
MANCHESTER INDEPENDENT ECONOMIC REVIEW

Manchester Independent Economic Review (MIER) Review of Daresbury Science Campus

Appendix A – Funding requirements and sources

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Daresbury Campus – funding requirements and Sources					
Cost Element	Requirement £m	Source of Funds	Public	Private	Timescale
Delivery of Masterplan (initial 10 years)					
Infrastructure	24.75	JV	?	4	10 years
Development – 410,000 sq ft of Science facilities	c100	STFC/ DIUS/ Developers	4	4	“
Development – 450,000 sq ft of Business Park	c80	Marshalls/ Developers		4	“
Development – 250,000 sq ft Commercial/ retail/ leisure	c40	Developers		4	“
Development – Residential (600 units)	??	Housebuilder		4	“
Delivery of Masterplan phase 2 (years 11-30)					
Infrastructure	41.81	JV	?	4	30 years
Development – 590,000 sq ft of Science facilities	c150	STFC/ DIUS/ Developers	4	4	“
Development – 550,000 sq ft of Business Park	C100	Marshalls/ Developers		4	“
Development – 250,000 sq ft Commercial/ retail/ leisure	c40	Developers		4	“
Development – Residential (50 units)	??	Housebuilder		4	“
Equipping Hartree Centre and Detector Systems Centres	c50	STFC/ DIUS	4		5 years
Equipping other “Big Science” Centres	??	STFC/ DIUS	4		20 years
Revenue funding for “Big Science” facilities	??	Research Councils/ Industry Support?	4	?	Ongoing
Funding support for commercialisation activities	??	NWDA/ Industry?	4	?	ongoing

Appendix B – Background material summary

Daresbury Science and Innovation Campus material review matrix

Key factor	Description and comment	Sources
<p>Stated objectives/market failures</p>	<p>Daresbury SIC Mission Statement The Daresbury SIC vision was agreed by the Board during the presentation of the last business plan (2007) and is as follows: To be: An internationally-recognised community of scientific, innovation and entrepreneurial excellence To support: Successful collaborations with stakeholders and partners. To create: World class scientific research, prosperous science-based businesses, and high skills jobs</p> <p>This has been used as a fundamental component of internal and external marketing communications about the Campus.</p> <p>Daresbury SIC has the following vision, complementing that already agreed for Harwell SIC:</p> <ul style="list-style-type: none"> • Co-location of a large cluster of complementary small, medium and large public and private organisations; • Common identity enhancing the identities of the individual participants; • Major contributor to the UK’s internationally renowned scientific and high-technology skills base; • High quality sustainable environment employing best practice in imaginative and environmentally sensitive design; • New collaborative approaches to research, innovation, business exploitation and learning to deliver greater economic impact; • Focus for entrepreneurial development and activity in science and technology; and, • An internationally-leading location for R&D intensive inward investors. <p>Review of 2007 objectives The business objectives for Daresbury SIC Ltd as laid out in the Business plan last year were broadly identified as 3 year objectives and are summarised below:</p> <ol style="list-style-type: none"> 1. Assist in bringing “Big Science” investment in scientific research facilities and national research/technology Campus to Daresbury SIC; 2. Develop and implement a long-term plan to grow the “Science Park” activities through private funding; 3. Evaluate the options to secure the “Grow-on building” to the Innovation Campus and progress the preferred option; 4. Provide facilities, support and networks to help tenant companies maximise their growth; 5. Provide facilities and support to catalyse tenant/tenant and tenant/stakeholder interactions and synergies; 6. Develop Daresbury SIC brand identity and reputation to ensure national/international recognition; 7. Develop organisational structure and capabilities to facilitate growth and self-sufficiency; 8. Develop organisational capabilities and effective promotional and informational processes to maximise inward investment opportunities on the Campus; 9. Help support spin-out activities from Daresbury Laboratory; and, 10. Identify and implement Campus operational efficiencies with tenants/CCLRC/NWDA. <p>The objectives for 2008 are largely seen as extensions to those identified in 2007:</p>	<p>DSIC – Business Plan 2008, p.6</p> <p>DSIC – Business Plan 2008, p.3</p> <p>DSIC – Business Plan 2008, p.7-8</p> <p>DSIC – Business</p>

1. Assist in bringing large science facilities and national research/technology Campus to Daresbury SIC.
2. Deliver the Grow-on building by 1H 2009 and bring forward sufficient tenants to fill it within 3 years of opening.
3. Deliver first Single-occupier building by 1H 2010
4. Deliver and promote the preferred master plan and develop the appropriate delivery mechanism to realise it.
5. Develop Daresbury SIC profile and reputation to ensure national/international recognition.
6. Develop plans for long-term self-funding and be on track to deliver substantial income streams by Q1 2009.
7. Provide required, facilities, support and networks to help tenant companies maximise their growth, in particular through collaboration with Campus stakeholders/partners.
8. Build on existing first-class events programme through collaboration with Campus stakeholders/partners.
9. Continue the momentum for business development growth within the Innovation Campus without overstretching available capacity.
10. Deliver the Business support fund and ensure that all NWDA/ERDF audit requirements are met.

Overview of Daresbury SIC Ltd objectives

Objective	Key requirements	Critical success factors	Milestones	Achievements
Assist in bringing "Big Science" investment in scientific research facilities and national research/technology Campus to Daresbury SIC	Delivery of major new investment that would not be secured by individual stakeholders	<ul style="list-style-type: none"> - Demonstrable success of knowledge-transfer on Campus - Expansion of "Science Park" & implementation of business plan - Demonstrable success of joint-development activities between tenants, CCLRC and Universities 	<ul style="list-style-type: none"> - Approval of 4GLS investment before end 2008 - Development of masterplan for future national Campus – Q4 2007 - Fill DIC and launch "Grow-on building" before end 2009 - Minimum of 6 joint-development activities with tenants on Campus by end 2008 	<ul style="list-style-type: none"> - STFC delivery plan identified need for Hartree and Sensor/Detector Systems Campus - DIC building 81% full by end 07 and Grow-on building planned for Q1/2 09 - 6 joint-developments/ 23 engagements with STFC & Campus Universities by end 07

<p>Develop & implement long-term plan to grow “Science Park” activities through private funding</p>	<p>Develop and implement privately-funded business plan that will support initial addition of 2-3 buildings in the medium-term with full commitment to long-term vision</p>	<ul style="list-style-type: none"> - Identification of suitable private partners - Commitment from NWDA/ CCLRC of sufficient assets to get critical working capital (>£15-20m) - Develop masterplan to enable land to be acquired/ developed 	<ul style="list-style-type: none"> - Establish public-private partnership by end 08/early 09. - Have plan in place for additional buildings by mid-late 2009 - Fill DIC by mid 09 - First new build completed by early-mid 2011 	<ul style="list-style-type: none"> - JV put on hold awaiting outcome of the Master plan - DIC will be > 90% capacity by mid-08
<p>Evaluate the options to secure “grow-on building” to Innovation Campus and progress the preferred option</p>	<p>Secure the completion of a new grow-on building (45-50k sq ft) by end 2009</p>	<ul style="list-style-type: none"> - Securing of funding through either the NWDA or private investor by end 2007 - Ensure that viability of long-term Campus master plan is not adversely affected 	<ul style="list-style-type: none"> - Confirm if external route is viable by March 07 - If above not possible, confirm if NWDA route is viable by April 07 - If NWDA route possible, then gain CPRG approval by April 08. - Identify/agree interim space options by end 2007 	<ul style="list-style-type: none"> - Grow-on building (36000 sq ft) on track to be delivered by Q1/Q2 09 through private funding - Short-term space options available in STFC from April 08

