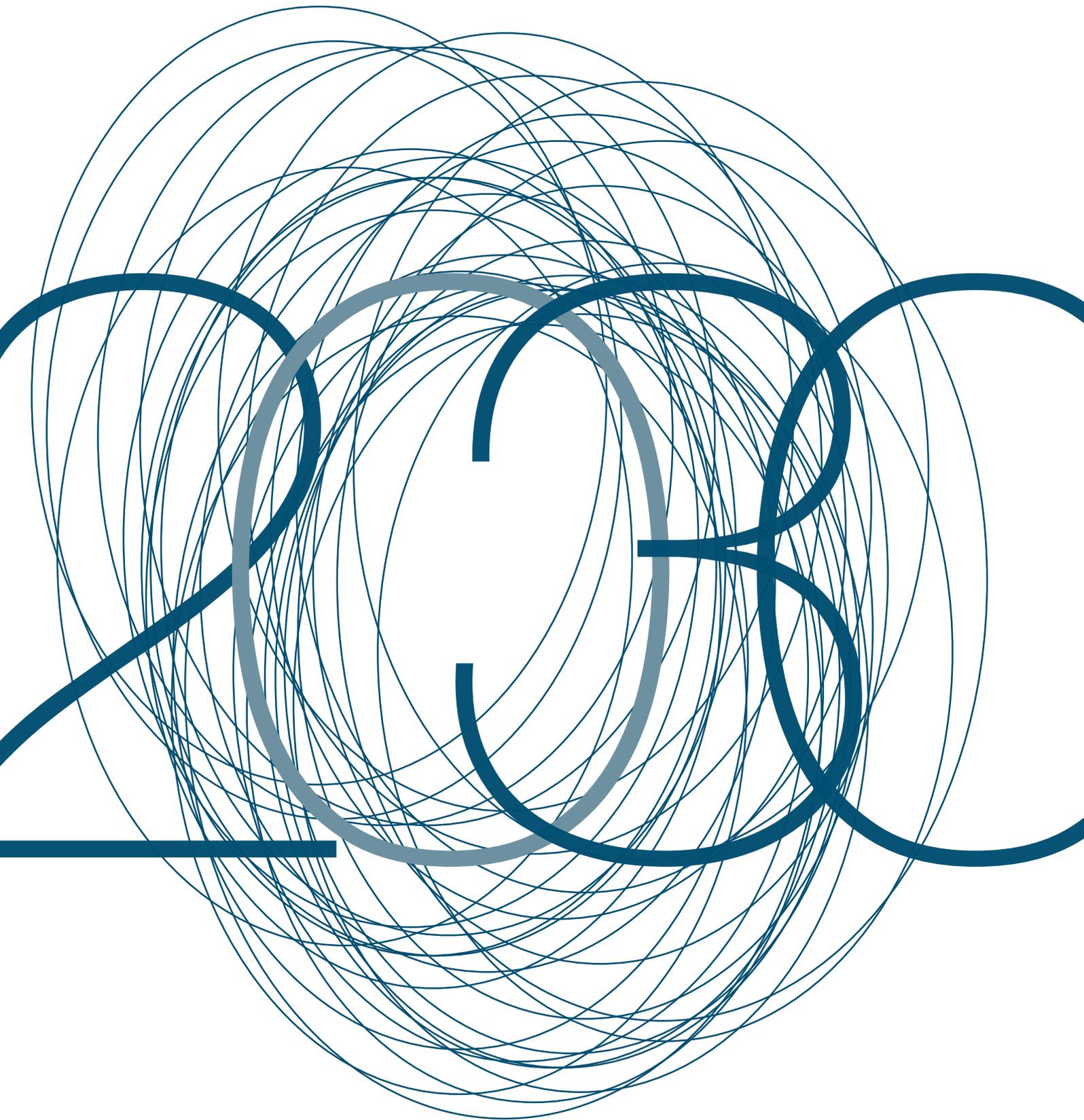
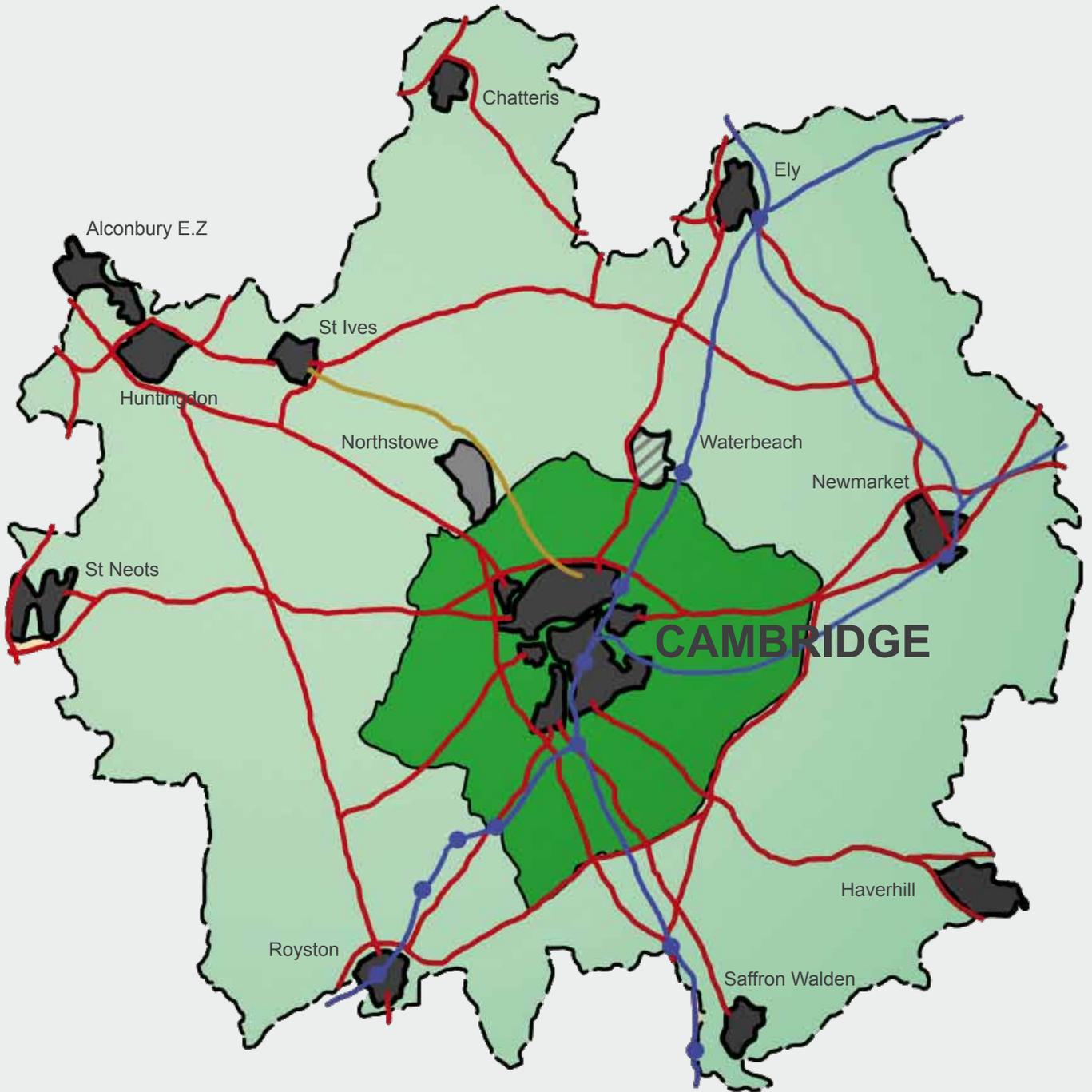


