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*July, 2018*

# Interim and process evaluation of the Bradfield Centre

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**Final report**

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technopolis <sub>group</sub> July, 2018

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## 1 Introduction

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### 1.1 Background

The Bradfield Centre became operational in July 2017. Located at the heart of the Cambridge Science Park, the Bradfield Centre offers purposefully designed accelerator space for tech businesses. The business case for the Bradfield Centre was originally submitted in February 2012, and effectively provided the blueprint for the University Enterprise Zones (UEZ) pilot. Like the four UEZ buildings (launched between August 2016 and June 2017), the business plan centred on supporting a community of technology start-ups and scale-ups part-funded by BEIS.

The interim evaluation takes place five to six years after the Bradfield Centre initially bid for Government funding, and is undertaken alongside the interim evaluation of the UEZ pilot, using the same approach as documented in the UEZ pilot interim and process evaluation report. This report includes a summary of the Bradfield Centre management structure, perceptions on working relationships between key local and regional partners, the number and type of businesses recruitment and outreach campaigns, and barriers and success factors.

This interim report also provides an overview of early outcomes and impacts of the Bradfield Centre. As with the interim evaluation of the four UEZs, our assessment of the Bradfield Centre focuses on the following three research questions:

- To what extent has there been an increase in university-business engagement?
- Has there been an increase in cooperation between universities and LEPs?
- Has this led to better business performance?

In part, this evaluation draws on the results of the first survey of tenants. The emphasis of our analysis is on the degree of collaboration between businesses and universities and between businesses and local authorities. Some evidence is presented on business performance although at this interim stage, less than 12 months after the centres became fully operational, it is too early to evaluate how far any measured improvement in client business performance is attributable to the UEZ initiative. It is similarly too early to seek to identify and measure substantial effects in the wider local economy; these effects will accumulate over time and are very much more likely to be traceable 3-5 years hence.

### 1.2 Structure of this report

Chapter 2 provides an overview of the Bradfield Centre

Chapter 3 presents a summary of the results from our process evaluation, showing the Bradfield Centre's management structure, perceptions on working relationships, the partnership arrangements with local and regional bodies, and critical success factors.

Chapter 4 provides an overview of early outcomes and impacts, drawing on tenant survey results and information gathered during the case study visit.

## 2 Background to the Bradfield Centre

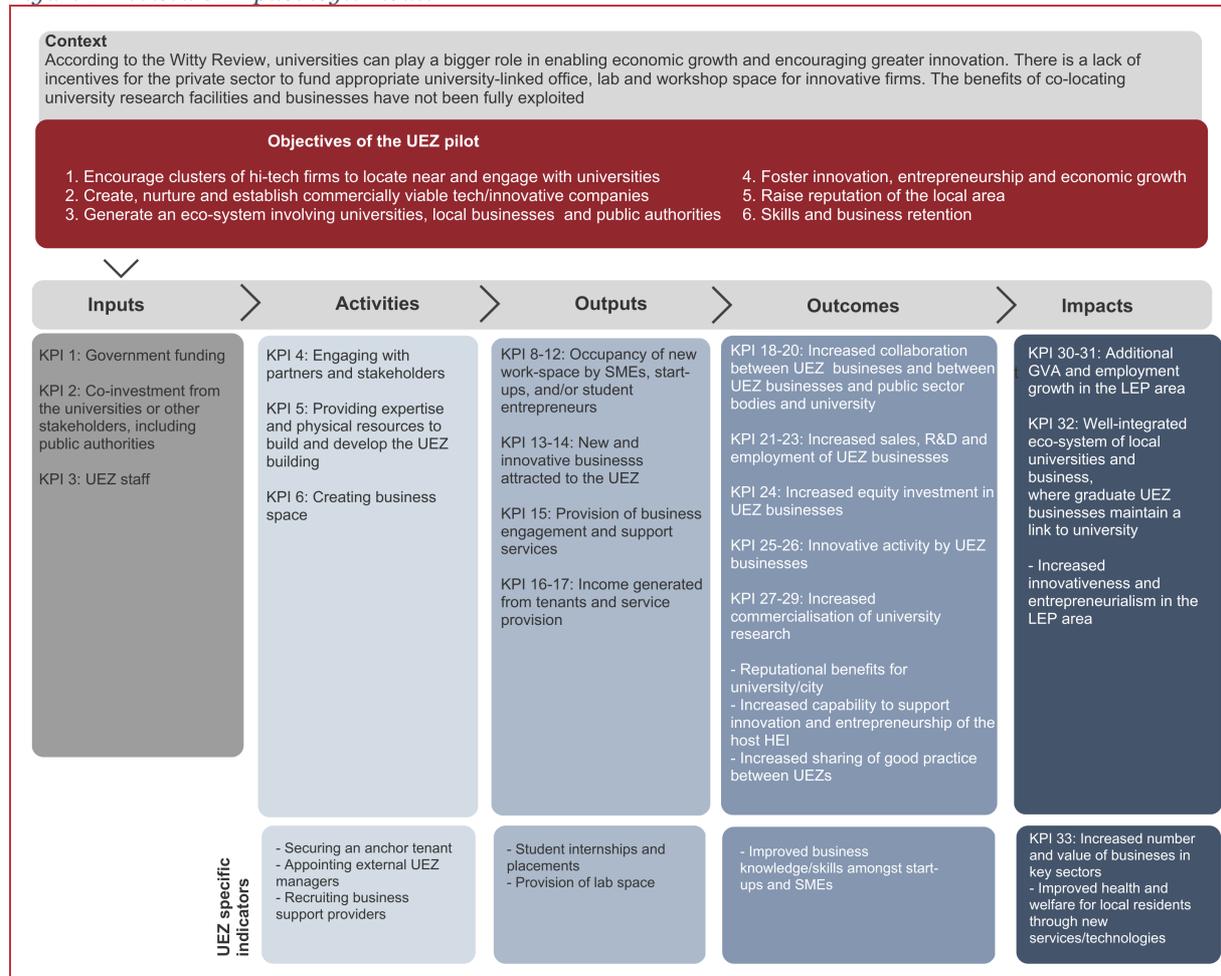
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The original plan for the Bradfield Centre was a £14m incubation and lab space, but in implementation, the Bradfield Centre has taken the form of a much larger facility, made up of flexible office space and communal working areas. The main change to the business case is around the lack of laboratory space. There were originally two types of labs proposed, dry labs for technology companies (for electronics, etc.), and wet labs for biotechnology companies. Interviewees suggested that the plan changed when it became apparent that establishing these lab spaces would be much more specialised than anticipated.

## 2.1 The overarching logic model

The Bradfield Centre has been assessed according to the same evaluation framework as has been used for the four UEZ pilot sites. As such, the logic model presented in Figure 1 forms the centrepiece of the evaluation framework for the Bradfield Centre, showing the expected logical sequence and causal relationships among the UEZ programme rationale, aims and objectives; the inputs used and activities undertaken; the results (i.e. outputs); and the outcomes and impacts that expected to be realised.