Provide facilities, support & networks to help tenant companies maximise growth	Research tenants requirements & define & implement a tailored package of facilities & support	<ul style="list-style-type: none"> - Availability of DSIC Business development resource - Commitment of tenants - Development of key external "go to" people and organisations 	<ul style="list-style-type: none"> - Complete tenants survey by end Q1 2007 - Define tailored package of facilities & support by mid 2007 - Secure resource and co-operation from external groups by end 2007 	<ul style="list-style-type: none"> - £10 million sales with over 30% growth rate - 48 FT and 9 PT jobs created - Increase of nearly 2000 sq ft of rental space from existing tenants - Over 100 significant joint-activities by tenants/"go to" organisations
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Provide facilities and support to catalyse tenant/tenant and tenant/stakeholder interactions and synergies	Research tenants requirements & define & implement a tailored package of facilities & support	<ul style="list-style-type: none"> - Availability of DSIC Business development resource - Commitment of tenants - Development of key "go to" people in stakeholders 	<ul style="list-style-type: none"> - Complete tenants survey by end Q1 2007 - Define tailored package of facilities & support by mid 2007 - Secure suitable resource and co-operation from external groups by end 2007 	<ul style="list-style-type: none"> - £10 million sales with over 30% growth rate - 48 FT and 9 PT jobs created - Net 2000 sq ft increase in rental space by existing tenants - A total of 36 collaborative activities between 30 companies on Campus
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Develop Daresbury SIC brand identity and reputation to ensure national/international recognition	Develop clear & consistent brand identity & reputation that is used universally by all partners/ stakeholders	<ul style="list-style-type: none"> - Universal acceptance and use of new identity - Clear marcoms strategy that is effectively controlled & delivered 	<ul style="list-style-type: none"> - Approved brand identity by Q1 2007 - Marcoms strategy approved by Q2 2007. - Market research tools in place by end 2007 to measure effectiveness 	<ul style="list-style-type: none"> - Feedback on brand identity & reputation – not completed - Over 20 articles in the press - Website attracting on average over 250 visitors per day with nearly 10 min average stay - Over 1500 attendees at 25 events - 176 enquiries for accommodation to date (52 in 2007) with 35% success rate
Develop organisational structure and capabilities to facilitate growth and self-sufficiency	Develop organisational capabilities & skills required to deliver business plan	<ul style="list-style-type: none"> - Rapid recruitment of Core team - Retention of team - Delivery of training & development programme - Organisation can be self-financed 	<ul style="list-style-type: none"> - Recruit team by end Jan 2007 - Define training & development programme by Q2 2007 	<ul style="list-style-type: none"> - Loss of 1 member of staff to date - Training & Development programme in place for all staff - Target to be 60% self-financing by 2011/12, and 100% self-financing with JV
Develop organisational capabilities & effective promotional processes to maximise inward investment opportunities to the Campus	Develop effective marcoms strategy to relevant inward investment groups/ potential investors & ensure the necessary support & expertise can be sourced to	<ul style="list-style-type: none"> - Develop clear strategy market positioning - Raise awareness & understanding of DSIC offering. - Develop strong relationships with key inward investment 	<ul style="list-style-type: none"> - Develop clear strategy and promotional/ informational material by mid 2007 - Identify key inward investment groups & develop strong 	<ul style="list-style-type: none"> - Total of 10 enquiries with a 30% success rate and 50% undecided to date - Established strong relationships with NWDA, TMP and HBC business support groups, and North of England Inward

Daresbury Science Park Economic Appraisal, 2003, p. 5

Daresbury Science Park, Economic Appraisal, 2003, p. 4

Economic Appraisal of Daresbury Science Park, 2005, p.12-14

	simplify investing on Campus	groups (e.g. UK T&I, Sector groups, HBC, VC funds etc)	relationships by end 2007	investment agency
Help support spin-out activities from Daresbury Laboratory	Provide business support, facilities or networking to enable spin-outs from CLIK to succeed and maximise growth	<ul style="list-style-type: none"> - Communication with CLIK/CCLRC about potential spin-outs & required support - Access to appropriate skills, expertise etc 	<ul style="list-style-type: none"> - Have medium-term view on potential spin-outs from CLIK/CCLRC by mid 2007. 	<ul style="list-style-type: none"> - Provided support to 1 spin-out and 1 spin-in with STFC - About 5 interactions between spin-outs and tenants/"go to" organisations
Identify and implement Campus operational efficiencies with tenants/CCLRC/NWDA	Identify & deliver programme to: - reduce DIC operating costs - improve services/ facilities to tenants	<ul style="list-style-type: none"> - Resource & commitment from NWDA Property team & CCLRC Site team 	<ul style="list-style-type: none"> - Identify DIC cost savings programme by Q1 2007. - Deliver DIC cost savings of £100k (~20% of budget) by Q3 2007. - Define plan for new tenants services/facilities by Q2 2007. - Implement plan from above by end 2007 	<ul style="list-style-type: none"> - Identified cost savings of ~ £100,000 which is expected to be delivered by end Q1 2008 - High satisfaction rating from tenants for DIC services & facilities in survey

NWDA Detailed Proposal Form, 2002, p. 3

Initial objectives of the project were to:

- focus on providing the infrastructure and facilities for significant economic growth in businesses developing from the local science base;
- create a world class cluster of businesses offering outstanding employment and growth potential from the core competencies and business opportunities arising from Daresbury Laboratory; and,
- accelerate the formation of new businesses linked to research institute and HEIs which thereby counter any potential erosion of the regional science base.

1) Project rationale and market failure

The project aims to support the development of the Northwest Science base through direct development of a business Campus/incubator and grow on space adjacent to the Daresbury Laboratory. The provision of this type of office space by the private sector is limited due to the associated risks of such speculative development. CCLRC had tested the appetite of private developers in 2000 to bring forward some of the site for development. However, the response was that the development values were not adequate without some form of gap funding. NWDA's direct development of the site infrastructure and initial phase of buildings, along with its business development support is expected to bring forward private sector development on the rest of the site at a later stage.

2) Project Rationale

The project aims to support the development of the Northwest Science base in the international context, and the enhancement of its synergy with regional and national industry, through direct development of a business Campus/incubator and grow-on space adjacent to the Daresbury Laboratory.