# 2030 VISION

FOR THE CAMBRIDGE SUB-REGION





Cambridge sub-region showing the city, the market towns, the proposed new settlements at Northstowe and Waterbeach and (in green) the green belt.

# FOREWORD

**Cambridge and the surrounding area has always been a great place to live. But what will it be like in twenty years time? The city is facing a period of huge change. The local population is growing and getting older. There is an urgent need for more housing. Resources are under pressure. And transport networks are becoming more congested.**

Finding solutions to the challenges posed by the continuing growth of Cambridge, which won't compromise the quality of life associated with the city, led to the launch of 2030 Vision for the Cambridge sub-region – a major initiative intended to complement the activities of local authorities and the local enterprise partnership (LEP).

For the group of individuals behind 2030 Vision, the aims of the project were clear:

- To bring together local people with a desire to influence the future shape of the city, to engage in passionate debate about the key issues facing Cambridge
- To reach a series of conclusions that could be used to inform policy, enhance quality of life in the sub-region, and help increase the area's overall contribution to the national economy
- To create connections across Cambridge that would act as a driver for change.

Central to the project was the idea that rational decisions about the future of the sub-region can only be made by undertaking a comprehensive strategic view of the entire area.

Twenty independent workshops were held from 2011-2012, on ten different Cambridge-focused topics. To gather a broad

base of views, individuals from across the city – with varying experiences and expertise – were invited to attend. More than 600 people stepped forward to take part including businessmen and women, academics, councillors, representatives from local residents associations, key workers and sixth form students.

The conclusions that emerged from the ten topics are documented here. The results represent diverse, sometimes contradictory and even controversial views. Findings do not reflect official local data (e.g. from the 2011 census) but they are nonetheless revealing and – we suggest – should be used in conjunction with official statistics to add a qualitative layer of information, revealing what many local people think.

The aim now is to stimulate further debate and catalyse action. 2030 Vision has already resulted in several spin-off initiatives, which is encouraging, and the hope is that other groups will emerge.

If you contributed to any of the 2030 Vision events, we'd like to thank you for taking part. We'd also like to extend our gratitude to our supporters: The University of Cambridge; Cambridge Past, Present & Future (CambridgePPF); the Federation of Cambridge Residents Associations (FECRA); and for their financial contribution, Stansted Airport Limited and Trinity College. Although the content of this document and the findings of 2030 Vision may not necessarily reflect the opinions of our supporters, we are extremely appreciative of their input and assistance.

If you didn't take part in 2030 Vision we hope you find the conclusions informative and uncover ideas to take forward. We live in a great city, which is world class in countless ways and where the opportunities are limitless, if we work together and agree the right approach to achieve a truly sustainable future.

