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## 1. Executive Summary

GCP's annual conference was again a successful event with 300 senior delegates from across the public, private, voluntary and community sectors in attendance. The keynote address was given by Andrew Gowers, Global Co-Head of Communications, Marketing and Brand Management at Lehman Brothers and former Editor of the Financial Times, who gave a personal view of growth prospects for the UK economy from London's perspective as a global city and part of the UK's golden triangle.

Andrew is a graduate of Cambridge University, so well placed to see the changes in the Greater Cambridge area. Three of his main points were:

- How much the area has changed (except for the infrastructure!), and that it has a very positive attitude in comparison to the gloom of London currently. He referred back to the 1980's when the "Golden Triangle" and "Silicon Fen" had not been invented, and the "Hauser acorns" were just starting up. Now the area is much more prosperous because it looks beyond the geographical limits of the city. He particularly noted that the University itself was much more outward looking.
- He went on to say how interesting it was that there was no mention of Whitehall or Central Government in the earlier presentations, that the whole discussion was private sector led and there were no calls for public subsidy in the talks on improvements. The event was one of collaboration and encouragement, with stimulating ideas.
- On a national level he spoke of how open we are as a nation to global trade and investment and that this is a good thing. He considered that the UK is not scared of international competition and is open to people and immigration; it does not have the hang-ups and protective cultures that other nations do.

The two other key presentations provided the delegates with an overview, firstly of the creative industries, a new area of activity for the GCP, and secondly the potential of the Greater Cambridge area in terms of international investment:

- Danny Meaney, nmp – launch of the Greater Cambridge Creative Industries Action Plan, and
- René Buck, Buck Consultants International – Global lessons for making Greater Cambridge attractive to investors.

In addition, Patrick Farrant from the conference Gold sponsors Taylor Vinters gave a very stimulating presentation on "Innovation Culture: joining the dots."

Views on initial priorities for the Economic Masterplan were sought from delegates during the coffee and lunch breaks and on the feedback forms. This information will be used to shape and refine the priorities in the new Economic Development Masterplan for Greater Cambridge, due for publication by the end of the year. A summary of the responses from the feedback stations and forms is included in section 4.

To provide delegates with an overview of how the GCP and its partners were delivering against the goals of the current Sub-Regional Economic Strategy (SRES), there were five short presentations from representatives of GCP delivery partners whose work is helping to achieve each goal:

- Goal 1: Stephen Graves, Cambridge Biomedical Campus
- Goal 2: Soraya Jones, Gateway Wireless Project
- Goal 3: David Arkell, SmartLIFE and the future business incubation and training centre
- Goal 4: Mike Carter, Investing in Communities Programme Manager
- Goal 5: Alex Plant, Cambridgeshire Horizons

A stimulating and informative Question and Answer panel followed the presentations featuring:

- Andrew Gowers, Lehman Brothers
- Rene Buck, Buck Consultants International
- Danny Meaney, nmp, and
- Mark Lloyd, the newly appointed Chief Executive of Cambridgeshire County Council

The GCP is grateful to Taylor Vinters for its Gold sponsorship of the Conference and to the presenters and Question Time Panel members.

## 2. Presenters

|                                                                                                                                                                                  |                                                                                                                                                                        |                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>The Chairman</p>  <p>Nigel Brown OBE</p>                                                     | <p>10 years of progress: the GCP!</p>  <p>Martin Garratt, GCP</p>                     | <p>GCP – the start</p>  <p>Simon Anderson, inaugural Chairman</p>                                                 |
| <p>"Innovation culture: joining the dots"</p>  <p>Patrick Farrant, Taylor Vinters</p>          | <p>Creative Industries Action Plan</p>  <p>Danny Meaney, nmp</p>                     | <p>Global lessons for Greater Cambridge</p>  <p>René Buck, Buck Consultants International</p>                    |
| <p>Goal 1: Support for the Hi-tech economy</p>  <p>Stephen Graves, Addenbrookes NHS Trust</p> | <p>Goal 2: Encouraging business growth</p>  <p>Soraya Jones, Cambridge Wireless</p> | <p>Goal 3: Developing World Class Skills</p>  <p>David Arkell, SmartLIFE and International Climate Exchange</p> |

Goal 4: Benefiting All



Mike Carter, Investing in Communities

Goal 5: A quality place to live, work and visit



Alex Plant, Cambridgeshire Horizons

Keynote Address: "A view from London"