Figure 1 Revised UEZ pilot logic model



Source: Technopolis

### 2.1.1 Bradfield Centre financing and activities

The Bradfield Centre has received £4.8 million (22%) in capital investment from the government, with another £17.2 million (78%) coming from Trinity College. As highlighted in Table 1, these inputs have led to a series of different activities, helping produce the facility as described in Table 2.

Table 1 Inputs and activities of the Bradfield Centre

Inputs	<ul style="list-style-type: none"> <li>£4.8 million Government funding</li> <li>£17.2 million leverage investment</li> <li>3 UEZ staff (FTE)</li> </ul>
Activities	<ul style="list-style-type: none"> <li>Positive engagement with partners and stakeholders</li> <li>3,065 sqm of lettable business space</li> <li>Recruitment of Central Working</li> <li>Securing anchor tenant Cambridge Wireless</li> </ul>

Source: Technopolis analysis

Table 2 Overview of the Bradfield Centre characteristics

	<b>Bradfield Centre</b>
<b>Project type</b>	New build, science park renovation
<b>University</b>	Trinity College, Cambridge
<b>Other co-funding partner(s)</b>	-
<b>Engagement with LEP</b>	Arm's length
<b>Sector focus</b>	-
<b>External provider</b>	Central Working
<b>Anchor tenant</b>	Cambridge Wireless
<b>Lab space</b>	-

### 2.1.2 Outputs

The successful delivery of the Bradfield Centre has resulted in a major new facility. The Centre provides a 40,000 square feet facility that includes flexible work space, meeting rooms, event space, and an on-site café. It is designed to fill a gap in the provision of space for businesses in the Cambridge landscape, being aimed at companies with 6-10 employees through to a maximum of 30.

Table 3 UEZ convened events

	<b>Bradfield Centre</b>
<b>Opening date</b>	July-17
<b>Number of months open</b>	5
<b>Number of events</b>	25
<b>Events / month</b>	5
<b>Number of attendees</b>	1,002
<b>Average attendance</b>	40

Source: Bradfield Centre monitoring data, November 2017

By the end of 2017, the Bradfield Centre had hosted some 25 events (around five a month) including networking events, hackathons, and industry/sector specific workshops. As shown in Table 3, these events have been well-attended with a total of 1,002 attendees, an average of 40 per event. This figure may overstate the extent of the Bradfield Centre’s reach, however, with some of these individuals likely to have attended multiple events.

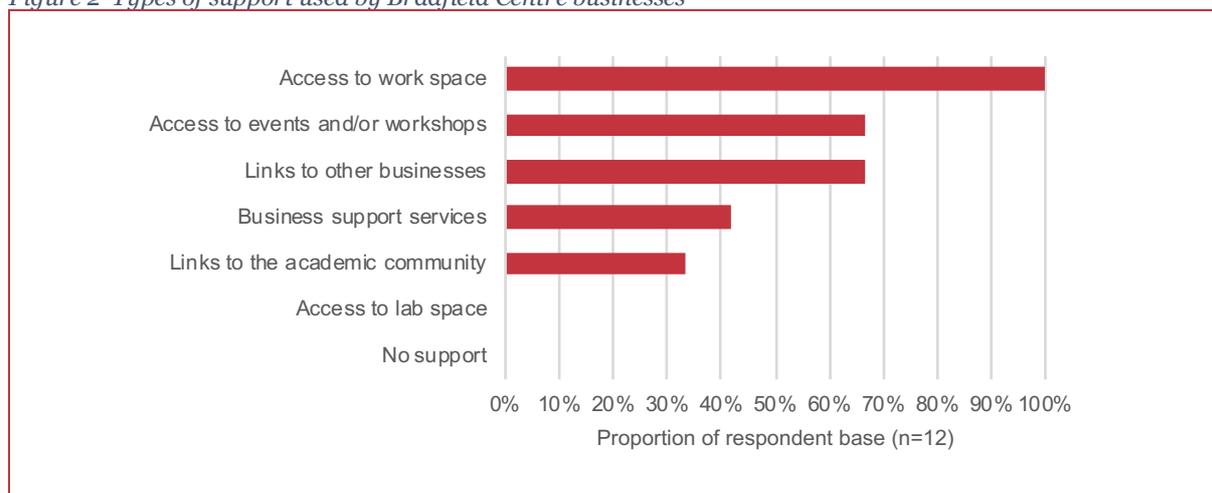
As of November 2017, the Bradfield Centre had generated a total income of £264,598 although it had not received any income from facilities and equipment from businesses.

## 2.2 Services used

Our survey of the Bradfield Centre’s businesses illustrates the types of services that have been used. The base numbers from the survey were low, however, with sixteen businesses responding to the survey. With a total of 213 users, these survey respondents equate to 7.5% of all Bradfield Centre users. This response rate was disappointing given the close engagement of Bradfield Centre management with the businesses. That said, the analysis below can still be viewed as being illustrative of how some businesses use the Bradfield Centre, albeit that it cannot be considered to be representative of trends across all users.

As Figure 2 shows (below), respondents were asked about the types of support that they received from the Bradfield Centre. All respondents said that they used the Bradfield Centre in order to access work space. This is unsurprising given that the Centre has no drop-in or virtual users. Of greater note is the fact that some businesses were using wider support services at the Bradfield Centre including access to events and workshops, and links to other businesses.

Figure 2 Types of support used by Bradfield Centre businesses



Source: Technopolis survey of Bradfield Centre businesses

Table 4 Bradfield Centre business collaborations (base number = 13)

	Yes	No, but we will in the near future	No
% collaborating with other businesses that are using Bradfield Centre services/facilities	54%	31%	15%
% collaborating with any non-university public-sector bodies (e.g. local council, NHS)	38%	23%	38%
% made use of any university research facilities or other university research	15%	31%	54%

Source: Technopolis survey of Bradfield Centre businesses

The survey results suggest that a proportion of all Bradfield Centre clients are involved in collaborative activities with one or more different types of partner: other Centre clients; university research groups; or other public sector bodies (e.g. LEPs, Local Authorities). The survey respondents were most likely to collaborate with other Bradfield Centre clients with over half (54%) reporting this type of activity. A relatively small proportion however, 15%, indicated that they had used university research facilities. Nevertheless as Table 4 shows, even where respondents were not collaborating with the three groups of body, several demonstrated a clear desire to interact with them going forward.

Table 5 suggests that survey respondents are less likely to collaborate with university researchers than they are with either other Centre clients, or with public sector bodies. Only 13% of respondents recorded formal engagement with researchers while 31% said that their engagement had been informal. Indeed, a further 31% went on to say that they had not collaborated at all with university researchers.

Table 5 Percentage of businesses reporting engagement in formal/informal research and knowledge exchange projects involving researchers/academics

	Bradfield Centre (n=16)
Yes, formal and informal	0%
Yes, formal only	13%
Yes, informal only	31%
No, but we will in the near future (formal and/or informal)	25%

Source: Technopolis survey of Bradfield Centre businesses

A number of survey respondents spoke about the Bradfield Centre providing an offer that was different than that available through a typical incubator. Comments included benefitting from having access to Central working’s offices in London too, the provision of more flexible rental and membership models, having more of a community feel, and having more collaborative opportunities.