**Gordon Johnson**  
**Chairman of the 2030 Vision Executive Committee**

*Gordon Johnson sits on the bridge above the Mill Pool – in an area that captures the essence of Cambridge: an economic and educational hub in constant flux. Until the coming of the railway, this area was the commercial and industrial centre of the town with the river serving as the main connection to national and international trade. From the late eighteenth century to the 1960s many of the buildings were home to manufacturing businesses. Others were university offices. Today the majority of buildings are used for academic purposes but the character has been retained with the river, the green spaces and the pubs a constant.*



# WORKSHOPS

## Economics and technology

- Lord Broers (House of Lords): speculations on developments in technology
- Michael Kitson (Judge Business School): local area growth dynamics
- Stew McTavish (ideaSpace): technology and the economy
- Michael Kelly (Cambridge University): speculations on developments in technology
- Bill Wicksteed (Cambridge University and SQW): reviewed previous discussions at the second workshop
- John Bridge (Cambridgeshire Chambers of Commerce): distinguishing between the singer and the song.

## Housing

- Doug Crawford Brown (Cambridge University): getting half way home: sustainable housing solutions through science and engineering
- Koen Steemers (Cambridge University): housing environment and people
- Kelvin MacDonald (Spatial Effects Ltd and Cambridge University): from temperature control to community control
- Yolande Barnes (Savills): the housing market in 2030
- Helen Mulligan (Cambridge Architectural Research) and Nicky Morrison (Cambridge University) reviewed previous discussions at the second workshop.

## Education and skills

- Tom Bletsoe (St Ives Town Councillor): aspiration and equality of opportunity
- Peter Gronn (Cambridge University): technical education in England
- Lynne McClure (NRICH): teaching problem solving and thinking
- Rob Butler (Marshall Aerospace): employer needs
- Martin Bacon (Swavesey Village College): set the scene at the second workshop
- Kim Walker (Marshall Aerospace): view of employer needs
- Alan Stevens (Sawtry Community College): college perspective.

## Business and retail

- Tom Murphy (Urban Land Institute): innovation cities
- Warren East (ARM): business needs 2030
- Robert Hallam (John Lewis Partnership): retailing needs 2030
- Nick Clarke (Cambridgeshire County Council Leader): politics and business
- Jeremy Newsum (Grosvenor Estate): set the scene at the second workshop.

## Agriculture and green spaces

- Robin Upton (Park Farm, Herringswell): challenges for food growing
- Sir David Baulcombe (Cambridge University): how science can help
- Jonathan Billingsley (Landscape Partnership): multifunctional green spaces and ecosystem services
- Richard Powell (National Trust): case studies of multifunctional green spaces
- Catherine Cairns (Cambridgeshire Green Infrastructure Forum) and Elizabeth Ranelagh (Farming & Wildlife Advisory Group): reviewed previous discussions at the second workshop.

## Land use

- John Williamson (Planning Inspectorate): existing local plans
- Alex Plant (Cambridgeshire County Council): new developments – the LEP, the Local Enterprise Zone etc
- Charles Cotton (Cambridge Phenomenon Ltd): the demands of business
- Ying Jin (Cambridge University): an academic's view
- Peter Carolin (Cambridge University): set the scene at the second workshop
- Robin Pellew (Cambridge Past, Present & Future): the green belt.

## Social cohesion

- Anthony Barker (Cambridge Econometrics): demographic predictions
- Julie Farrow (Hunts Forum of Voluntary Organisation): getting people to work together
- Pat Harding (Cambridgeshire County Council): what are the ticking time bombs?
- Per-Olof Wikstrom (Cambridge University): what happens when cohesion fails?
- David Thomson (Bishop of Huntingdon): set the scene at the second workshop
- Peter Landshoff (Cambridge Past, Present & Future): some facts and figures
- Paul Phillipson (Peterborough City Council): the view from Peterborough
- Revd Peter Wood (Minister of Cambourne): the view from Cambourne.

## Culture, leisure and sport

- Tony Lemons (Cambridge University): broadening access in sport
- Daniel Brine (The Junction): engaging with communities
- Jane Wilson (ADEC): the potential for economic growth
- Andy Salmon (Anglia Ruskin University): set the scene at the second workshop
- Andrew Nairne (Kettle's Yard): the digital potential
- Donna Lynas (Wysing Arts Centre): culture and leisure
- Martin Beaver (Anglia Ruskin University): leisure and sport.

## Transport in the Cambridge sub-region

- Stephen Glaister (RAC Foundation): vision for strategic roads
- Jon Crowcroft (Cambridge University): strategies for electric cars
- Peter Headicar (Oxford Brookes University): containing car use in expanding city regions
- Ian Williams (Cambridge University): integration of transport modes
- David Cleevely (Cambridge Wireless): set the scene at the second workshop
- Dearbhla Lawson (Cambridgeshire County Council): view from the County Council
- Dick Jarvis (Federation of Small Businesses): view from the FSB.

## Energy, water and waste

- Daniel Archard (Verco): energy
- Keith Richards (Cambridge University): water
- Deborah Sacks (Sacks Consulting): waste
- Steve Magenis (Royal Haskoning): the hidden city
- Stephen Kay (Cambridge Water): set the scene at the second workshop
- Cameron Adams (Environment Agency): the national view
- Sheryl French (Cambridgeshire County Council): the local view.

# CONCLUSIONS

Although Cambridge and the surrounding area makes a significant contribution to the national economy, there was a general consensus among 2030 Vision participants that the area is not achieving its full potential. Central government must be persuaded that the sub-region has a massively important role to play, for which it requires both support and autonomy. The following ten points (listed in no particular order) were identified as fundamental to the area's future.