The project will do this through:

- provision of state of the art facilities for local and national business use;
- the creation of direct and indirect high level employment; and,
- enhancement and sustenance of a research and development activity of internationally recognised excellence involving industry, research laboratory and academia in a seamless, three-way collaboration with uninhibited technology transfer.

Completion of the infrastructure, including roads, lighting, access and utility supply will allow the Daresbury Science Park project to maximise its effectiveness in:

- providing the infrastructure and facilities for significant economic growth in businesses developing from the local science base;
- creating a world class cluster of businesses offering employment and growth potential from the core competencies and business opportunities arising from Daresbury Laboratory and the Cockcroft Institute; and
- improving the stock of businesses linked to research institutes and HEIs which thereby counters any potential erosion of the regional science base.

Turning specifically to the objectives of the Cockcroft project, these are to:

- provide a state of the art national Campus for Accelerator Science and Technology, to be known as the Cockcroft Institute. The Institute will make available operating accelerator systems to allow day to day practical R&D with particle beams, and facilitate technology transfer to industry both regionally and nationally;
- provide leadership and management of national deliverables to international facilities, which may be UK situated;
- create up to 17 new Lead Scientist and 46 Research Scientist positions, as well as 2 new administrator positions;

Daresbury International Science and Technology Park Management Company, Draft Final Business Case, June 2005, p.1

Daresbury International Science and Technology Park Management Company, Draft Final Business Case, June 2005, p.13

p.17

Commercialising Daresbury: The Feasibility of an International Science Business Campus, 2003, p.144

The Cockcroft Institute, Proposal, 2003, p.1.

- lever in investment of some £7 million from the Particle Physics and Astronomy Research Council (PPARC) between April 1st 2004 and March 31st 2012, and additional funds to be established under other programmes;
- provide education and training to ensure a flourishing staff supply, including the provision of 17 PhDs every year, commencing after an initial two year lag;
- support a programme for visiting scientists and engineers from the UK and overseas. The project will allow full advantage to be taken of a number of visiting scientist and fellowship schemes operated in the UK (by Research Councils, the Royal Society, Royal Academy of Engineering, Roberts Fellowships), Europe (by the EU, Marie Curie and EURYI) and globally (for example, by NATO, UNESCO and others), thus bringing knowledge, skills and additional expenditure to the target area; and
- provide a UK base which will act as the intellectual and practical focus of R&D in Accelerator Science and Technology. Project specific R&D will include work on an International Linear Collidor, a Neutrino Factory, fourth generation 'light' sources and next generation ion accelerators.

3) Market failure

In order to compete in modern market places, business has recognised that the drivers of the global economy are innovation, commercialisation of ideas, creativity, skills and knowledge. Higher education and Campus of research are at the heart of these drivers. They provide research and innovation, scholarship and teaching that equip individuals and businesses to respond to changes in the global economy. Higher education and Campus of research are therefore at the core of the productive capacity of the new economy.

(Competitiveness White Paper, DTI, July 1998)

The emergence of this new form of economic production, based on knowledge and the shift to a global economy, not only requires companies to establish new organisational forms but also requires a need for change in the physical infrastructure necessary for them to draw on sources of qualified manpower and technology. Science parks, in their various guises, represent part of this modernisation by offering a range of opportunities to companies wanting to restructure to compete effectively in a global economy. For example, science parks:

- Are actively involved in establishing clusters of technology-based companies that are more easily accessible to, and trusted by, larger companies wanting to acquire technology
- Take an active role in business incubation that helps entrepreneurs start their own businesses
- Create the right environment in which larger companies can establish small Campus of excellence close to a university or Campus of research, which in turn fosters technology acquisition, staff recruitment and innovation.

The Northwest has little current true science park offer that can compare with successful examples at Aston, Brunei and Herriot Watt and the location of a science park development at Daresbury has the necessary raw ingredients for success - an attractive and well located site, it will be adjacent to Daresbury Laboratory, which is the major research facility in the Northwest and there is a committed partnership between CCLRC and NWDA with common aims. Whilst these aims include the desire to realise a successful science park and business Campus there exists an overriding shared objective of ensuring the future viability and value of the laboratory itself by managing change, making maximum effort to secure new science projects and realising opportunities to develop ideas and enterprise that will benefit both the laboratory and Science Park sites with a view to creating a science Campus.

The project will represent a major contribution to the Agency's Science Strategy and will provide opportunity to secure inward investment to the Northwest and will feature incubation and business support for high growth science technology business.

The objectives of this project will include the acceleration of the formation of new businesses linked to research institutes

and HEIs and will resist any erosion of the regional science base (Regional Strategy Objective 3). It will create and safeguard high quality jobs primarily with the regional strategy target sectors, and service/bring forward employment space and land.

Policy context

In 2000, around the same time as this decision was made, the *Northwest Science and Daresbury Development Study*, commissioned on behalf of the 'Byers Group', noted that whilst the science base in the Northwest was of world class standing, it was dominated by a few key facilities, had poor research-industry relationships, low private sector R&D and limited inter-university collaboration.

The report recommended the establishment of an International Science Park at Daresbury. Such an intervention is supported by the Northwest Science Strategy (2002), as well as the Lambert Review (2003) and Treasury July Spending Review (2004), both of which stressed the increased need for RDA investment in the R&D and in the UK regional science base. The establishment of a science park on the site is also supported by the *Economic Appraisal of Daresbury Science Park* (2005), which considered the case for a £50 million investment in a science park and associated Campus for Accelerator Science, and was approved in 2005. Two buildings (of 30 000 square feet each) and most of the accompanying infrastructure comprising the science park are now complete.

Strategic fit

The development and build out of the DISTP is supported by the Regional Economic Strategy, in particular in fulfilling the goals of the business development strategic objectives, and also in contributing to the realisation of the skills and employment and infrastructure strategic objectives. The contribution to the business development strategic objectives is achieved through multiple outcomes of the project such as helping to foster and accelerate business cluster network development (activity 1.1); pursuing the targeted attraction of inward investment to support business cluster development (1.3); encouraging business start-ups and spin-outs from universities (1.5); increasing the capacity of Northwest universities to develop targeted national and international Campus in science (3.2); and encourage the strategic development of science parks to support the increased growth of knowledge intensive businesses.

The Office of Science and Technology and others have demonstrated that scientific research has produced very significant, positive economic impacts. Historically, the Northwest region slightly outperforms the national average in terms of business-based R&D output but lags behind in terms of output from higher education institutions and government research establishments. The Northwest Science Strategy and the Regional Innovation Strategy aim to reinforce the strengths of the regional science base and to promote the primary research activity in the region, and industry – academic linkages to exploit opportunities and increase the economic benefits for the region. The development of the Daresbury Science Park is one of the primary interventions by the Agency in contributing these objectives.

DISBC will have a very positive impact on a range of objectives and targets in the RES, Regional Innovation Strategy (RIS) and NW Science Strategy. Not only is there no conflict with these important strategies, but the DISBC will go a long way towards their implementation.