### 2.3 Overview of early benefits

Although the base numbers are low, survey responses provide evidence of some businesses seeing impacts following their interaction with the Bradfield Centre. As shown in Table 6, some 39% of respondents stated engagement with the university and/or Trinity College had some kind of positive impact on their business. However, only 8% of the respondents stated that the impact had been significant while a large majority (62%) indicated that there had been no impact at all resulting from their university engagement. These figures are perhaps unsurprising given the relatively low levels of interaction between the respondent group and the university. Similarly, as shown in Table 7, only a small

number of respondents reported having seen impacts from research and knowledge exchange projects. Where impacts were recorded, it was most frequently reported as accelerated knowledge development.

*Table 6 Percentage of businesses reporting impact on engagement with the university and use of university research and facilities*

	<b>Bradfield Centre (n=13)</b>
Significant impact	8%
Some impact	31%
No impact	62%

Source: Technopolis survey of Bradfield Centre businesses

*Table 7 Reported impact of research and knowledge exchange projects (formal or informal)*

	<b>Bradfield Centre (n=7)</b>
Launch of new product	29%
Accelerated knowledge in field of business	57%
Opened up new knowledge sharing opportunities	14%
Increased sales	14%
No effect	14%
Other effects	14%

Source: Technopolis survey of Bradfield Centre businesses

The survey respondent group did indicate high satisfaction levels with the Bradfield Centre. Of the 12 individuals responding to the relevant question, 11 (92%) said that the Bradfield Centre had a positive impact on their business in the previous 12 months. Furthermore, no-one argued that their involvement in the Bradfield Centre had had a negative impact.

## 3 Results of the process evaluation

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### 3.1 Inputs, activities and delivery of the UEZ

#### Inputs

The Bradfield Centre has received over £22m of funding, £4.8 million from BEIS and the remainder from Trinity College. This represents a significant increase on the original scope of the development as set out in the business plan, which was costed at £14.75m.

#### Activities

The Bradfield Centre has already established a large tenant base, and has hosted 25 events, meet-ups and meetings in the short time period since becoming operational in July 2017. Events are predominantly led by Cambridge Wireless, a business network company that has received a cost-free private office in return for driving footfall towards the Bradfield Centre. Interviewees provided several examples of the Bradfield Centre's events, including:

- A hackathon based on the concept of 'the coffee shop of the future', on behalf of Costa Coffee
- An event for the construction sector on technological advancements (e.g. application of sensors on machinery such as diggers that would locate mains electricity lines)
- A future hackathon that will focus on public transport routes to the Bradfield Centre

In addition, the Bradfield Centre has looked to create links with Cambridge angel investment networks, and is conducting ongoing consultations with tenants as to what mix of service providers they need, (e.g. accountancy, recruitment, coaching).

### 3.2 Partners and level of engagement

Trinity College is the main partner and funder of the Bradfield Centre. Trinity alumni and fellows make up the Bradfield Centre's steering committee, helping to provide links to academic and entrepreneurial expertise. Interviewees stated that the Bradfield Centre is of huge importance to Trinity College, as part of its support to the fellowship of the college and all its activities. In addition, the Centre boosts the offer for attracting and retaining the best talent from all over the world. Interviewees stressed that the university works hard to support student entrepreneurs.

The original business case details that the Trinity College-led project stemmed from conversations with the Greater Cambridgeshire and Greater Peterborough LEP, the local councils, and direct feedback from companies based at Cambridge Science Park. While South Cambridgeshire District Council remains an active partner by providing strategic planning around the broader Cambridge Science Park site (e.g. the planned bio-hub, and a potential hotel site), interviewees suggested that the LEP's involvement is rather limited, choosing instead to pay attention to other parts of the local area, and addressing other broader developments. The LEP did not provide financial backing to the Bradfield Centre (after an initial request for up to £3m for fit-out costs), but did endorse the project. Furthermore, the LEP uses the Bradfield Centre to host events, for example, on inward investment. There is also a future meeting planned for the LEP that will bring together the public and private sectors.

Elsewhere in Cambridge, the Bradfield Centre is in dialogue with other incubators, accelerators and funders, inter alia the Judge Business School,<sup>1</sup> ideaSpace,<sup>2</sup> Eagle Labs,<sup>3</sup> St John's Innovation Centre,<sup>4</sup> and a number of angel funders networks, all to help join up existing provision. Interviewees also

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<sup>1</sup> See: <https://www.jbs.cam.ac.uk/home/>

<sup>2</sup> See: <https://www.ideaspace.cam.ac.uk/>

<sup>3</sup> See: <https://labs.uk.barclays/>

<sup>4</sup> See: <http://stjohns.co.uk/>

discussed how processes are in place to help learn best practice from the 15 or so science parks in the near-20 mile radius.

Thinking about the broader UEZ programme, interviewees suggested that the meetings of UEZ managers were becoming self-perpetuating and had created a useful learning community. There was also significant appetite among consultees to better map each UEZ's technological capacity and expertise so that the pilots sites knew who to turn to for operational advice (e.g. experience and expertise in bid-writing), and where others could help support tenant companies (e.g. specific technological competences, and potential supply chains).

### 3.3 Overview of progress to date

The Bradfield Centre became operational in July 2017. The latest available monitoring report submitted to BEIS in March 2017, showed tenant occupancy already at 26% of capacity. The table below shows the progress made by the Bradfield Centre against a selection of KPIs from the evaluation framework.

*Table 8 Progress to date against output indicators*

Indicator	UEZ tenants on-site	Virtual Tenants	Other non-tenant businesses working closely with the UEZ or benefiting from UEZ facilities	Total
<b>Number of UEZ businesses</b>	206	0	7	<b>213</b>
<b>Number of new start UEZ tenant businesses</b>	29	0	N/A	<b>29</b>
<b>Number of UEZ graduate tenants</b>	0	0	3	<b>3</b>
<b>Number of UEZ businesses from outside LEP area (UK)</b>	8	0	0	<b>8</b>
<b>Number of UEZ businesses from outside LEP area (international)</b>	0	0	0	<b>0</b>
<b>UEZ businesses on-site tenant pipeline</b>				<b>5</b>
<b>Total number of UEZ convened events</b>				<b>25</b>
<b>Total number of people attending UZ convened events</b>				<b>1,002</b>
<b>Number of UEZ businesses receiving business support</b>	0	0	0	<b>0</b>
<b>Income from UEZ tenant businesses</b>				<b>£264,598</b>
<b>Income from facilities and equipment related services to UEZ businesses</b>				<b>£0</b>

Source: UEZ monitoring form return, November 2017

The Bradfield Centre has made progress in a number of areas, working with a total of 213 companies, including 206 tenants currently on-site. Interviews revealed that the original ambition was for the Centre to be 20-30% full by Christmas 2017 and have approximately 700 individuals based at the facility by September 2018. At the time of the field visit in November 2017, the Bradfield Centre had a small pipeline of five potential new on-site tenants. Additionally, the Bradfield Centre has generated over £250,000 in tenant income.

### 3.4 Barriers and success factors

#### Barriers

Interviewees raised no real barriers to the implementation of the Bradfield Centre, though a lack of local public sector support was mentioned.

#### Success factors

In contrast, interviewees spoke at length about the success factors underpinning the Bradfield Centre.