## **Leadership: Without effective visioning and leadership, change will be impossible**

- Local leadership should be simplified and a coherent vision developed for the sub-region
- The Cambridge 'brand' needs international marketing
- The reach of the Cambridge effect should be extended for the benefit of the surrounding market towns and villages, to share wealth and opportunity – and relieve pressure on the city.



## **Environment: Our environment contributes to our quality of life and enables business to attract highly qualified staff in the face of global competition**

- The sub-region's distinctive quality of place should be conserved
- The multifunctional role of the countryside needs to be recognised and low-grade land's potential for recreation and environmental enhancement exploited
- The attractiveness of the market towns should be enhanced
- Agricultural production must be increased: good agricultural land needs to be protected and the area's considerable agricultural science expertise harnessed for global benefit.



## **Employment location: Low business density and poorly served or isolated locations (such as Cambourne) are unattractive to business**

- Employment should be concentrated mainly in existing successful Cambridge city locations (in the centre or periphery), in Alconbury, and in the market towns
- Good public transport – road and rail – is essential.



## **Energy, water and waste: Patterns of behaviour must change as increases in population place pressure on our natural resources**

- We must continue to exploit the renewables potential of the sub-region (mainly wind and solar)
- We must protect our aquifers, develop contingency water supply strategies and reduce flooding risk
- We must recycle more and place greater value on waste.



## **Transport: Good connections are vital to make things work**

- Transport should be planned, implemented and maintained on a regional and sub-regional basis
- City congestion charging should be introduced and the proceeds used to improve public transport
- New development should be planned around public transport, cycling and walking.



## **Housing location: Cambridge is in danger of being overloaded by new housing areas – at the cost of space for employment**

- New housing should be located beyond the green belt, linked to good public transport such as the Guided Busway
- The capacity, amenities and connectiveness of the market towns should be improved.



## **Communities: Without a real effort at community building, social cohesion will be under ever-greater pressure**

- We are increasingly a region of 'incomers' (from within the UK and elsewhere) and the population is ageing
- There should be an emphasis on community building and providing meeting places in areas of expansion or of high population turnover.



## **Existing housing: The benefits of addressing the energy efficiency of existing housing, has far greater pay-off potential than raising standards for new housing**

- The energy efficiency of large areas of existing housing must be improved by appropriate neighbourhood retrofit schemes
- They should be supported by local expertise, community spirit, and supply chain
- Such schemes could be used as test beds for new energy reduction technologies.



## **Education and skills: Children need to be equipped to get jobs and the skills shortage urgently needs addressing**

- Despite some high-flying institutions, the region's schools are under-performing by national standards
- Good practice must be spread to develop intellectual curiosity, the capacity to learn, to be socially adaptable and to be able to work collaboratively
- Greater value must be placed on non-academic skills
- Links need to be established with the world of work, from primary level onwards.



## **Culture and sport: The area must be made more interesting, for the benefit of all and to help business attract and retain highly qualified staff against global competition**

- Culture: dialogue between experts and communities should be encouraged, together with the imaginative use of digital data and social networking
- Sport: the rationalisation and more widespread sharing of facilities should continue
- The creation of appropriate affordable events and programmes for the young is essential.

# FURTHER THOUGHTS

**To amplify the thinking behind the central conclusions of 2030 Vision, a selection of additional findings are presented over the following pages. These ‘further thoughts’ are grouped into themes. They should not be read as the outcome of individual workshops. They are the collective by-products of discussions that took place over the two-year period. Under each heading there are ideas and recommendations that should be considered in planning the future of a multifaceted place such as the Cambridge sub-region, which faces complex challenges – many of which are inherently interlinked.**

## Growth

It is generally accepted that growth is inevitable for the sub-region, both because there is already an acute housing shortage and because our prosperity, and that of the nation, requires the continued development of our successful economy.

Implicit to this is further expansion of both population and the built environment. But it is essential to maintain, and even improve quality of life, both for the happiness of us all and so that our businesses can attract and retain highly-qualified staff over global competitors. We have to manage expansion to the advantage of all – employers and employees, existing residents and newcomers, young and old, city and town dwellers, villagers and country residents.

## Enterprise

The Cambridge Cluster is chaotic but agile; it works because of the pool of talent available locally. The city’s universities and hospitals are important for local growth: they provide a buzz; facilitate knowledge exchange and help to buffer economic shocks.

But the sub-region’s prosperity is neither even nor robust. It is vital to maintain the health of its universities. The Cambridge brand needs intensive and exemplary international marketing, making best use of our strengths. Examples of Cambridge making a global impact include: 3d printers; new polymers for electronics; stem cells; biotechnology; cleantech; and cultural, leisure and tourist activities.

Business needs cross-fertilisation of expertise and, as far as possible, should be accommodated in compact areas or nodes, where different kinds of commercial activity are gathered together and well connected to one another by public transport.

People prefer to work in a lively city rather than outside it and allocating urban land for employment should be given the same attention as that for housing. Work opportunities need to be redistributed to allow greater family and community engagement. Some employees might consider lower pay in return for flexible working hours.

More Cambridge innovations should be manufactured as UK products. It is important that proper use is made of Alconbury. It may be unwise to leave this to the developer, who inevitably will be motivated to some extent by the need to maximise profit. Experience with large projects makes clear the need for strong and continued leadership by a single person able to commit themselves full time.