Andrew Gowers, Lehman Brothers

Q&A Panel



Mark Lloyd, Cambridgeshire County Council

**Presentation:** 10 years of progress: the GCP!: *Martin Garratt, Director, GCP*

Slide 1




## Greater Cambridge Partnership

Martin Garratt, Director  
22 May 2008  
Annual Conference

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Slide 2

## Introduction



- Background
- 10 years of achievement
- Highlights and performance 2007/8
- A new Economic Masterplan for Greater Cambridge

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Slide 3

## Background





- Sub-Regional Economic Partnership (SREP) for the Greater Cambridge area
- GCP "Ltd"
- Public/Private/Community/Voluntary Sector Boards
- Funded by EEDA, County Council and District Councils and private sector
- 25 mile radius of Cambridge

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Slide 4



### Greater Cambridge Area



For indicative purposes only. Not to scale.

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Slide 6

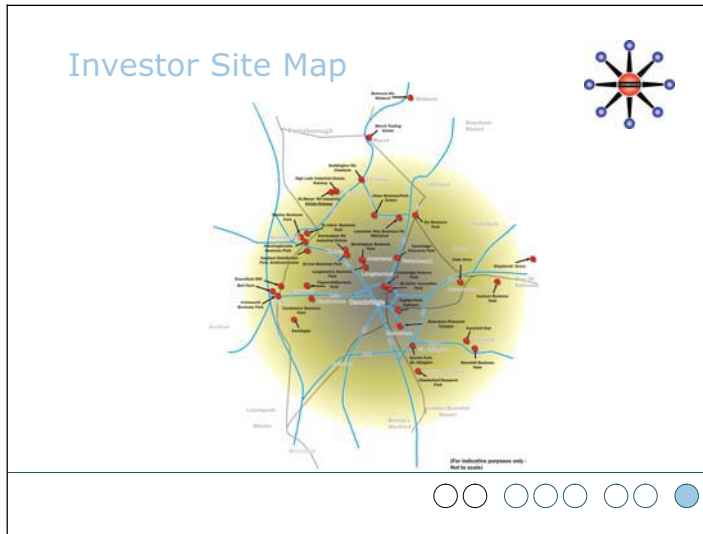
### Greater Cambridge 2004



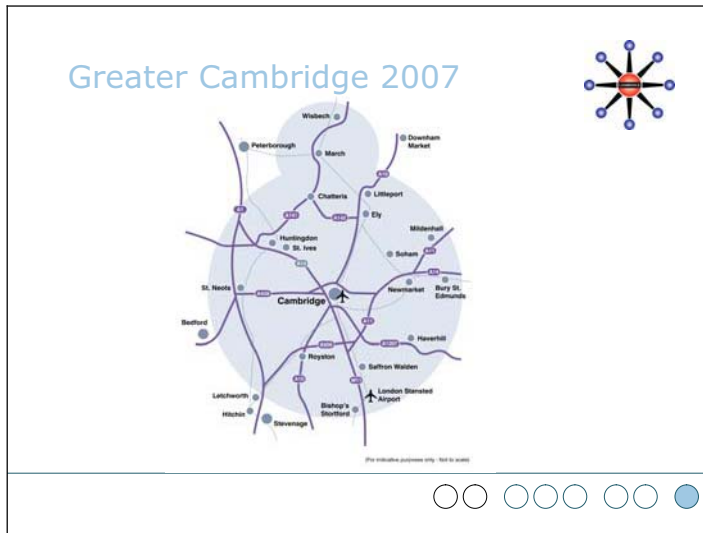
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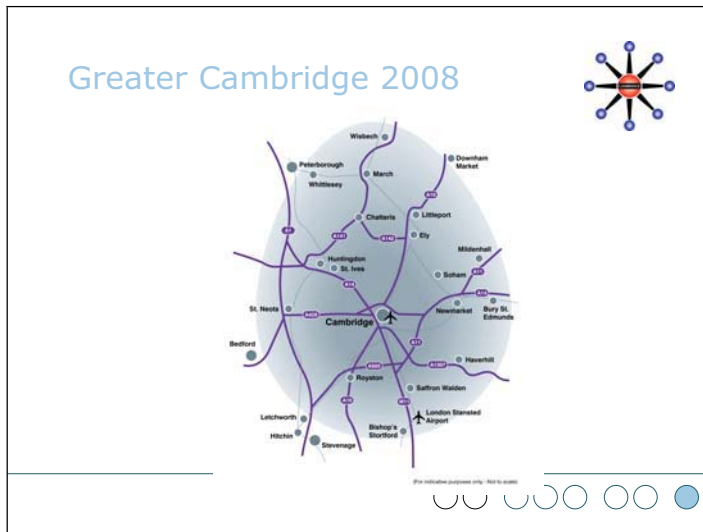
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Slide 8



