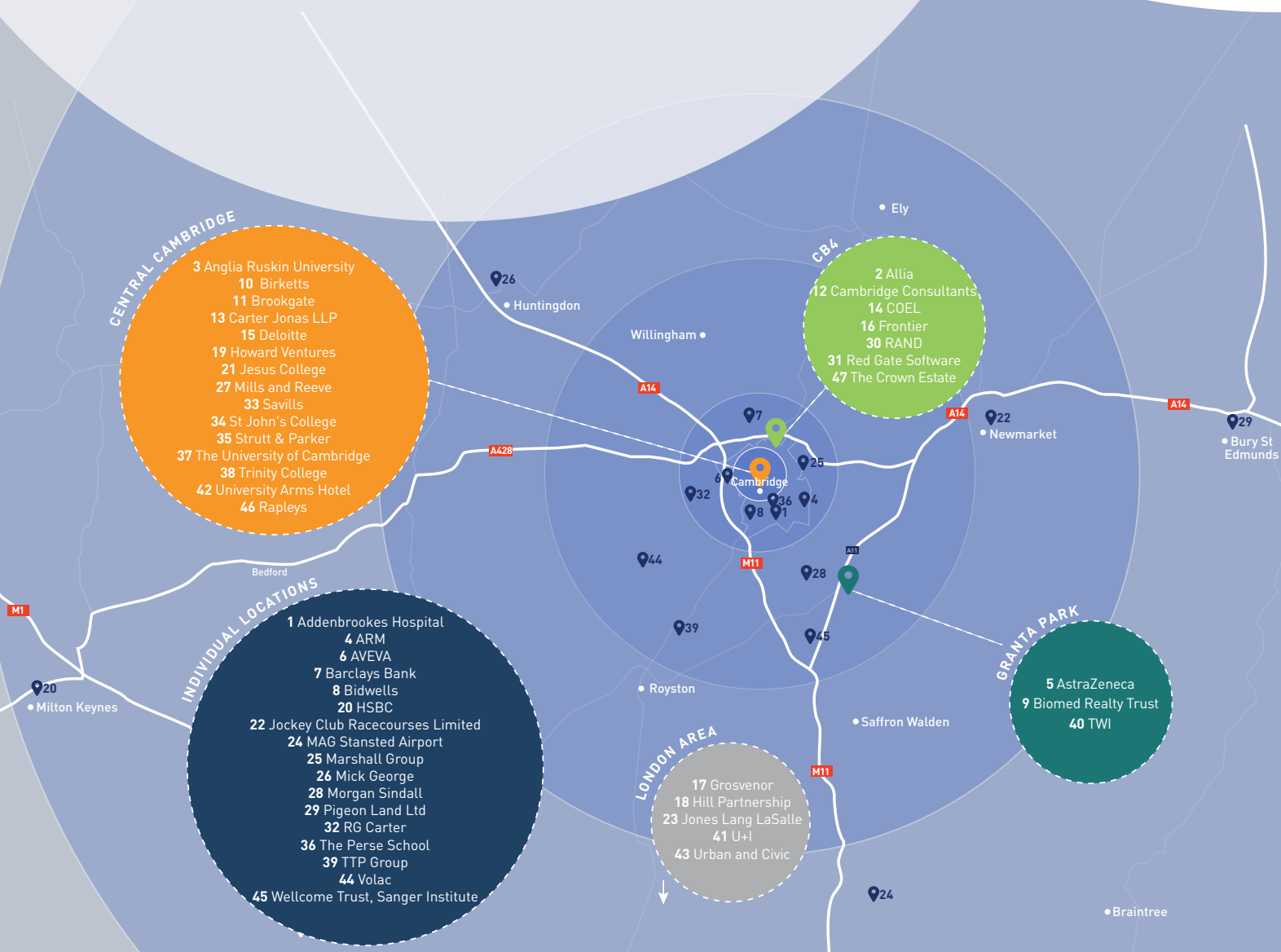
# Our new Cambridge Ahead Members

Cambridge Ahead is pleased to welcome new Members  
Aveva Solutions Ltd, The Crown Estate and Rapleys LLP.

**AVEVA**

**THE CROWN  
ESTATE**

**RAPLEYS**



## Aveva Solutions Ltd

Aveva grew from the Computer-Aided Design Centre, founded in Cambridge in 1967. Today, it remains headquartered in Cambridge, but with a global focus, 4500+ employees and offices in 40 countries in three major geographic regions. The company's business now spans four business units, and end-markets including energy, infrastructure and food and beverage with a focus on engineering and industrial software to digitally transform complex, capital intensive industries.