## Employment and skills

The area's schools and businesses must work closely together, to ensure that students learn skills to get them jobs, and that skills deficits are avoided. It is important to provide jobs for everyone. Valuable initiatives to bring schools and business together, such as Business Class and Peterborough Skills Vision, should be extended through the whole sub-region, and information flow between schools and business must be greatly improved.

Opportunities for higher-quality work experience should be devised in collaboration with local employers. Students should acquire mental and social skills, such as problem solving and team working. The reduction in extra-curricular activities must be reversed. The development of communication skills needs encouragement, and insight into employment possibilities obtained through voluntary work in the community.

There is deep concern among both employers and sixth-formers about the downgrading of vocational education. Leading schools such as Comberton Academy and the Stephen Perse Foundation should be encouraged to expand their outreach work with poorly performing schools.

## Science, research, industry – and agriculture

A concerted effort should be made to find ways of more fully exploiting the economic potential of research arising from Cambridge University. This flourishes in the sub-region but takes a long time to have an impact and does not initially result in much employment. Far more jobs are created by the use of technology than by its development.

We cannot rely on maintaining existing jobs; new ones need to be continually created. It is not sufficient to support pure science; there must be support for a balanced employment structure, not just jobs for those deemed very talented. We need to encourage the skills to bring products to market successfully. This involves product development, design for manufacture, and marketing skills, together with finance availability. These demand creative and intellectual skills, which could be strengthened across the sub-region.

We live in an agrarian region, whose scale and products are very diverse; the initiative should be taken to establish a virtual agriculture school to lead a local cluster of agricultural research firms capable of exporting and selling expertise and exemplars.

Business needs to accept that it has much to gain from employee involvement in the community, assisting younger employees to develop and enjoy vibrant communities. Social enterprise, which constructs its business model on community interests, should be encouraged. Sponsorship of the arts and sport should be spread more widely among the business community.



## FURTHER THOUGHTS CONT...

### Place

The Cambridge area must be kept attractive. This is important for the happiness and health of all who live and work in the sub-region, and because business needs to recruit and retain staff against global competition.

The facilities of towns in the sub-region should be improved. Cultural, sports and entertainment provisions need enhancing. Easy movement, good places, outstanding schools and first-rate healthcare are critical. Public space is a huge issue. People, both old and young, need the stimulation of meeting in both formal and informal contexts.

The city needs an auditorium large enough for conference plenary sessions. And the older University and colleges need to share more of their facilities (buildings and sports grounds) with the community. Multifunctional community buildings must be created to compensate for the loss of pubs and village stores. Unbuilt space is important too, to allow for further future facilities.

The Cambridge green belt and green fingers define both the setting and form of the city. Clear guidelines are needed for any changes.

Multifunctional uses of green spaces must be developed, for both ecosystem services and agriculture, and there must be more dialogue between those concerned with each of these and with development of land for housing and business. Having a robust green infrastructure will help to prevent flooding and to ensure a supply of water.

### Housing

The greatest sustainability challenge in the nation's built environment is its existing housing stock. The rate of replacement is so slow that new housing, however efficient, will never begin to compensate for the inefficiency of the existing stock.

The Government's target of an 80% reduction in carbon emissions by 2050 depends to a great extent on the degree to which the energy efficiency of existing housing stock can be improved, and on the capacity and willingness of existing households to change their behaviour and adopt energy efficiency measures.

There is not enough cooperation among the designers and suppliers of technology: merchants, manufacturers, architects, engineers and approved installers. Rather than relying on individual initiatives, social landlords, local authorities and local community groups should collaborate in setting up energy efficiency programmes as a matter of some urgency. Cambridge has a significant number of energy professionals and a developing cleantech sector, which could take the lead in developing exemplar retrofit and monitoring programmes.

### Broadband

Most people want to meet their colleagues, rather than work from home all the time. With adequate broadband power, cloud-based computing will enable federated working in different locations over a wide area. Some face-to-face interaction will remain essential for the generation of new ideas.

Digital technology can help to promote culture in the sub-region, for example empowering audiences to discover and try things out, making possible the seemingly far-fetched. Better dissemination of information can make it more viable to spread events around the sub-region.

Cambridge could become a constant experimental space, with a mass of data about population, health, transport, and the economy that could be mashed together with data on participation and venue use, and made available for policy making and programme development.



## Transport

Government must recognise that the Cambridge sub-region should be a priority. It occupies a key location on the international east-west route from Felixstowe to the Midlands and Northern Ireland; is among the best performers in the UK economy; and is in the region with the highest predicted population growth in England. Good rail connectivity with London is vital and Stansted must offer long-haul flights.

A sophisticated road-pricing system is essential to fund an increase in road capacity, ease congestion and generate money for public transport. Hypothecation is vital. A survey conducted for Cambridgeshire County Council at the time of the discussion of congestion charging found that the majority of people were in favour of it, provided that all proceeds were devoted to public transport. The LEP should lobby government to set up a national transport policy embracing road and congestion charging. Congestion-type charging already applies on railways; why not on roads?

Movement within both the city and the sub-region must be improved by better pedestrian and cycle routes, more public transport, cycle parking and controlled car speeds. More employers and schools should be encouraged to pick up from both Park & Ride sites and the station. Car clubs should be promoted and employers encouraged to set up means by which employees can share information about their journeys and organise car sharing. Load combining should be developed for goods distribution and delivery.