Slide 9



Slide 10

### Support for Incubators



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Slide 11

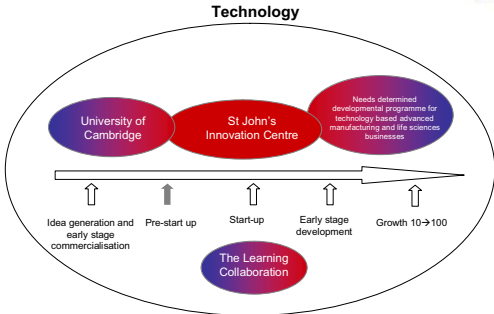

### Biotech Strategy



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Slide 12

### Enterprise Hub Strategy



The diagram illustrates the Enterprise Hub Strategy, centered on Technology. It features a horizontal timeline with five stages: 'Idea generation and early stage commercialisation', 'Pre-start up', 'Start-up', 'Early stage development', and 'Growth 10→100'. Above the timeline are three overlapping ovals representing institutional partners: 'University of Cambridge' (purple), 'St John's Innovation Centre' (red), and 'Needs determined developmental programme for technology based advanced manufacturing and life sciences businesses' (blue). Below the timeline is a purple oval labeled 'The Learning Collaboration'. A large arrow points from left to right across the timeline.

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Slide 13

High Growth Start-ups 



Slide 14

Enterprise Hub Strategy 



Slide 15

High Value Manufacturing 













































































#### 4. Delegate feedback

The extensive feedback on both the feedback forms and audience participation boards was informative and will help in developing and refining the priorities for the new Greater Cambridge Economic Development Masterplan. Below is a summary of the top priorities from the feedback sheets.

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
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| <b>PRIORITY</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Goal 1: SUPPORTING THE KNOWLEDGE BASED ECONOMY</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| <b><i>Ensuring a range of funding to support all stages of business development</i></b><br><i>Comments:</i> <ul style="list-style-type: none"><li>• Promote SBRI and SMART awards to encourage public bodies to do business with SMEs to bridge the funding gaps between product prototype and profitable manufacture. Ensure that any business support delivery is efficient, following on from IBD.</li><li>• Needs to be specialist enterprise support for creative industries and the third sector.</li><li>• Offer grants and financial support for start-ups on business mentoring.</li></ul>                                                                                           |
| <b><i>Maximising use of the available knowledge base and encouraging commercialisation</i></b><br><i>Comments:</i> <ul style="list-style-type: none"><li>• SMEs/Researchers need help in becoming commercially focused, which will ensure sustainability.</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                           |
| <b><i>Positioning Cambridge as a hotbed of start up activity within the Greater South East</i></b><br><i>Comments:</i> <ul style="list-style-type: none"><li>• Needs a more specific focus.</li><li>• Continue to connect industry across the sector boundaries.</li><li>• Need a proper start up infrastructure including access to centralised functions including HR, legal, finance, and marketing – areas that small companies often do not have the mass or scale to address effectively. This could be achieved with more incubation centres or workspaces. A company grows at its rate-limiting factor – and it is those rather than the idea itself that is the key issue.</li></ul> |
| <b><i>Encouraging entrepreneurship</i></b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