Cockcroft Institute - concept and mission

The Universities of Lancaster, Liverpool and Manchester and the Daresbury Laboratory (hereafter referred to as the

participating institutions) propose jointly a **Campus of excellence** in Particle Accelerator Science and Technology, the Cockcroft Institute. The Institute will be situated in a purpose-built building in the Daresbury Science Park.

The Institute will be an international Campus of excellence in Accelerator Science and Technology. It will provide the intellectual focus and the essential scientific and technological facilities in Accelerator Science and Technology Research and Development, so that UK scientists and engineers are able to take a **global lead in accelerator design, construction, and operation**. It will assume the central role in organising, coordinating and sustaining the contributions of the UK to accelerator facilities worldwide, such as to the next electron-positron linear collider and a neutrino factory. It will facilitate and underpin the development of new technologies in UK industry to enable the nation to take full advantage of the substantial commercial opportunities which arise in the construction of such global accelerator projects.

The Institute's **mission** is summarised in the following deliverables:

- generic research and development (R&D) in Accelerator Science and Technology;
- project specific R&D in Accelerator Science and Technology (e.g. a linear collider and a Neutrino Factory);
- leadership and management of national deliverables to international facilities (which may be UK-situated);
- competence in crucial and specific technologies;
- technology transfer to industry both nationally and regionally;
- staff complement of internationally acknowledged expertise;
- seamless involvement of the HEI and CCLRC sectors;
- education and training to ensure a flourishing staff supply side.

The Institute's role and impact in delivering its mission is greatly enhanced by the coordination and focus provided by its location in a purpose-built Campus with convenient links to nearby HEIs.

Stated or anticipated outputs/impacts

The initial detailed proposal to NWDA stated the project will address Tier 2 outcomes and Tier 3 outputs as follows:

Tier 2

- sustainable economic performance - the type of jobs which will be created are likely to be of a more highly qualified nature and should have higher than average impact on GDP per capita measures.
- Investment - the project will create a quality science park and a prime location for foreign direct investment
- Innovation - the project will make a direct contribution by making the most of science, engineering and technology as there will be an increased level of exploitation of technical knowledge at Daresbury. It is anticipated that there will be an increase in innovating businesses as a result.

Tier 3

Core:

472 new jobs

7.5 new businesses attracted

Supplementary:

6969 sq m new floors pace

7.5 businesses receiving specialist advice

Building 1: Outputs

Direct

- 3,507 sq m business Campus (offices, heavy and light laboratory uses) fully fitted out (floors 1 and 2 not partitioned)
- 7.5 new companies incubated (7.5 claimed by ERDF)
- 176 jobs - based on 1 job per 215 sq ft (serviced business Campus- OFFPAT guidelines 2001)

Add

77 jobs (for multiplier effect using 1.44 multiplier for B1 office (based on evidence in EP/RDA additionality guide).

Total gross 253 jobs

Less 38 jobs - adjustment for 15% displacement to other sites & premises e.g. The Heath, Runcorn.

Less 22 jobs - attributable to ERDF revenue as set out in ERDF approval

Total net jobs = 193

NB. No deductions for leakage (there is no specific target geographical area or social group), deadweight (without RDA investment no project would proceed - the site would be held and either sold back to CCLRC for potential future use or to a private developer once the restrictive covenant had expired) or substitution which is generally not applicable.

Cost per job = £29,250.00

Net Cost per job - £14,054

Building 2: Outputs

NWDA Detailed Proposal form, 2002, p. 7

Appendix 3A, p.29

Appendix 3A, p.30

Direct

- 3.462 SQ m offices (also usable as laboratory space)
- 7.5 existing SME companies assisted
- 219 jobs based on 1 job per 170 sq ft (Business Park – OFFPAT Guidelines 2001)

Add

96 jobs for multiplier effect using 1.44 multiplier for B1 office (based on evidence in EP/RDA additionality guide)

Less

32 jobs adjustment for 15% displacement to other sites and premises e.g. The Heath, Runcorn.

Total net jobs = 279

Gross Cost per job - £14,530.00

Net Cost per job - £3,000

Outcomes and outputs

The intended outcome is to develop the science base in the Northwest, thus contributing to Tier 2 targets for sustainable economic performance, employment, productivity, enterprise, investment and innovation, through:

- Provision of accommodation and facilities to encourage, foster and support science based start ups.
- Provision of accommodation specifically for SME and larger companies in science related sectors, including inward investors.
- Facilitating the commercial exploitation of the Daresbury Laboratory knowledge base.
- Strengthening of the role of Daresbury Laboratory.
- Implementation of a major plank of the Northwest Science Strategy.
- Net additional employment from the funded development of 521 jobs with a further 631 net additional jobs from Phase 2 (see pages 25 & 26 of ERM's economic appraisal).

The intended direct, net Tier 3 outputs (see page 25 of ERM's economic appraisal), are to:

- Create 521 jobs (510 attributable to NWDA and 11 attributable to ERDF).
- Support 6,969 sq.m. of new industrial/commercial floorspace.
- Provide 15 businesses with specialist assistance through the provision of incubation space and support facilities.

The subsequent development of the balance of the site (Phase 2) will generate indirect outputs of 631 net additional jobs and 13,848 sq.m. of floorspace.

Permanent employment impacts

The gross and net employment impacts of the two options at steady state:

- For Option 1 (*original Daresbury Science Park*) gross direct employment delivered is estimated at 433 and net additional employment of 421. Phase 1 and 2 employment is estimated at 1 309 gross and 989 net additional.
- For Option 2 (*revised Daresbury Science Park – including Cockcroft Institute*) gross direct employment delivered is estimated at 370 and net additional employment of 407. Phase 1 and 2 employment is estimated at 1246 gross and 1259 net additional.

Request for project approval letter, 2003, p.2. Based on ERM Economics, Economic Appraisal of Daresbury. Economic Appraisal of

Daresbury Science Park, 2005, p.54

DSIC – Business Plan, 2008, p.4-5

A Master plan is currently being prepared and will propose an ambitious plan to significantly develop the Campus over 20-25 years. To date the following estimated developments are forecasted which will provide for higher growth than that proposed for Harwell SIC and seen in other key UK science park developments (e.g. Cambridge Science Park):

	Daresbury SIC Master plan	Harwell SIC Master plan	Cambridge Science Park
Final land area /land area growth (ha)	94/67	300/NA	62/NA
Final area of building development/Growth of building development ('000 sq ft)	3100/2500	4100/1100	1500/NA
Total number of jobs/number of jobs created	14000/12000	Est. 10-15,000/Est 5000-10,000	4500/NA
Timescale of delivery (years)	~20-25	~15	~35
Capital investment required £m	~500	NA	NA

In order to realise this proposed development then significant additional funding will be required. Three options for future development have been evaluated:

- **Development of existing STFC/NWDA land through long-term lease with private developer**
- **Establishment of a private/public partnership JV as per Harwell SIC**
- **Establishment of a Consortium including public/private JV**

Of these 3 options, option c is the only realistic option to deliver the preferred Master plan proposal. It will provide additional funding into the Campus through the establishment of a JV (est. £40-60m) for the development of buildings/infrastructure and acquisition of land. However it will also put in place a strategic but non-legal partnership in the form of a Consortium with other critical interested parties (e.g. Marshalls – Daresbury Business Park). The JV will be a member of this.