Staggered work hours should be encouraged. Secondary schools and sixth-form colleges, many of whose students use cars, are among obvious targets. To reduce congestion on roads, older children should be encouraged to travel to and from school on their own. High-speed broadband is important, to enable people to work from home, at least part of the time.

## Governance

At present the sub-region is administered by a group of independent local authorities. They cooperate as best they can, and their work is supplemented by an increasing number of cross-authority organisations – the Local Enterprise Partnership (LEP), the new Local Transport Board, and many other bodies.

There should be discussions assessing if it would be advantageous for there to be a new form of governance responsible for land use and transport strategies. In parallel with this, local communities – both suburban and in villages – should be helped to focus on community building through neighborhood housekeeping, cultural and sporting activities; establishing school and business links; and supporting the aged.

### A new way of thinking about the sub-region

The economic and social interdependence of the city, towns and villages must be reflected in the way we think of the sub-region.

If new housing is to be located in old and new rural settlements then it will have to be well-connected to Cambridge and to market towns such as Ely, Bury St Edmunds, Haverhill, Newmarket, St Neots, Saffron Walden, Royston, Huntingdon and St Ives – from which large numbers of people will commute.

If business nodes are to be easily accessible they will need to be well connected to each other, to sub-regional public transport and to national networks. Good connectivity can only enhance the quality of life in both suburbs and villages.

A network of safe cycling routes is important, linking the city to nearby villages. On a larger sub-regional scale, public transport is the key. We need to think about the city and sub-region in much the same way as Londoners see the metropolis through the prism of the Underground map. Our public transport system (buses, guided buses and trains) is the framework over which our suburbs and settlements, schools and workplaces are planned and laid. Its integration into the national system must reflect the fact that this is not a city-centric region but one that large numbers of people travel into and out of each day for work. An obvious means of communicating this new way of thinking about the city and sub-region is to use a digital model similar to that under development in Peterborough (and purchased by the LEP). As the Peterborough example is proving, such a model forms a superb tool for both integrated planning and operation and for communicating possibilities to local communities. A picture, based on a clear vision, can paint thousands of words.

# WHAT NEXT?

**The aim of 2030 Vision was to bring together people from different parts of the Cambridge community, giving them a unique opportunity to interact and discuss the issues affecting the fabric of the city and surrounding sub-region. Acting as a platform for engagement and a springboard for collaboration, the purpose was to trigger conversations and extract ideas from people who care passionately about the area and the future prosperity and wellbeing of its residents.**

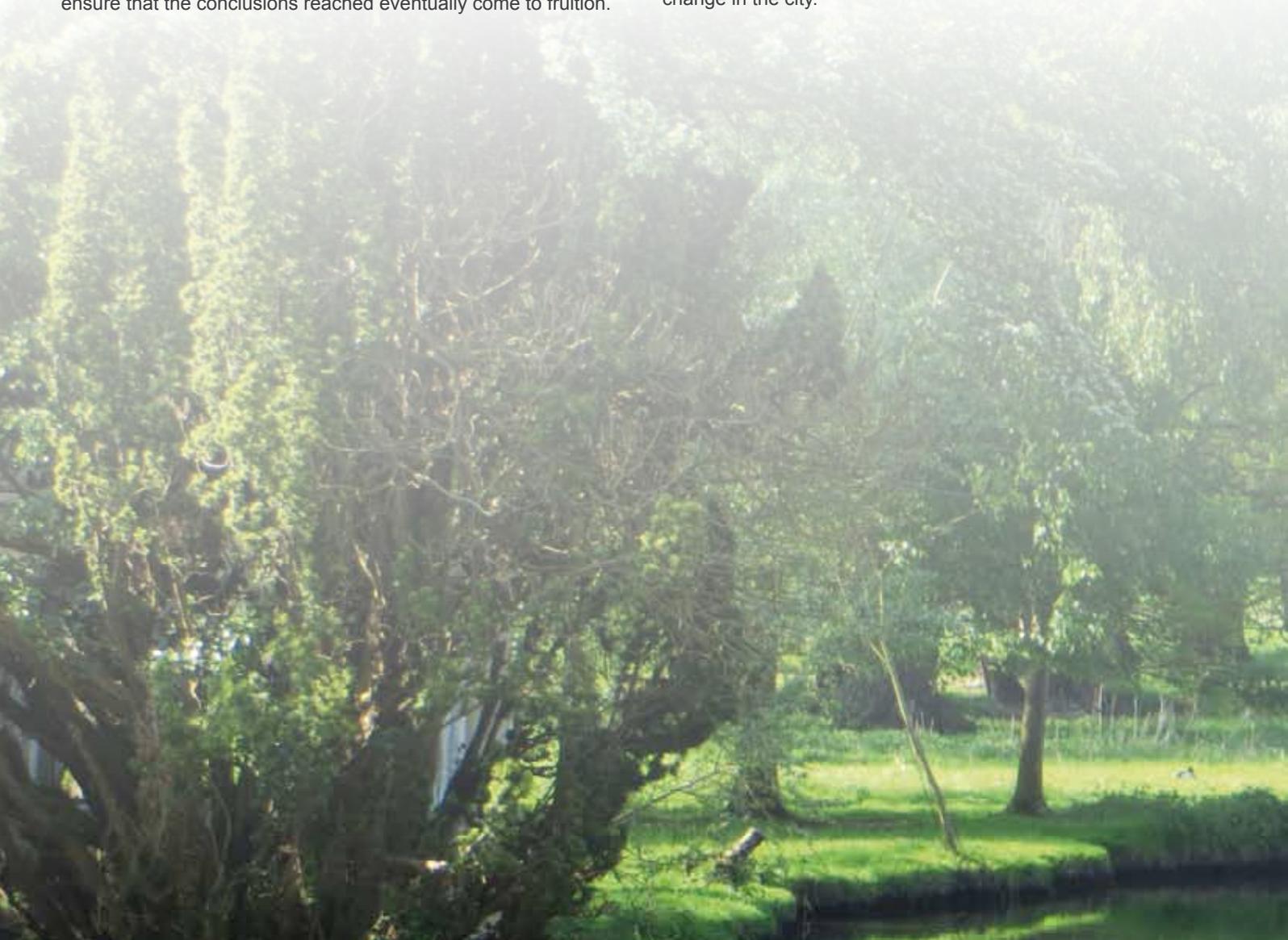
Although the workshops have finished, the aspiration is that 2030 Vision will live on: initially through this document but longer term, through the relationships the initiative has facilitated and the ideas it has sparked.