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| <p><b>Goal 2: ENCOURAGING SUSTAINABLE BUSINESS GROWTH</b></p> <p><b><i>Promoting inward investment and international trade</i></b></p> <p><i>Comments:</i></p> <ul style="list-style-type: none"> <li>• Need to focus on the inward investment strategy on key strategic employment locations, such as Northstowe.</li> <li>• Work with the East of England European Office (Brussels Office)</li> <li>• International trade should also be cross regional.</li> <li>• Trade should also promote international partnerships.</li> </ul>                                                                                                                                                                                                                                                |
| <p><b><i>Promoting the sustainable growth of tourism and the Creative Industries</i></b></p> <p><i>Comments:</i></p> <ul style="list-style-type: none"> <li>• Need better hotels and restaurants, and a better night-culture for Cambridge.</li> <li>• Need higher public and private support for the arts.</li> <li>• A provision of good transport within the city will help to create a culturally rich and creatively innovate environment.</li> <li>• Need to be cultural awareness in all aspects of future developments.</li> </ul>                                                                                                                                                                                                                                             |
| <p><b><i>Supporting the development of high value supply chains across Greater Cambridge</i></b></p> <p><i>Comments:</i></p> <ul style="list-style-type: none"> <li>• Provide incentives for SME to reinvest profits into research and development.</li> <li>• Provide ongoing support to the manufacturing sector.</li> <li>• Develop niche capabilities within the market towns to serve the sub region.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                  |
| <p><b>Goal 3: DEVELOPING A SKILLS BASE TO SUPPORT A WORLD CLASS ECONOMY</b></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| <p><b><i>Providing skills that equip businesses to grow</i></b></p> <p><i>Comments:</i></p> <ul style="list-style-type: none"> <li>• Focus needs to be on developing 'soft' skills.</li> <li>• Education and skills development should be offered to business leaders and managers as well.</li> <li>• Need to encourage skilled staff to relocate to Cambridge in order to attract talent that the businesses need to grow.</li> <li>• Need to promote professional and action skills - making use of leading academic research</li> </ul>                                                                                                                                                                                                                                            |
| <p><b><i>Ensuring education and training provision is responsive to employer need</i></b></p> <p><i>Comments:</i></p> <ul style="list-style-type: none"> <li>• Need to ensure this goal happens in all areas of education and training, from links to local schools to develop a knowledge based economy with local provision of technical support workers, creatives etc from our own non-graduate population to more support for masters level study in order to encourage everyone to refresh their view of what is up to date in education.</li> <li>• Need to focus on the 'Train to Gain' initiative.</li> <li>• Need to provide more web-linkage opportunities.</li> <li>• Need to expand the skills base e.g. engineering.</li> <li>• Funding universities properly</li> </ul> |

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| <p><b>Goal 4: BENEFITING ALL ACROSS THE SUB REGION</b></p> <p><b><i>Increasing engagement between the private sector and voluntary and community organisations</i></b></p> <p><i>Comments:</i></p> <ul style="list-style-type: none"> <li>• Need to define "engagement" more clearly - does it mean assessing needs or discussing funding and project approaches?</li> <li>• There needs to be more partnership, not just joint community/business and volunteer, but also bringing in all levels of government, as these partnerships will allow greater access to expertise / ability to cut through the 'layers' and access more funding.</li> <li>• Possible longer-term investment in organisations that are successful in engaging with disadvantaged groups.</li> </ul>                                |
| <p><b><i>Supporting the provision of freely accessible skills support</i></b></p> <p><b><i>Ensuring freely accessible enterprise support</i></b></p> <p><i>Comments:</i></p> <ul style="list-style-type: none"> <li>• Secondment &amp; mentoring programmes – knowledge transferred one to one.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <p><b>Goal 5: CREATING A HIGH QUALITY PLACE TO LIVE WORK AND VISIT</b></p> <p><b><i>Matching transport infrastructure development to business needs</i></b></p> <p><i>Comments:</i></p> <ul style="list-style-type: none"> <li>• Encourage all sites / businesses to adapt transport plans with a pragmatic and environmental basis.</li> <li>• A rail freight link between Felixstowe and Midlands was suggested.</li> <li>• Reducing traffic congestion</li> </ul>                                                                                                                                                                                                                                                                                                                                          |
| <p><b><i>Ensuring adequate provision of good quality employment land and premises</i></b></p> <p><i>Comments:</i></p> <ul style="list-style-type: none"> <li>• Needs to be more advice and support on adapting and upgrading existing premises.</li> <li>• Ensure that all existing land is used before using green belt land. (find out about Agar Scientific in Stansted)</li> <li>• Mapping and marketing availability</li> <li>• Developing inward investment strategies for strategic employment sites, e.g. Northstowe</li> </ul>                                                                                                                                                                                                                                                                       |
| <p><b><i>Other: Improving quality of life</i></b></p> <p><i>Comments:</i></p> <ul style="list-style-type: none"> <li>• As well as transport infrastructure, a highly capable public sector infrastructure is needed manage and support an increasingly complex and growing population, with an increasing number of migrant workers.</li> <li>• Have more child care provisions</li> <li>• Closer focus on preserving the natural environment for future generations, whilst using it to our best advantage.</li> <li>• Invest more in arts / culture</li> <li>• Match other improvements with high-quality schools and childcare facilities in new developments.</li> <li>• Improve arts infrastructure across greater Cambridge</li> <li>• Maintain historic character and ambiance of Cambridge</li> </ul> |