The development of the JV will include assets from NWDA, STFC and Halton BC. It is expected that the establishment of the JV will take about 18 months and will require central government funding of up to £4m to be established. In the meantime it is proposed that the Consortium is put in place by the end 2008/early 2009 to ensure momentum is maintained with the development of the Campus and in particular the necessary infrastructure.

The current Daresbury SIC Ltd board will evolve into an Advisory board to the JV (in line with the Harwell SIC JV structure) with participation from the private sector as well as the existing stakeholders. In time it is possible that this could evolve to provide a broader structure to cover both Daresbury and Harwell Campuses.

Existing NWDA land will be developed out through a long-term lease agreement with St Modwen Properties. This will include delivery of the Grow-on building by Q1/2 2009 and up to 2 single user buildings by end 2010 (potentially Sony & LGC).

**Recorded
Outputs/Impacts**

Output	Lifetime target	Achieved to date
Land developed (ha)	1.1	1.1
Gross lettable office space (sq m)	7124	7124
Companies incubated / assisted	15	60 / 24
Net additional employment	370	60

Office space in the Innovation Centre is filling up ahead of plan (currently 86%). The Cockcroft Institute building is let in full to the Institute.

Both the innovation centre and Cockcroft are now delivering new jobs (27 and 33 respectively to date), and the rate of new jobs created is increasing.

Daresbury SIC has achieved very significant success during 2007 with over 60 companies in the Innovation Campus, a private developer near to commitment in a grow-on building and up to 2 multi-national companies looking at a potential move onto the Campus. Therefore despite current reorganisations within STFC, there is an air of confidence that the Campus will deliver further growth and development of activity during the next 2-3 years.

All proceeding results are based on 47 cases unless otherwise stated.

Sales**Q2a. Annual Sales £**

43 companies reported annual sales to lie between £0 and £1,500,000. 13 reported no annual sales revenue. Of those that reported sales greater than zero (30 companies), average annual sales is estimated at £328,000.

Q2b. Actual Growth in Sales £

In total, 34 companies reported actual growth in sales. Of the 34 companies that report this statistic, 14 report 0 growth in sales. 11 of the 14 companies reporting 0 growth also reported 0 annual sales. Of the remaining 20 companies, average sale growth is reported to be £162,000.

Employment**Q3. Number of Full-Time Employees**

46 companies report full time employment statistics. Of these 9 report zero full time employees. Of the remaining 37, the number of full time employees range between 1 and 20 with an estimated average of 4.5. Total full time employment generated by reporting firms is computed to be 168.

On the matter of changes in full time employment, 15 companies report an increase in full time employees ranging between 1 and 7. A total of 37 new full time jobs have been created during the past 12 months.

Increases in full-time employment since moving to site are reported by 15 companies ranging between 1 and 7 new full time employees since moving to site. A total of 37 new full time jobs have been created.

DSIC, Annual Progress Reports for CPRG Approved Projects, 2007, p.3

DSIC – Business Plan, 2008, p.29

Daresbury Labs SIC Metrics Evaluation Survey: January 2008, p.1-13

11 companies report full time employees within the Halton Borough amounting to 17 in total.

Number of Full Time Employees with Level 4 qualifications

Of the 45 respondents that report this statistic, 33 report at least one full time employee has this level of education. In total, 100 of the 168 full time employees are educated to level 4.

Q3. Number of Part-Time Employees

17 companies report part time employment statistics above zero. Of these companies the numbers of part time employees range between 1 and 4 with an estimated average of 2. Total part time employment generated by reporting firms is computed to be 34.

On the matter of changes in part time employment, 4 companies report an increase in part-time employees ranging between 1 and 3 with a total of 8 new jobs created during the last 12 months.

Increases in part time employment since moving to site are reported by 4 companies, who report between 1 and 2 new part time employees since moving to site yielding a total of 7 newly created part time jobs. 3 companies report part time employees within the Halton Borough amounting to 3 in total. Number of Part Time Employees with Level 4 qualifications [in total, 19 of the 34 part time employees are educated to level 4].

Collaborations - Daresbury Lab/STFC

Q8a. Use of communal facilities

Of the 47 firms that responded to this question 42 indicated 'yes'.

Q9a. Use of business services

Of the 46 firms that responded to this question 18 indicated 'yes'.

Q10a. Technical expertise utilised or discussions undertaken in last 12 months- number of occasions

Of the 46 firms that responded to this question, 17 indicated that technical expertise was utilised or discussion undertaken at least once during the last 12 months. Total contacts made during this period are estimated to be 134.

Q11a. Technical project established in Last 12 Months - numbered agreements

Of the 47 firms that responded to this question, 6 indicated that at least 1 technical project was established in the last 12 months. Total number of projects is 16.

Q12a. Commercial partnerships established in last 12 months - Number of agreements

Of the 46 firms that responded to this question, 5 indicated that at least 1 commercial partnership was established in the last 12 months. Total partnerships are 5.

Collaborations - Lancaster/Liverpool/Manchester University

Q 13a. Technical expertise utilised or discussions undertaken in last 12 months - number of occasions

Of the 44 firms that responded to this question, 18 indicated that technical expertise or discussion was undertaken. Total technical expertise or discussions undertaken is 40.

Q14a. Technical project established - number of agreements

Of the 44 firms that responded to this question, 8 indicated that at least 1 technical project was established. Total projects are 12.

Q15a. Commercial project established in last 12 Months - number of agreements

Of the 43 firms that responded to this question, 2 indicated that at least 1 commercial project was established in the last 12 months. Total projects are 6.

Q16a Students recruited in last 12 months - number

Of the 44 firms that responded to this question, 7 indicated that students had been recruited in the last 12 months. Total students recruited are 9.

Collaborations - other universities/colleges

Q17a. Technical expertise utilised or discussion undertaken in last 12 months – number of occasions

Of the 45 firms that responded to this question, 17 indicated that technical expertise or discussion was undertaken. Total technical expertise or discussions undertaken is 63.

Q18a. Technical project established - number of agreements

Of the 45 firms that responded to this question, 9 indicated that at least 1 technical project was established. Total projects are 11.

Q19a Commercial partnerships established in last 12 months - number of agreements

Of the 44 firms that responded to this question, 6 indicated that at least 1 commercial project was established in the last 12 months. Total projects are 6.

Q20a. Students recruited in last 12 months - number

Of the 46 firms that responded to this question, 7 indicated that students had been recruited in the last 12 months. Total students recruited are 7.

Collaboration - Campus companies

Q21a. Technical collaborations or significant exchanges of information

Of the 45 firms that responded to this question, 20 have undertaken technical collaborations or made significant exchanges of information. Total collaborations or exchanges are 30.