Firstly, the Bradfield Centre was not “starting from scratch”, with the broader Science Park having been part of a vibrant tech scheme since the 1970s. Interviewees suggested that the Bradfield Centre is more “slotting in a piece to the jigsaw”, and finding ways to work with and leverage the wider cluster. In addition, political backing for the Centre at an event from then Prime Minister, David Cameron, helped increase the scope and scale of the project, and in turn the subsequent levels of investment.

Interviewees also suggested that the central location within the Science Park and accessibility of the Bradfield Centre and its café have each been a significant contributor to the vibrancy of the community, as well as providing potential for interaction, links and cooperation between tenants and other Science Park occupants

The long-term perspective taken by Trinity College as a landlord and investor was also noted. Interviewees suggested that the College “thinks in centuries, not decades”, and focuses on the benefits of the space rather than renting all available square footage.

Interviewees spoke very positively about the role and skill of Central Working, too. They suggested that Cambridge is a highly-networked place, which can prove intimidating for newcomers. However, Central Working’s role at the Bradfield Centre has helped tenants to navigate their way through this. Consultees also added that Cambridge Wireless had been instrumental in driving engagement with (and footfall to) the Bradfield Centre.

### 3.5 Timescales for delivery to date

As set out previously, the original concept for the Bradfield Centre pre-dated the other UEZs, with a business case developed in early 2012. Despite this, interviewees suggested that the build project took some time, with government interest and support significantly increasing the project’s scale. The Bradfield Centre became operational in July 2017, following a roughly six-month procurement period and two-year build. During the building phase, the Bradfield Centre was put in place as a ‘pop up’ operation on the construction site via the use of porta cabins to start serving clients. Interviewees stressed that this illustrated the demand for the facility, and allowed the building to form early relationships with the broader Science Park and cluster.

Interviewees did not raise any further issues with the timescales for delivery.

### 3.6 Funding and funding requirements

Consultees were rather positive about the funding and its requirements. One interviewee stressed that BEIS had been very flexible, putting in place a special arrangement to ease the funding of the work while the Trinity College finances were being put in place.

It was also suggested that the contracting process was relatively straight forward, and that the contract itself was very light touch.

### 3.7 Recommendations

One interviewee suggested that a small amount of revenue funding would have been helpful to the project, but that there had been no issues since the appointment of Central Working, who act as operator and must run the Bradfield Centre commercially.

## 4 Results of the outcome and early impact evaluation

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### 4.1.1 Overview

The Bradfield Centre offers a range of different services to its users, be it as virtual tenants or as physical users of the facility. Based on the survey respondent group, it appears that the on-site facilities have been especially popular with several respondents commenting on how they had access to private office space or access to a private desk. Even some virtual tenants opted to have access to hot desks available in the common 'hub' area of the Centre.

Based on the survey respondent group at least, it seems that Bradfield Centre users tend not to be recent graduates from either Trinity College or the University of Cambridge. However, some users have sought to develop closer ties with the university be it through the use of university research facilities, or by investing in university spinouts. There are also instances of Bradfield Centre-based businesses undertaking research and knowledge exchange projects with university researchers and academics. In some cases, users have been involved in formal joint research projects – one respondent stating that they had engaged in five separate projects with university researchers. For others, these knowledge exchange projects have been more informal, including activities such as informal discussions, investor-related interactions, and discussions with research and innovation facilities.

These business-university links did not appear to be as widespread as initially expected, and several businesses indicated that they had either not interacted with researchers (either formally or informally) or used university facilities. This could potentially be because the Bradfield Centre is located on a business park and not within walking distance of college and/or university faculties.

Based on anecdotal evidence, it seems that Bradfield Centre users were much more likely to interact with one another than with the wider academic community. Several survey respondents were also keen to explore future collaborations with other users too. There is evidence of some businesses working with public bodies such as the NHS, CCGs and local authorities.

Where Bradfield Centre users have reported engagement in collaborative activity (be it formal or informal), it has in some cases led to tangible results such as accelerated knowledge development in their field of business, and the launch of a new project.

Other businesses have reported commercial benefits related with their involvement in the Bradfield Centre. One survey respondent noted that in the absence of their engagement with the Centre, they would have employed 5 FTE fewer. Several respondents also reported that their sales figures would have been lower in the absence of the Bradfield Centre, one even saying that sales would have been 100% lower without their engagement with the Centre.

### 4.1.2 Added value

There is little evidence to suggest that the Bradfield Centre's work and offer has led to its users undertaking new types of research. Indeed, several survey respondents stated that even without the Centre's support, they would have been involved in the same activities as they are currently. Nevertheless, business feedback on the Bradfield Centre has on the whole appeared to be positive. A number of survey respondents for example commented on how the Bradfield Centre compared favourably to the traditional incubator model, by offering a stronger sense of community, greater flexibility in membership, and more opportunities for collaboration.

## 5 Summary and conclusions

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### 5.1 Process evaluation

Originally conceived in 2012, the Bradfield Centre provided the blueprint for the current UEZ model even though it did not open until July 2017, after the point when other pilot sites had become operational. The Centre itself deviated considerably from what was originally envisaged in the business case, becoming a much larger scale facility and removing plans to include lab space. This led to a lengthy time gap between the submission of the business case, and the opening of the Centre.

The majority of funding for the Bradfield Centre, some 78%, has come from Trinity College, Cambridge although the Centre has been managed and operated on a commercial basis by Central Working. Both have played a role in the Centre's success to date: Trinity College willing to take a long-term approach and maximise local economic benefits rather than short-term rent optimisation, while Central Working has helped connect the Centre's users to the broader Cambridge tech ecosystem. The Bradfield Centre has also secured Cambridge Wireless as an anchor tenant.

The Bradfield Centre has provided flexible work space, meeting rooms, event space, and a café, and communal space named the 'hub' which also features hot desks. The Centre has a lot of tenants based on-site with only a small handful of drop-in users and virtual tenants.

In only five months of operation, the Centre hosted 25 events, attracting an average attendance of 40 individuals. In the same period, the Centre also generated over £250,000 of income from tenant businesses.

### 5.2 Outcome and early impact evaluation

The three paragraphs below respond in turn to the original research questions:

- To what extent has there been an increase in university-business engagement?
- Has there been an increase in cooperation between universities and LEPs?
- Has this led to better business performance?

Since the development of the business case, the LEP has had little direct involvement in the Bradfield Centre. However, the LEP has offered its full support to the project, and hosted events at the Centre.

In relation to university-business collaboration, based on anecdotal evidence, it seems that relatively few Centre users have been involved in research collaborations, formal or informal, with university researchers, though some reported planning to do so going forward.

It is still too early to determine whether the Bradfield Centre has helped improve business performance. While the assessment of this has been hampered by low survey response rates, some users have attributed not-insignificant increases in employment, sales and turnover to their involvement in the Centre. Furthermore, it seems that businesses view the Centre in a positive manner, believing it offers more flexible terms and collaborative opportunities than a traditional incubator.