Aveva's merger with the Schneider Electric's industrial software business in March 2018 was one of the largest business combinations that has occurred in the UK for many years. The focus on integration and operational excellence has been key for driving continued success. In 2019 Aveva committed to be a leader in industrial software for a sustainable future working with its employees, customers and shareholders.

As part of the Aveva Social Wellbeing framework, based on 17 sustainable development goals from United Nations as its foundation, the company launched an employee driven initiative called 'Aveva Action for Good' with one simple aim - to give employees time to get involved with a worthwhile activity in their communities around three categories: 'Health and Wellbeing', 'Community and Educational Support' & 'Improving our Environment'.

Aveva Action for Good continues in 2020 with this initiative being even more important in the context of the COVID-19 crisis, when the focus will be on supporting medical care and workers, food and education. Each of Aveva's Non-executive Directors and Executive Leadership Team members will donate 10% of their base salary for a six-month period, effective 1 April 2020, to further Action for Good's work.

## James Kidd, Deputy CEO and CFO:

"Cambridge has been a home for Aveva for over 50 years and remains a hotbed for our innovation, thought leadership and business growth in the UK. We are proud to partner with Cambridge Ahead to ensure the county continues to thrive

both culturally and economically, while creating opportunity for all. Our goal is to aspire to a world where economic growth supports environmental sustainability with better living standards for the communities where we and our customers operate. Our purpose, values and strategy will create long term value for customers, employees, and shareholders. Cambridge Ahead's focussed approach to apply research and insight into bettering real-world issues is 100% aligned to Aveva's vision and we look forward to actively engaging in this vital work."

## The Crown Estate

The Crown Estate is a £14bn business with a unique heritage and portfolio. Established by an Act of Parliament as an independent commercial business, the company is tasked with returning 100% of their annual profits to the Treasury for the benefit of the public finances. Over the last ten years the Crown Estate has generated £2.8 billion for the benefit of the nation's finances.

The Crown Estate's diverse portfolio includes some of the best places to work, shop, live and enjoy across the country, including Oxford, Northamptonshire, Leicester, Exeter, and London's West

*"Cambridge is vibrant and bursting with potential and we're very proud to be part of the business and academic community shaping the city's future."*

Lucy Eaton, The Crown Estate

End. In the Cambridge city, they own and manage Cambridge Business Park which is home to international and UK technology, R&D and professional services in the city's prestigious northern cluster.

In addition, the Crown Estate has a substantial rural and coastal portfolio and are custodians of Windsor Great Park, which welcomes over five million visitors to its award-winning gardens. They also manage the seabed around England, Wales, and Northern Ireland, playing a key role in the UK's world-leading offshore wind sector.

The Crown Estate take a long-term view and work in partnership with customers, communities and their supply chain to deliver positive outcome for all.

## Lucy Eaton, Head of Strategy and Business Development, Regional:

"Cambridge is vibrant and bursting with potential and we're very proud to be part of the business and academic community shaping the city's future. Along with its data insights, Cambridge Ahead offers a fantastic opportunity to come together with stakeholders to take the places we manage and the wider area from strength to strength, both for now and the future."

## Rapleys LLP

Rapleys is a property and planning consultancy offering comprehensive professional and agency services, on a personal and value-added basis. They focus on offering their clients a partner-led approach, with their professionals being qualified members of the RICS and RTPI.

The practice has a nationwide coverage, with seven offices across the UK. It has a longstanding relationship with the County, having an established presence in Huntingdon since the 1950s. The Cambridge office opened in early 2019.

A number of the practice's teams are based locally. These include - amongst others - Town Planning, Building Consultancy, Property and Asset Management, Development and Automotive and Roadside.

The consultancy has undertaken many cases in the Cambridge area/region, for a range of national and more locally based clients.

## Robert Clarke, Senior Partner:

"Rapleys is delighted to join Cambridge Ahead, in the interests of further cementing its position in Cambridge's business and wider community. Both organisations share similar values, not least seeking to promote positive and sustainable growth (building on the City's evident economic success). We look forward to contributing to Cambridge Ahead's future plans and programmes."



A stylized illustration of a city skyline. In the foreground, a large green park area is bisected by a winding blue river. The background features various white buildings, some with unique architectural details like curved roofs and circular windows. The sky is a solid light blue.

To find out more about Cambridge Ahead  
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