Q22a. Commercial collaborations or significant exchanges of information in last 12 months - number of collaborations

Of the 45 firms that responded to this question, 12 have undertaken commercial collaborations or made significant exchanges of information. Total collaborations or exchanges are 15.

Funding

Daresbury SIC Ltd will have its current funding through the NWDA extended for a further 2 years until 2010/11. At this point it is forecasted it will be 60% self-funding through a variety of commercial activities and Service Level Agreements. However up to £180,000/year of funding will still be required from the Stakeholders (excluding NWDA). Further commercial activities will be evaluated during 2008/9 to see if they can deliver additional revenue streams whilst supporting the core Mission for the Campus. These include:

- Management of Daresbury Innovation Campus operation
- Establishment of Innovation Exchange NW base
- Management of other commercial activities on Campus (e.g. media services)

It is forecasted that the current funding of £425,000/year (NWDA - £375,000, STFC - £50,000) would essentially meet the requirements for 2008/9 and 2009/10. However when the NWDA funding reduces to £295,000 then there would be a shortfall of approximately £80,000. This will be off-set by income generating activities.

Anticipated funding

Over its first three years, the company will be allocated a total budget of £1.05 million. The company is required to keep to budget each year, with the funding made available to the company matching the costs it incurs. Its main financial backers will be the NWDA and the CCLRC, significant funding (some of which will be in kind) will also be made available by the Universities of Liverpool, Manchester and Lancaster. Overall spending is expected to be split over the three years 2005/06 to 2007/08 equally (implying a spend of some £350 000 per annum), though in the first year of operation (2005/06) all scheduled spending will be focused in the latter part of the financial year when the project will be formally launched. Principal cost items will be salaries and the associated cost of employment and expenditure on business development. These two items will make up nearly 80 percent of total expenditure.

Funding approval

DTI gave approval to the Northwest Development Agency to invest up to £25,699 million (gross undiscounted) in the Daresbury SIC.

Funding approval increased from £25,699,000 up to £50,331,000 (gross undiscounted) by the DTI in 2005.

NWDA also secured ERDF funding of £7.52 million towards this project.

The Cockcroft Institute have been successful in their 2003 bid for £7.5M funding from the Particle Physics and Astronomy Research Council (PPARC). The PPARC award, however, only includes funding for the core aspects of the scientific, the engineering and the associated activities of the Institute for the initial period of 8 years. This includes the appointment of specific scientific and technical staff, travel and subsistence expenses of these staff and the purchase of equipment essentials/consumables to begin work (e.g. desktop computers, stationary and the like). A small contribution to building running costs also forms part of the award.

Staff costs are only part funded by PPARC, the remainder is paid by contributions from CCLRC (Programme Managers) and the Universities (Academic Staff). A number of research posts are also paid from responsive mode research grants.

DSIC – Business Plan, 2008, p.5

DSIC – Business Plan, 2008, p.20

Daresbury International Science and Technology Park Management Company, Draft Final Business Case, June 2005, p.2

DTI approval letter, March, 2003

DTI approval letter, April, 2005

DTI letter request for revised project approval, Feb 2005

CPRG alternative funding letter, April 2005, p. 1

Activities

Governance structure

Daresbury Science and Innovation Campus Ltd was established on September 18th 2006. The Board of Daresbury SIC includes 8 representatives from the following organisations:

- Northwest Regional Development Agency (2 directors)
- Central Council of the Laboratory Research Councils (2 directors)
- University of Lancaster (1 director)
- University of Liverpool (1 director)
- University of Manchester (1 director)
- Halton Borough Council (1 director)

Daresbury SIC is a limited company by guarantee and therefore there are no shareholdings in the company. The role of the Board as laid out in the Members Agreement is as follows:

- Provide management of Daresbury SIC including but not limited to:
 - Development of the long-term vision for the Campus
 - Review and approval of business plans to deliver the long-term vision
 - Securing/provision of required funding
 - Review and approval of accounts, in particular annual audited accounts
 - Entering into of agreements/contracts with third parties
 - Ensuring compliance with all legal requirements and general good practise company management
 - Development of policies for the remuneration and recruitment of employees

It is recognised that in due course the nature of the Daresbury SIC Ltd legal entity and its roles and responsibilities will need to change and evolve, as the Campus grows and develops.

Current governance structure

The Governance structure for Daresbury SIC Ltd has not changed during 2007. However it is recognised that it is probable that there will need to be future changes due to:

- a. Development of a Dipole governance structure
- b. Establishment of a new delivery vehicle to deliver the longer-term vision for the Campus proposed by the Master plan

Current partnerships and linkages

Daresbury SIC will continue to develop its activity through a partnership model with a wide variety of organisations. During 2007 this has focused on the following:

- NWDA
 - Sector groups – e.g. Bionow, Digital/IT/Creative, Advanced Engineering & Materials
 - Inward Investment team
 - 'Business Products team e.g. GRAND Awards, Business Angels, SFI
 - Science and Innovation team
 - Planning team
- STFC
 - Daresbury Laboratory Senior Management team
 - Knowledge Exchange team

DSIC Business Plan, 2007, p. 9

DSIC Business Plan, 2008, p.9-11

CLIK organisation
Science Groups – in particular Technology and CSE

- University of Lancaster/Liverpool/Manchester
 - Knowledge transfer organisations
 - Business support organisations
 - Business Schools
 - Student placement/recruitment organisations
- FE Colleges
 - Warrington Collegiate
- Halton Borough Council
 - Planning team
 - Economic Regeneration team
 - Inward investment team
 - EU funding
 - Halton Science and Enterprise Forums
- Inward investment organisations
 - North of England Inward Investment Agency
 - UKTI
 - NWDA & The Mersey Partnership
- Business support organisations
 - The Mersey Partnership
 - Business Link
 - UKTI
- Regional sector/cluster groups
 - Mersey ICT
 - Northwest Aerospace Alliance
 - Northwest Vision & Media
 - Creative Industries Digital Services
- Project partnerships
 - AIMES Campus – i-Tech Partner
 - RTC North – Connect 2 Ideas

Science Park/Incubator Network organisations
Particularly Northwest Innovation Network & Incubation Northwest, and its members

- Daresbury Business Park

- Local Parish Councils/Area Forums
- Multi-national companies (e.g. ABB, IBM, Rolls Royce, Fresenius-Kabi, Rockwell, Sony)

During 2008, it is aimed to develop relationships with the following organisations:

- STFC
Harwell SIC Joint-venture team
- Business support organisations
Cheshire & Warrington Economic Alliance
The Sounding Board
- Regional Sector/Cluster Groups
Northwest Automotive Alliance
Northwest TexNet
- Project Partnerships
IXC UK
- Local FE Colleges and High Schools (e.g. Riverside College)