## Appendix A List of interviewees

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*Table 9 Interviewees for the process evaluation*

<b>Name</b>	<b>Affiliation</b>	<b>Date</b>
George Bennett	Hewdon Consulting	10/11/2017
James Parton	Managing Director at the Bradfield Centre, Central Working.	10/11/2017
Jeanette Walker	Director, Cambridge Science park	10/11/2017
Robert Brady	Chair of Bradfield Centre Advisory Group	10/11/2017
John Stenhouse	Signpost2Grow Programme Manager, Greater Cambridge Greater Peterborough Enterprise Partnership (LEP)	28/11/2017

## Appendix B Background to the Bradfield Centre

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### 5.3 Introduction

The Bradfield Centre fills a gap in the provision of space for businesses in the Cambridge landscape. Its space is aimed at companies between the size of 6-10 employees through to a maximum of 30 employees. It was suggested that there is little other space in Cambridge that would serve this segment.

The Bradfield Centre is managed on a commercial basis by Central Working, who manage a portfolio of work spaces – most notably Tech City in London. Central Working are responsible for the maintenance of the Bradfield Centre, and for providing business advice and running seminars. The business model of Central Working was seen as innovative to the Cambridge region as it has a stronger focus on open collaboration and networking than would traditionally have been the case in Cambridge.

The anchor tenant, Cambridge Wireless, is a local business network company, organises a series of events in the Bradfield centre to attract the local business community to the Centre.

### 5.4 Objectives

The original business case sets the vision of the Bradfield Centre to “provide a crucial national asset for the UK’s Technology and Life Sciences sector and enhance the potential for major growth of UK businesses.” Furthermore, the document sets six specific objectives:

- Create a unique asset for both Cambridgeshire and the UK as a whole
- Maximise the economic impact of Cambridge’s academic science and technological expertise
- Increase R&D activity and thereby other investment into the UK
- Strengthen links between SME’s, the University and the Local Enterprise Partnership
- Create over 200 jobs and 30 new businesses
- Deliver 24,000 square feet of research and business space that meets the required building standards for a sustainable development. As shown in section 5.7, below, the actual size of the rentable business space is larger than 33,000 square feet

### 5.5 Focus

There is a clear technology focus at the Bradfield Centre, which is unique among Central Working’s broader national portfolio. In interview, it was stressed that the centre focuses on ‘deep tech’, rather than all broader tech-based business or concept.

The Bradfield Centre operates with clear eligibility criteria for tenants, in order to protect the commercial viability of the Centre and other commercial office and research space in the area. As such, prospective tenants should meet the following proposed criteria:

- Businesses at the time the lease starts are at most three years old
- The companies have not previously been tenants anywhere else for more than 12 months in the last 24 months
- There is a demonstrable technical expertise that has been vetted
- The business revolves around a credible technology based business plan which is required to be presented and approved by the Bradfield Centre within nine months of first occupation. The Bradfield Centre aims to harness the expertise of the Alumni of Trinity College and existing (non-conflicted) tenants for this purpose.

## 5.6 Overview of facilities offered

As set out in section 2, above, the Bradfield Centre totals 40,000 square feet, and the facility includes flexible work space, meeting rooms, event space, and on site café. The Bradfield Centre has changed significantly in size and scope since its original concept set out in the business case.

The Bradfield Centre is outwardly marketed as a ‘purpose-built, collaborative office space’, and consultees stressed that the offer focuses on creating collaboration between tenants, within the building member-to-member, but also with the wider Cambridge Science Park and cluster.

The facilities include:

- **Provision of office and work space:** 33,000 square feet of rentable space for early stage companies. Accommodation at the Bradfield Centre is offered on a tiered membership basis
- **Café and common ‘hub’ space:** the Bradfield Centre features a large amount of ‘open’ working space and a café to stimulate collaboration and interaction. Interviewees stressed that this is absolutely key to the success of the Bradfield Centre, and that the position of the building at the centre of the Science Park means that Science Park occupants will mix with Bradfield Centre tenants  
The first tier of membership is available for £99 per person per month (pppm) and includes 40 hrs of hot desking time per week in the common ‘hub’ area of the Centre. The second tier of membership is available for £299 ppm, and includes a dedicated desk and personal locker. The third tier of membership is available for £499 ppm, and includes a dedicated 4-person office. All tiers are inclusive of all utilities, services and internet, and members are able to ‘roam’ across the other Central Working spaces across the country. Consultees stressed the importance of offering flexible leases to early stage companies, and for this reason tenants are required to give only one month notice if vacating (tiers one and two) or three months’ notice for those with a private office (tier three). Private office space is scalable to allow suites of 250 square feet or multiples thereof as tenants require
- The Bradfield Centre also features **wider amenities** such as a 150-seater auditorium (which is free to use by anyone as long as the event is of potential benefit to tenants) and a fitness room
- **Links to other facilities for students:** Interviewees suggested that the Bradfield Centre has good links with other facilities around the Cambridge cluster, such as St John’s Innovation Centre and the Judge Business School, which itself has a small accelerator

The Bradfield Centre remains open to alumni from other colleges and universities, and the buildings are open 24 hours a day, seven days a week for 365 days in the year. In the evenings, community groups and students are able to use the facilities free of charge

The Bradfield Centre is, in implementation, different to the original business case, which planned to established offices and lab space together, as well as building the facility at a relatively smaller scale. However, there are concrete plans to build wet labs within a specialised ‘bio-hub’ in an adjacent site at the Science Park, at the same size and scale as the Bradfield Centre. Interviewees suggested that this facility would add provision for 9-10 additional labs. In addition, further grow-on space will be developed, and an open-air social hub on the site for sports, concerts and other events.

## Appendix C HEBCI data - Part A

Table 10 HEP strategy for business and community engagement

		Future Space (UWE)	Ingenuity Centre (UNIP)	Sensor City (LJMU)	Sensor City (UoL)	Digital Health Enterprise Zone (Bradford)	Bradfield Centre (Cambridge)
Does your HEP have a strategic plan for <b>business engagement</b> ?	1. No strategic plan in place. 2. Between 1 and 3. 3. Strategic plan developed and only partially implemented.	5	5	4	4	4	4
Does your HEP have a strategic plan for <b>public and community engagement</b> ?	4. Between 3 and 5. 5. Strategic plan developed and implemented as a result of an inclusive process across the whole HEP.	5	5	5	4	4	4
How would you rate the level of <b>incentives for staff at your HEP to engage with Business and the Community</b> ?	1. Barriers outweigh any incentives offered. 2. Between 1 and 3. 3. Some incentives in place, but with some barriers remaining. 4. Between 3 and 5. 5. Strong incentives in place	4	4	3	4	4	3

Data from HEBCI 2015/16

Table 11 HEP capability to seek out licensing opportunities for all its forms of IP (patents, copyrights, designs and trademarks)

Future Space (UWE)	Ingenuity Centre (UNIP)	Sensor City (LJMU)	Sensor City (UoL)	Digital Health Enterprise Zone (Bradford)	Bradfield Centre (Cambridge)
In-house capability	In-house capability	In-house capability and external agency	In-house capability and external agency	In-house capability and external agency	In-house capability