Encouragingly, many individuals who met through 2030 Vision have kept in touch and dynamic spin off groups – intent on action – are beginning to emerge. In time, the hope is that, these bodies – inspired by the 2030 Vision debate – will effect change and ensure that the conclusions reached eventually come to fruition.

## **Jeremy Newsum, Executive Trustee of the Grosvenor Estate:**

“2030 Vision identified the need for a clearer voice from the business community when the future of Cambridge is being considered. Cambridge is home to many long established businesses, as well as start-up enterprises, which are famous around the world. The city’s business community also includes the universities – which employ thousands and generate millions in revenue, and also the Addenbrooke’s academic, health and science cluster.

“Each and every employer has a vested interest in the long term planning for the city. The critical need is to attract staff who will be drawn to Cambridge for jobs, the quality of life on offer plus access to affordable housing and the services they need to support their families. Arising directly from the 2030 Vision programme, Cambridge Ahead is being established by the business community to generate ideas, options and solutions addressing the longer-term future of the city and surrounding area. This was a fascinating initiative that will bring about real change in the city.”



**Alex Plant, Executive Director at Cambridgeshire County Council and Strategy Director at the Greater Cambridge Greater Peterborough Enterprise Partnership:**

“2030 Vision has been hugely valuable in bringing together professionals and wider stakeholders from across the private, public and third sectors to address the challenges facing one of the UK’s fastest growing city regions. Cambridge is one of the UK’s few international brands and is home to a unique economic eco-system, with different industry clusters overlapping and inter-relating with each other and with the universities. However, continued success depends on the ability of the public and private sectors to work together to deliver enhanced infrastructure and more affordable housing for a growing labour market.

“More broadly, we need to ensure that growth can happen while maintaining the strong sense of a networked city that has been such a feature of the Cambridge Phenomenon. We also need to retain or enhance the quality of life in Greater Cambridge, which is partly what attracts some of the finest minds in the world to come and live, work and study here.

“2030 Vision, much as Cambridge Futures before it, has helped crystallise the key issues to focus on as we plan for the future. It has also helped shape the ambitions for a City Deal for Greater Cambridge that the County Council, City Council and South Cambridgeshire District Council, together with the LEP and the University of Cambridge, are seeking to negotiate with Government over coming months.”

**Andrew Poulton, Economic Strategy and Partnerships Officer, Cambridgeshire County Council:**

“2030 Vision gave real impetus to the call for the education sector to respond to the needs of the area’s business communities. It highlighted the need for establishments to think more carefully about how they prepare students for the world of work. It also helped schools develop more contacts and foster relationships with local businesses - one example being the CAP Employer Group. In the summer of 2012, nearly fifty businesses answered a call to come together to address the key issues. Many attendees had been to the 2030 Vision sessions.

“The 2030 Vision programme also helped businesses understand the challenges schools face in embracing this agenda. There is now a real sense of the business community throughout Cambridgeshire wishing to play its part, as evidenced by the creation of the Ely Cathedral Business Group and the work of the Huntingdonshire Manufacturers Association with schools. All this has helped enormously at the County Council in the creation of new plans for addressing apprenticeships, child poverty and legislation for RPA (raising of the participation age). These individual elements all require the same thing: more career oriented education, particularly for the non-university bound, linked to careers advice that inspires young people, raises their aspirations and reflects local economic need. Success will mean all young people understand and can access a range of local and vocational career opportunities alongside traditional routes to university. We’re not there yet, and the influencing abilities of 2030 Vision may continue to be needed at times, but the journey has begun in earnest!”