Costs

Daresbury SIC Ltd financial overview 2006 – 2010

DSIC Business Plan, 2007, p.28

Year		2006/2007	2007/2008	2008/2009	2009/2010	Comments
Salaries & NI costs						
	General Mgr*	53	106	110	115	Assumes starts Oct 06
	Marketing Mgr*	12	50	52	54	Assumes starts Jan 07
	Finance & Admin Mgr*	6	24	25	26	Assumes starts Jan 07 & remains 50% FTE
	Team Admin*	3	11	14	17	Assumes starts Jan 07 & increases from 50% to 75% FTE
	Total	74	190	200	211	
Office costs						
	Office Rent	3	10	10	11	Co-location agreement from NWDA Property
	Furniture/IT	2	0	2	0	Assumes purchase 1 lap top every 2 years (i.e. change each lap top every 4 years)
	Telecoms	1	3	3	3	Estimate per JL
	Travel &	2	6	6	7	Estimate per JL

	Entertainment					
	Total	8	19	22	21	
Marketing						
	Design	30	35	25	25	As per NWDA Marketing
	Website	0	30	15	15	As per NWDA Marketing
	Advertising	6	25	30	30	Assumes 10-15 adverts per year
	Events	0	10	15	20	Assumes 2 events by 2008/2009
	Literature	0	10	15	20	As per NWDA Marketing
	Sponsorship	0	5	10	10	Assumes some sponsorship of local/regional events
	Total	36	115	110	120	
Legal & admin costs						
	Legal Costs	0	10	10	10	Estimates for NDA's, contracts etc
	Financial Accts support/ Auditing/ Payroll	2	4	4	4	As per engagement letter from Champion
	Insurance Costs	0	2	2	2	Assumes £1500 insurance costs as per current quotations
	Recruitment	20	10	10	10	£20k costs incurred for current recruitment, & plan that we have to re-recruit one position each year after this
	Membership	2	5	5	5	Estimate per JL e.g. UKSPA, Incubation NW etc
	Total	24	31	31	31	
	Grand Total	142	355	362	382	

Forecasted Daresbury SIC budgets for 2008/9 to 2011/12:

DSIC Business Plan, 2008, p.33

DSIC Business Plan, 2008, p.43

		Budget 2008/9	Budget 2009/10	Budget 2010/2011	Budget 2011/2012	Comments
Salaries & NI costs						
	General Mgr*	104629	107768	111001	114331	
	Business Development Mgr	70000	72100	74263	76491	
	Marketing Mgr*	50763	52286	53855	55470	
	Finance & Admin Mgr*	23724	24436	25169	25924	
	Events Co-Ordinator	12000	12360	12731	13113	
	Team Admin*	12000	12360	12731	13113	
	Total	273116	281310	289749	298441	Assumes 3% increase/year
Office Costs						
	Office Rent	13000	13390	13792	14205	
	Furniture/IT	1000	1000	1000	1000	
	Telecoms	2000	2000	2000	2000	
	Travel & Entertainment	5000	5000	5000	5000	
	Total	21000	21390	21792	22205	
Marketing						
	Design + Print	35000	30000	25000	20000	
	E-Marketing	30000	25000	20000	20000	
	Advertising + PR	20000	22000	25000	25000	
	Events	8000	10000	10000	10000	
	Sponsorship	6000	7000	7000	7000	
	Total	99000	94000	87000	82000	
Legal & Admin Costs						
	Legal Costs	4000	4000	4000	4000	
	Financial Accts support/ Auditing/ Payroll	4300	4500	4500	4500	
	Insurance Costs	1300	1500	1600	1700	Assume 10% increase/year
	Recruitment	6000	6000	6000	6000	
	Training	4000	4000	4000	4000	
	Printing & Stationery	3000	3000	3000	3000	
	Membership	2000	2000	2000	2000	
	Total	24600	25000	25100	25200	
	Total	417716	421700	423641	427847	

Forecasted Daresbury SIC revenue streams – 2008/9 to 2011/12

	2008/9	2009/10	2010/11	2011/12	Comments
Funding					
NWDA	300	300	220	0	
STFC	50	100	100	110	To be set up as SLA
Other Stakeholders	0	60	60	70	To be set up as SLA
Total	350	460	380	180	
NWDA SLA					
DIC Business Development/Support	75	75	75	80	
Total	75	75	75	80	
St Modwens					
Grow-on building					
Business Development	0	20	20	20	
Business Support	0	25	26	28	Assume 5%/yr increase
Sony					
Business Development	0	85	0	0	
Business Support	0	5	16	17	Assume £15,000/yr and 5%/yr increase
LGC					
Business Development	0	0	100	0	
Business Support	0	0	8	17	Assume £16,000/yr and 5%/yr increase
Total	0	135	170	81	
DSIC Commercial Ventures					
Interest	6	6	6	6	
Sponsorship	5	10	11	12	
Presentation suite rental	3	6	6	7	
Total	14	22	23	25	
Project Management & Consultancy					
Project Mgt - ERDF	0	30	30	30	
Project Mgt - Other	0	15	16	17	Assume 5%/year increase
Consultancy	0	0	15	16	Assume 10%/year increase
Total	0	45	61	62	
Total	439	737	709	428	

Monitoring/evaluation

Results from DTZ's Economic Appraisal of Daresbury estimated:

- Just under 16,643 jobs on site within DISBC;
- Just over 13,100 of workers already or will live within the area and just over 15,100 within the region; and,
- 10,500 of the 11,100 area-level jobs are new (e.g. do not already exist) and 10,200 of the 11,400 regional-level jobs are new.

These additional jobs will also lead to the creation of further jobs through supplier and income spending. The 10,500 additional area level jobs will increase to just over 14,500 and the 10,200 additional regional-level jobs will increase to just fewer than 15,200 jobs; representing 87% and 91% of the original total jobs in the DISBC.

Commercialising Daresbury: The Feasibility of an International Science Business Campus, 2003, p.68

<p>Future direction</p>	<p>In summary, principal issues include:</p> <ul style="list-style-type: none"> • UDP allocations are currently not flexible enough to deliver an integrated Master plan for the whole study area. • The Master plan must provide a robust evidence base to support the LDF Core Strategy. • Future employment and housing allocations will need to be justified through the LDF process in the context of the Borough as a whole and the wider regional context. • There is a need to quantify demand for future employment (and housing) land. • There is opportunity to explore the need for housing within the study area in support of sustainable SIC development. • Widening the mix of uses within the study area would make the science community more sustainable. • Housing and employment sites need to be integrated physically. • Daresbury SIC and Business Park need to link together better. • Integrated transport and movement networks are needed within the Master plan area and beyond. • Daresbury SIC must make representations into LDF process to ensure that the Master plan gains full policy support. <p>Demand assessment: recent DSIC experience</p> <p>Take-up at the Daresbury Innovation Centre suggests that annual demand for incubation space at Daresbury is currently running at approximately 10,000 sq ft per annum. It is important to note that this demand may have been constrained by a lack of supply and could increase when the second incubator/ grow-on building (35,000 sq ft net) is developed on site. The two live requirements for a total of approximately 90,000 sq ft of space demonstrate that the scheme is also attractive to large corporate occupiers.</p> <p>Vision for Daresbury</p> <ul style="list-style-type: none"> • A 30 year Vision for the development of the Daresbury Science and Innovation Campus as part of a Sustainable Urban Extension to the east of Runcorn. This Vision draws together national strategy for the development of science resources, regional priorities for strategic economic development and local objectives for sustainable growth in Halton. • The Vision will identify the partners' aspirations and objectives, establish broad principles for future development and should be used to underpin all subsequent development and procurement strategies <p>Development framework for Daresbury</p> <ul style="list-style-type: none"> • A 10-15 year Master plan which articulates infrastructure and development prospects for the area in line with the Vision. It will contain an overall agreed framework supported by a mix of firm proposals for the area that can be continued in subsequent time periods to deliver the overall Vision. It will identify land use allocations, infrastructure requirements, urban design guidance and phasing. <p>For further information on the delivery/viability of the 'lead option' for DSIC.</p>	<p>Daresbury SIC Masterplan Draft Baseline Report, 2007, p.134</p> <p>p.135</p> <p>Daresbury SIC Masterplan Initial Options Report, 2007, p.62</p> <p>Daresbury SIC Masterplan Issues and Options Report, 2008.</p>