Data from HEBCI 2015/16

Table 12 HEP approach for providing SME support

	Future Space (UWE)	Ingenuity Centre (UNIP)	Sensor City (LJMU)	Sensor City (UoL)	Digital Health Enterprise Zone (Bradford)	Bradfield Centre (Cambridge)
An enquiry point for SMEs	√	√	√	√	√	√
Assistance to SMEs in specifying their needs	√	√	√	√	√	√
A required contracting system for all staff business and community interaction activities	√	√	√	√	√	X

Data from HEBCI 2015/16

Table 13 HEP support for spin-offs, by the HEP and/or Partner organisation (e.g. IP Group, Imperial Innovations, Fusion IP)

	<b>Future Space (UWE)</b>	<b>Ingenuity Centre (UNIP)</b>	<b>Sensor City (LJMU)</b>	<b>Sensor City (UoL)</b>	<b>Digital Health Enterprise Zone (Bradford)</b>	<b>Bradfield Centre (Cambridge)</b>
On-campus incubators	HEP	HEP	None	HEP	Both	HEP
Other incubators in the locality	None	Partner	Both	HEP	None	Partner
<b>Science park accommodation</b>	Partner	None	Both	Partner	Partner	Partner
Entrepreneurship training	Both	Partner	Both	HEP	Both	HEP
Seed corn investment	None	Both	Both	HEP	Partner	Both
Venture capital	None	Partner	Partner	Both	Partner	Both
Business advice	Both	Both	Both	Both	Both	Both

Data from HEBCI 2015/16

Table 14 HEP support for start-ups, by the HEP and/or Partner organisation (e.g. IP Group, Imperial Innovations, Fusion IP)

	<b>Future Space (UWE)</b>	<b>Ingenuity Centre (UNIP)</b>	<b>Sensor City (LJMU)</b>	<b>Sensor City (UoL)</b>	<b>Digital Health Enterprise Zone (Bradford)</b>	<b>Bradfield Centre (Cambridge)</b>
On-campus incubators	HEP	HEP	None	HEP	Both	HEP
Other incubators in the locality	Partner	Partner	Both	Partner	None	Partner
Science park accommodation	Partner	Both	Both	Partner	None	Partner
Entrepreneurship training	Both	Both	Both	Both	Both	HEP
Seed corn investment	None	Both	Both	HEP	Partner	Both
Venture capital	None	Partner	Partner	Partner	Partner	Both
Business advice	Both	Both	Both	Both	Both	Both

Data from HEBCI 2015/16

## Appendix D Baseline performance of UEZ partner Higher Education Institutions

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The appendix presents an overview of time-series data on key metrics of relevance to the UEZ pilot evaluation, including data on contract research, intellectual property registrations and spin-offs.

The baseline analysis uses data from the Higher Education Statistics Agency's HE Business and Community Interaction (HEBCI) survey for the years 2003/04 - 2015/16.<sup>5</sup>

- Contract research income from businesses and non-commercial organisations (e.g. charities)
- Contract numbers and income associated with consultancy, which is work entailing a high degree of intellectual input from the HEI but without the creation of new knowledge
- Income from the use of HEI facilities and equipment
- Counts of intellectual property registrations
- Number of spin-offs by type and information on the income and employment of those new additions

The HEBCI statistics can often be analysed further to reveal the extent of the relationships between the institution and SMEs. We assume the focus of the UEZ work is likely to have an earlier and proportionately greater effect on the host institution's SME engagement as compared with all business and community interactions.

For each KPI, our baseline analysis presents the long-run performance of the host HEI against the average performance for all universities and colleges in the same LEP area and the average for all UK HEIs. We assume that a successful UEZ initiative would result in a discernible improvement in the performance of the host HEI; the regional and national comparators will allow the UEZ management team to gauge the extent to which the host HEI is performing in line with or ahead of the evident trend in the region or country overall. Trends will be driven by multiple factors, so one must be cautious about the interpretation of any single point of convergence or divergence between the host HEI and the wider community. However, the UEZ management team can be more confident in the significance of their contributions if there is a reasonable degree of consistency in the direction of travel across multiple indicators. Confidence will be higher still if the KPIs are tending to converge for the UEZ scheme overall.

An overview of the relevant Higher Education Institutions (HEIs) and their corresponding LEP area and HEIs is presented below. To facilitate comparison, the data on the LEP region represent averages of the relevant HEIs, excluding the UEZ HEIs. Data on the UK reflects all 161 HEIs that provided data (including the UEZ HEIs).

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<sup>5</sup> The HEBCI definitions can be found online at [www.hesa.ac.uk/support/definitions/hebc](http://www.hesa.ac.uk/support/definitions/hebc)

Table 15 Overview of HEIs by UEZ and LEP

UEZ	UEZ partner HEIs	LEP reference area	Other HEIs in LEP area
<b>Future Space - Bristol</b>	<ul style="list-style-type: none"> <li>University of the West of England</li> </ul>	West of England	<ul style="list-style-type: none"> <li>University of Bristol</li> <li>Bath Spa University</li> <li>University of Bath</li> </ul>
<b>Nottingham Innovation Park (UNIP) Ingenuity Centre – Nottingham</b>	<ul style="list-style-type: none"> <li>University of Nottingham</li> </ul>	Derby, Derbyshire, Nottingham and Nottinghamshire	<ul style="list-style-type: none"> <li>Nottingham Trent University</li> <li>University of Derby</li> </ul>
<b>Liverpool: Sensor City</b>	<ul style="list-style-type: none"> <li>University of Liverpool</li> <li>Liverpool John Moores</li> </ul>	Liverpool City Region	<ul style="list-style-type: none"> <li>Liverpool Hope University</li> <li>Liverpool School of Tropical Medicine</li> <li>The Liverpool Institute for Performing Arts</li> </ul>
<b>Bradford Digital Health Enterprise Zone</b>	<ul style="list-style-type: none"> <li>University of Bradford</li> </ul>	Leeds City Region	<ul style="list-style-type: none"> <li>Leeds Beckett University</li> <li>Leeds College of Art</li> <li>Leeds College of Music</li> <li>Leeds Trinity University</li> <li>University of Huddersfield</li> <li>University of Leeds</li> <li>University of York</li> <li>York St John University</li> </ul>
<b>The Bradfield Centre</b>	<ul style="list-style-type: none"> <li>University of Cambridge*</li> </ul>	Greater Cambridge and Greater Peterborough	<ul style="list-style-type: none"> <li>Anglia Ruskin University</li> </ul>

\*Trinity College is a constituent college of the University of Cambridge

## D.1 Overall baseline for 2015/16

An overall baseline for the key indicators is presented in the table below and the data for the University of Cambridge is discussed in the section that follows.