# PARTICIPANTS

**The organisations that took the time to participate in the invitation-only workshops are listed below. The open workshops attracted a similar number drawn from local authorities, residents associations and businesses. Thanks to everyone who took part.**

2CV  
5th Studio  
Addenbrooke's Hospital  
AECOM  
Age UK  
Analytics Cambridge  
Anglia Ruskin University  
Anglian Water  
ARM  
Arts Development in East Cambridgeshire  
Arts Theatre  
Association of Cambridge Architects  
Stansted Airport Limited  
Barclays Bank  
Bishop of Huntingdon  
British Chambers of Commerce  
Business Class  
Business in the Community  
Business Link East  
Cam Valley Forum  
Cambourne Church  
Cambridge Architectural Research  
Cambridge Assessment  
Cambridge Centre for Climate Change Mitigation  
Cambridge City Council  
Cambridge Cleantech  
Cambridge Corporate Consultants  
Cambridge Cycle Campaign  
Cambridge Econometrics  
Cambridge Past, Present & Future  
Cambridge Phenomenon  
Cambridge Planning Services  
Cambridge SkillsTap  
Cambridge Summer Music  
Cambridge United Football Club  
Cambridge University Applied Maths  
Cambridge University Architecture  
Cambridge University Chemical Engineering

Cambridge University Computer Laboratory  
Cambridge University Criminology  
Cambridge University Economics  
Cambridge University Education  
Cambridge University Engineering  
Cambridge University Genetics  
Cambridge University Geography  
Cambridge University Land Economy  
Cambridge University Manufacturing  
Cambridge University Photonics and Electronics  
Cambridge University Physical Education  
Cambridge University Plant Sciences  
Cambridge University Public Engagement  
Cambridge University Pure Mathematics  
Cambridge University Registry  
Cambridge University Zoology  
Cambridge Water  
Cambridge Wireless  
Cambridgeshire Chambers of Commerce  
Cambridgeshire Constabulary  
Cambridgeshire County Council  
Cambridgeshire County Councillor  
Cambridgeshire District Council  
Cambridgeshire NHS  
Cambridgeshire Older People's Reference Group  
Cambridgeshire Regional College  
Care Network  
Carter Jonas  
Catherine Jones Jewellery  
Cearns and Co  
Centre for Sustainable Development  
Chamberlains  
Childerley Hall Farm  
Churchill College Cambridge  
Comberton Village College  
Country Landowners Association  
Creative Places  
David Simmonds Consultancy  
Delivery Management Ltd  
Deloitte  
Design Council – CABE  
E W Pepper Ltd  
East Anglia Food Link  
East Cambridgeshire District Council  
East of England RSA

EC Harris  
Ely College  
Environment Agency  
Extonet Ltd  
Federation of Cambridge Residents Associations  
Federation of Small Businesses  
Fenland District Council  
Fenland Partnership  
Flack  
Freight Transport Association  
Froglife  
Fulbourn Nature Reserve  
FWAG East  
Grafton Centre  
Great St Mary's Church  
Grosvenor Estate  
GS Marketing  
Hampton College Peterborough  
Helix Consultancy  
Hills Road 6th Form College  
House of Lords  
Hundred Houses Society  
Huntingdonshire District Council  
Huntingdonshire Forum  
Huntingdonshire Regional College  
ideaSpace  
Instinctively Green  
John Lewis  
Judge Business School  
Kettle's Yard  
Landscape Partnership  
LDA Design  
Levitt Bernstein  
Living Sport  
Malcolm Lyons Agricultural Trading  
Marshall (Cambridge)  
Marshall Aerospace  
Marshall Motor Holdings  
Microsoft  
Millennium Mathematics Project  
Mills and Reeve  
Møller Centre Marketing  
Mole Architects  
National Centre for Social Research  
National Farmers Union

National League Rugby  
National Trust  
Natural England  
NIAB  
Opportunity Peterborough  
Ormiston Children & Families Trust  
Oxford Brookes University  
Park Farm, Herringswell  
Peter Brett Associates  
Peterborough City Council  
ProHelp Cambridgeshire  
PRP Architects  
Quod  
RAC Foundation  
RAND Europe  
RH Partnership  
RICS East  
Romsey Mill  
Royal Haskoning  
Sacks Consulting  
Savills  
Sawtry Community College  
South Cambridgeshire District Council  
SQW  
St Ives Town Council  
St John's Innovation Centre  
Stagecoach  
Sustainability East  
Sustrans  
Swavesey Village College  
Taylor Vinters  
The Junction  
Thurlow Estate  
Trumpington Estate  
Turners (Soham) Ltd  
Turning the Red Lights Green  
Urban and Civic  
Urban Land Institute  
Verco  
Williams Art  
WSP  
Wysing Arts Centre

# 2030 VISION

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## FOR THE CAMBRIDGE SUB-REGION

### **Executive committee**

Dr Gordon Johnson (Chair), Past President, Wolfson College  
John Bridge, Director, Cambridge and Peterborough Chamber of  
Commerce and Industry  
Peter Landshoff, Chairman, CambridgePPF Planning Committee  
Peter Carolin, Past Chairman, Cambridge Futures.

### **Steering group**

Catherine Cairns  
Roger Crabtree  
Walter Herriot  
Michael Kelly  
Nicola Morrison  
Jeremy Newsum  
Malcolm Schofield  
Jill Tuffnell  
Bill Wicksteed  
Ying Jin.

Although the 2030 Vision workshops have formally concluded, the team behind the initiative is happy to receive feedback or offer advice to interested parties seeking to forge new alliances or set up spin off groups in any of the areas covered by the ten workshops.

**If you have an enquiry about 2030 Vision, please contact:  
[info@2030vision.org](mailto:info@2030vision.org)**

**For further information visit [www.2030vision.org](http://www.2030vision.org)**