Appendix C - Consultees

Name	Institution
George Baxter	NWDA
Sir Professor Drummond Bone	University of Liverpool
Professor Swapan Chattopadhyay	Cockcroft Institute
Professor Rod Coombs	University of Manchester
Mike Eccleshall	UKTI Northwest
Professor Alan Gilbert	University of Manchester
John Leake	DSIC
Keith Mason	STFC
Professor Trevor McMillan	Lancaster University
Sir Howard Newby	University of Liverpool
Liz Oldfield	NWDA
David Parr	Halton Borough Council
Professor John Perkins	University of Manchester
Allyson Reed	Technology Strategy Board
Professor Jon Saunders	University of Liverpool
John Stageman	Astra Zeneca
Liz Towns-Andrews	STFC
Professor Paul Wellings	Lancaster University
Colin Whitehouse	STFC
Paul Williams	DIUS

Appendix D – Interview framework

Daresbury MIER reporting framework and guidance notes		
Topic	Interview response	Interviewer guidance
Market trends		
<ul style="list-style-type: none"> • Key areas of innovation 		<ul style="list-style-type: none"> • We are seeking to record key/long term trends in innovation practice at an international/global level.
<ul style="list-style-type: none"> • Value and volume of opportunities 		<ul style="list-style-type: none"> • Ideally we want to gauge the extent of the opportunities available to Daresbury in terms of: <div style="text-align: center;"> <p>Volume High Low ← → Value High Low</p> </div>
Future policy		
<ul style="list-style-type: none"> • Future policy/likely relevance 		<ul style="list-style-type: none"> • Need to differentiate between local, regional, national and EU policies and how they relate to Daresbury opportunities.
<ul style="list-style-type: none"> • Relevance 		<ul style="list-style-type: none"> • Need to obtain copies/source references for policies (and potential contacts).
Critical sources factors		
<ul style="list-style-type: none"> • Key factors for success 		<ul style="list-style-type: none"> • Need to understand the long term factors that will require to be in place over the next 20/30 years to ensure vision for Daresbury is realised (i.e. 10,000 jobs, fully utilised Campus etc).
<ul style="list-style-type: none"> • Timescale 		<ul style="list-style-type: none"> • Which of these factors and in what order need to be in place in: <ul style="list-style-type: none"> - short term (1-3 years) - medium term (9-10 years) - long term (10 years plus)
<ul style="list-style-type: none"> • Definition of 		<ul style="list-style-type: none"> • What does 'good' look like?

excellence		<ul style="list-style-type: none"> What comparator models are being used to make this judgement (in terms of both what Daresbury should aspire to and what it should 'avoid'.
Daresbury		
<ul style="list-style-type: none"> Reaction 		<ul style="list-style-type: none"> What are the relatively good aspects of Campus currently in place/planned for and where are the key risks in terms of development potential.
<ul style="list-style-type: none"> Potential value 		<ul style="list-style-type: none"> What might your organisation <ul style="list-style-type: none"> - currently use Campus for - might use in the future In particular what is the likely value in terms of: <ul style="list-style-type: none"> - investment - cost of using resources - service profile likely to be used - benefit to you in terms of future sales/employment If Daresbury not progress what other sources of support research facilities would you use: <ul style="list-style-type: none"> - where are these located (i.e. in UK or elsewhere)? - what difference (if any) in outcomes might you expect from these sources compared to alternatives?
<ul style="list-style-type: none"> Distinctive characteristics 		<ul style="list-style-type: none"> What are they relative to the above (if not already covered)?

Campus Operation		
<ul style="list-style-type: none"> Key Elements <ul style="list-style-type: none"> - technical - business/ research balance - pricing - facilities - management structure 		<ul style="list-style-type: none"> Need to probe across each of these aspects (where not already covered off) in terms of interviewees: views on the relative merits of each of these aspects and why they might compare favourably with alternatives and/or areas that might need to be improved/changed going forward.

Other Conditions		
<ul style="list-style-type: none"> • Other success factors 		<ul style="list-style-type: none"> • Are there any? • Are there any other issues that we need to consider?
<ul style="list-style-type: none"> • Potential interest 		Particularly where interviewee is a potential user/funder what actions might Daresbury consider in terms of follow up,
<ul style="list-style-type: none"> • Next steps 		What happens next/what involvement could/should we offer

Appendix E – Summary of Master Plan options

Option A – Minimum intervention

- Expand total Campus to 69ha from current 28ha of developed land;
- Develop small heart (~8ha) south of DSIC with business development and commercial amenities and services;
- Provide link road through the total Campus from M56 junction to Daresbury expressway; and,
- Provide link to potential site for Halton's Science Academy.

Option B – Moderate intervention

- Expand total Campus to 81ha from current 28ha of developed land;
- Develop heart (~11ha) to the west of DSIC with business development, commercial amenities/services and local line rail station;
- Develop substantial residential properties south of DSIC;
- Provide link road through the total Campus from M56 junction to Daresbury expressway; and,
- Provide link to potential site for Halton's Science Academy.

Option C – Maximum intervention

- Expand total Campus to 94ha from current 28ha of developed land;
- Develop substantial heart (~ 14ha) between DSIC and the Daresbury Business Park ("DBP") with business, commercial services and residential development to produce a village centre for use by the Campus and local community;
- Provide main and local line rail station with bus interchange & substantial car parking;
- Develop limited residential properties adjacent to the heart;
- Provide link road through the total Campus from M56 junction to Daresbury expressway;
- Provide strong road linkage to adjacent Sandymoor community; and,

- Provide link to potential site for Halton's Science Academy.

Option D – Relocation

- Relocate existing 30 ha of DSIC developed/undeveloped land adjacent to DBP;
- Develop moderate heart north of the new Campus;
- Provide main and local line rail station with bus interchange & substantial car parking;
- Develop significant amount of residential properties on the site of the old Campus;
- Provide link road through the new Campus from M56 junction to Sandymoor; and,
- Provide link to potential site for Halton's Science Academy.