Table 16 Baseline for 2015/16, by UEZ host HEI and KPI

	Future Space (UWE)	Ingenuity Centre (UNIP)	Sensor City (LJMU)	Sensor City (UoL)	Digital Health Enterprise Zone (Bradford)	Bradfield Centre (Cambridge)
Total number of contracts	84	1,078	149	408	107	714
Total number of contracts with SMEs	2	129	4	73	34	28
Contract research, total value with SMEs (£000s)	£90	£2,078	£281	£2,130	£229	£830
Total number of consultancy contracts	662	685	56	17251	153	649
Consultancy number with SMEs	376	191	6	16652	38	164
Total income from consultancy (£000s)	£933	£5,394	£382	£12,243	£322	£20,058
Total income from consultancy with SMEs (£000s)	£134	£1,369	£21	£10,476	£100	£1,955
Total number of facilities and equipment related services	19	310	9	917	27	676
Total number of facilities and equipment related services - SMEs	9	38	0	720	16	178
Facilities and equipment related services - total value with SMEs (£000s)	£2	£2,373	£-	£219	£49	£1,199
IP income from software licences – SMEs (£000s)	£-	£21	£-	£1	£-	£22
IP income from non-software licences – SMEs (£000s)	£-	£119	£-	£85	£62	£707
IP income from their IP – SMEs (£000s)	£-	£128	£-	£-	£-	£-
Total number of staff start-ups	0	0	0	1	0	3
Staff start-ups - estimated current employment of all active firms (FTE)	43	6	0	2	11	7
Staff start-ups Estimated current turnover of all active firms (£000s)	£4,153	£191	£-	£-	£435	£2
Total number of graduate start-ups	25	124	61	4	1	2
Graduate start-ups - estimated current employment of all active firms (FTE)	363	165	431	0	2	3
Graduate start-ups Estimated current turnover of all active firms (£000s)	£34,196	£2,500	£17,065	£-	£-	£5

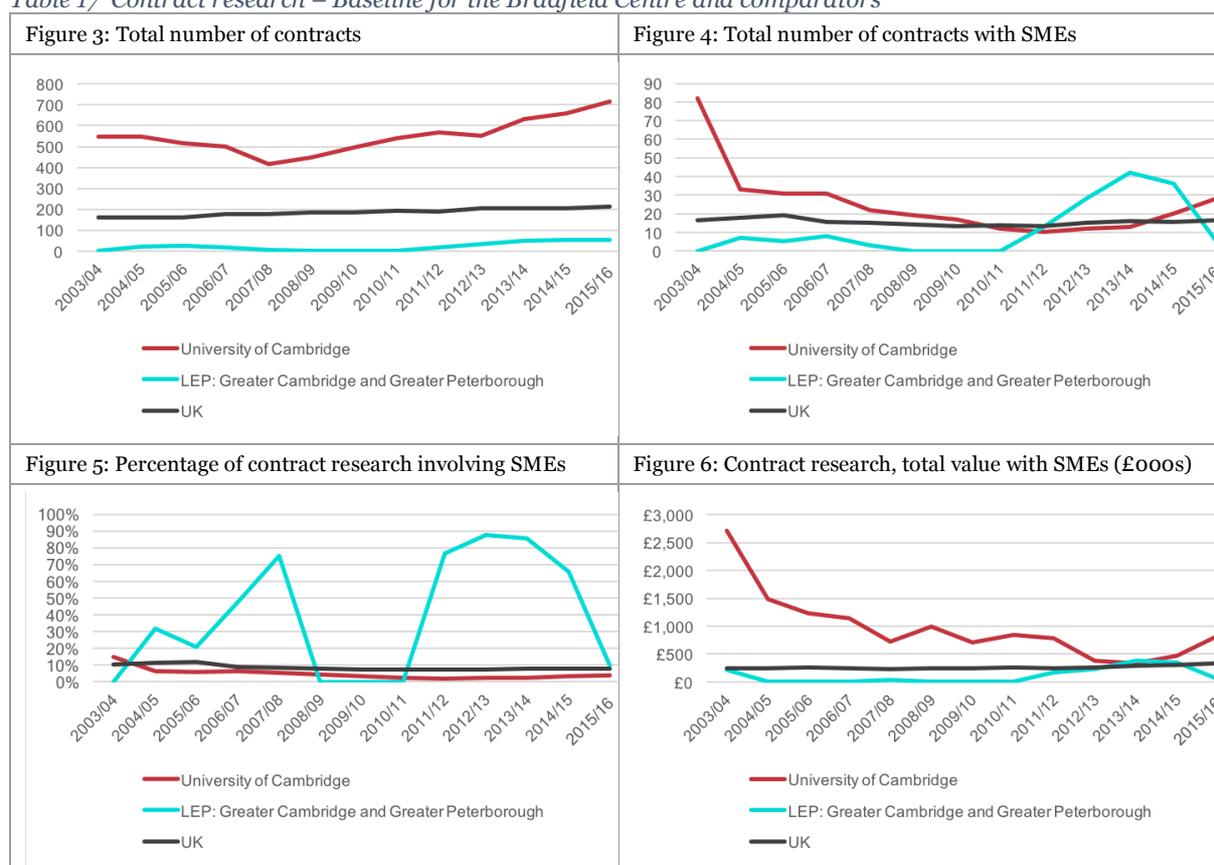
## D.2 The Bradfield Centre

Trinity College is a constituent college of the University of Cambridge. In the Greater Cambridge and Greater Peterborough region there is one other university, Anglia Ruskin University, and this university is referred to as the regional comparator in this section.

### D.2.1 Contract research

In 2015/16 the University of Cambridge held 714 contracts in total and 28 with SMEs. The number of contracts held with SMEs and in total have increased over the last few years. In comparison to the UK average, a substantially higher proportion of contract research has involved larger organisations. In 2015/16, 28 of the 714 contracts were with SMEs (only 4% of all contracts). The value of total contract research with SMEs was close to £830k in 2015/16, which is more than double the UK average (£339k). The value of total contract research with SMEs was up from £335k in 2013/14 but in the long-run contract research has decreased over time.

Table 17 Contract research – Baseline for the Bradfield Centre and comparators

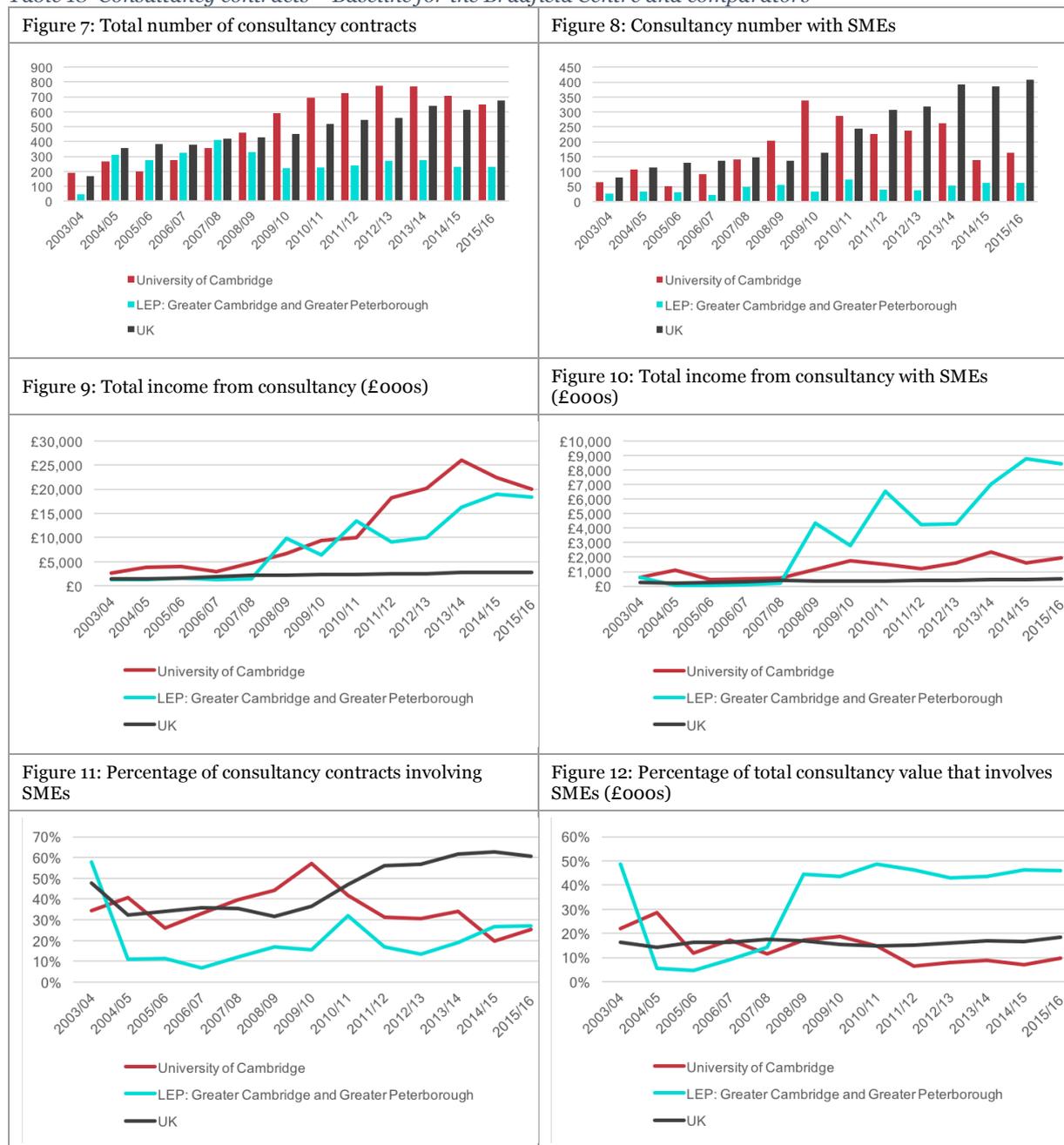


Source: HEBCI

### D.2.2 Consultancy

The University of Cambridge reported 649 consultancy contracts in 2015/16. The trend is negative positive in the last three years but positive over the longer term (there was a steady increase in the number of total contracts until 2014/15) and the 2015/16 count represents a threefold increase from figures in 2003/04. The 2015/16 figure is similar to the UK average, around 676 contracts, in 2015/16 and considerably higher than the number of contracts reported for the other university in the region. In 2015/16, 164 of the 649 contracts were with SMEs (25% of all consultancy contracts). Income from consultancy with SMEs was around £1.9m, which was 10% of the total (about £20m). The total income derived from consultancy contracts with SMEs has increased but at a more moderate pace than that of the other university in the region. The total income derived from consultancy contracts with SMEs in 2015-16 represents more than three and a half times the average income of UK universities.

Table 18 Consultancy contracts – Baseline for the Bradfield Centre and comparators

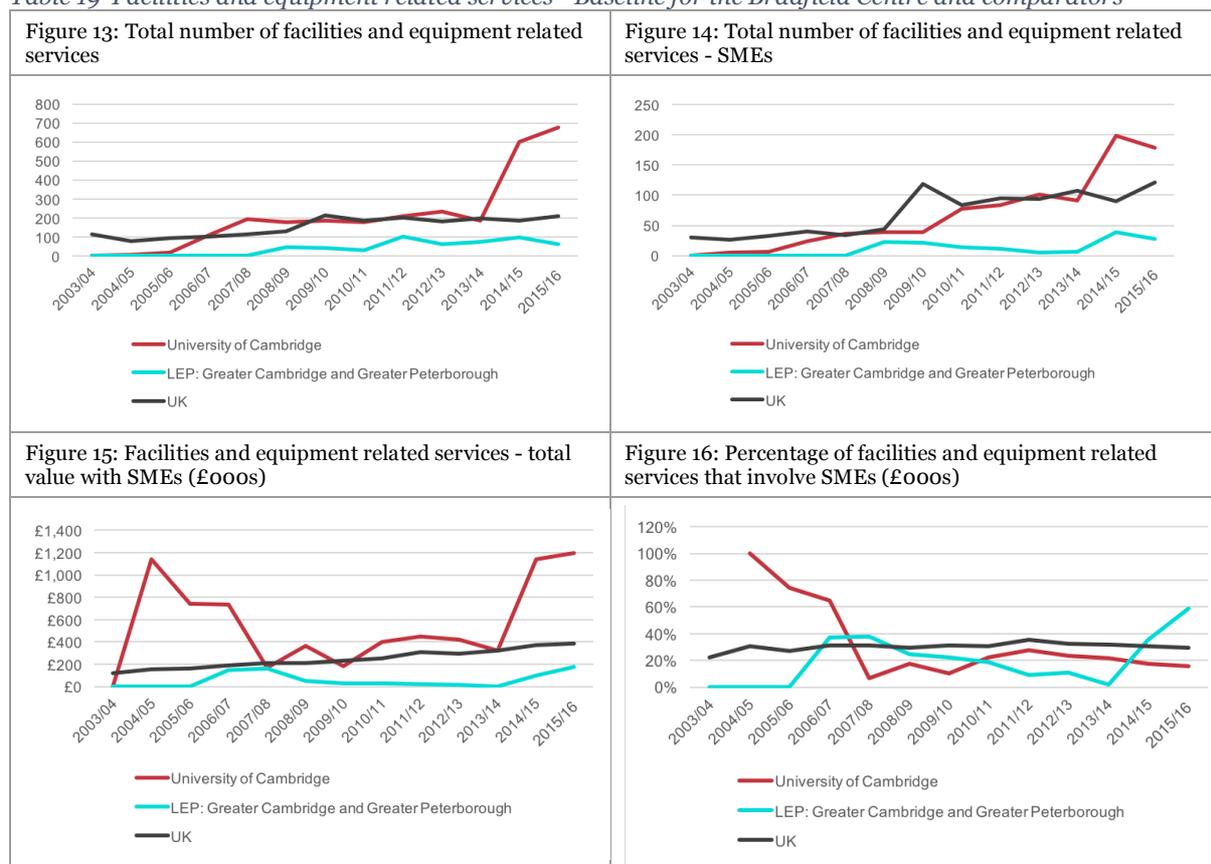


Source: HEBICI

### D.2.3 Facilities and equipment

The University of Cambridge was involved in 676 facilities and equipment related services in 2015/16. In 2015/16, the university provided facilities and equipment related services to 178 SMEs and this close to 40% above the UK average (121).

Table 19 Facilities and equipment related services– Baseline for the Bradfield Centre and comparators



Source: HEBCI

### D.2.4 Intellectual Property

The University of the Cambridge has registered a substantial income from Intellectual Property from SMEs in recent years: £22k in software licences and £707k in non-software licences in 2015/16. The combined volume of this type of income from SMEs is five times the UK average.

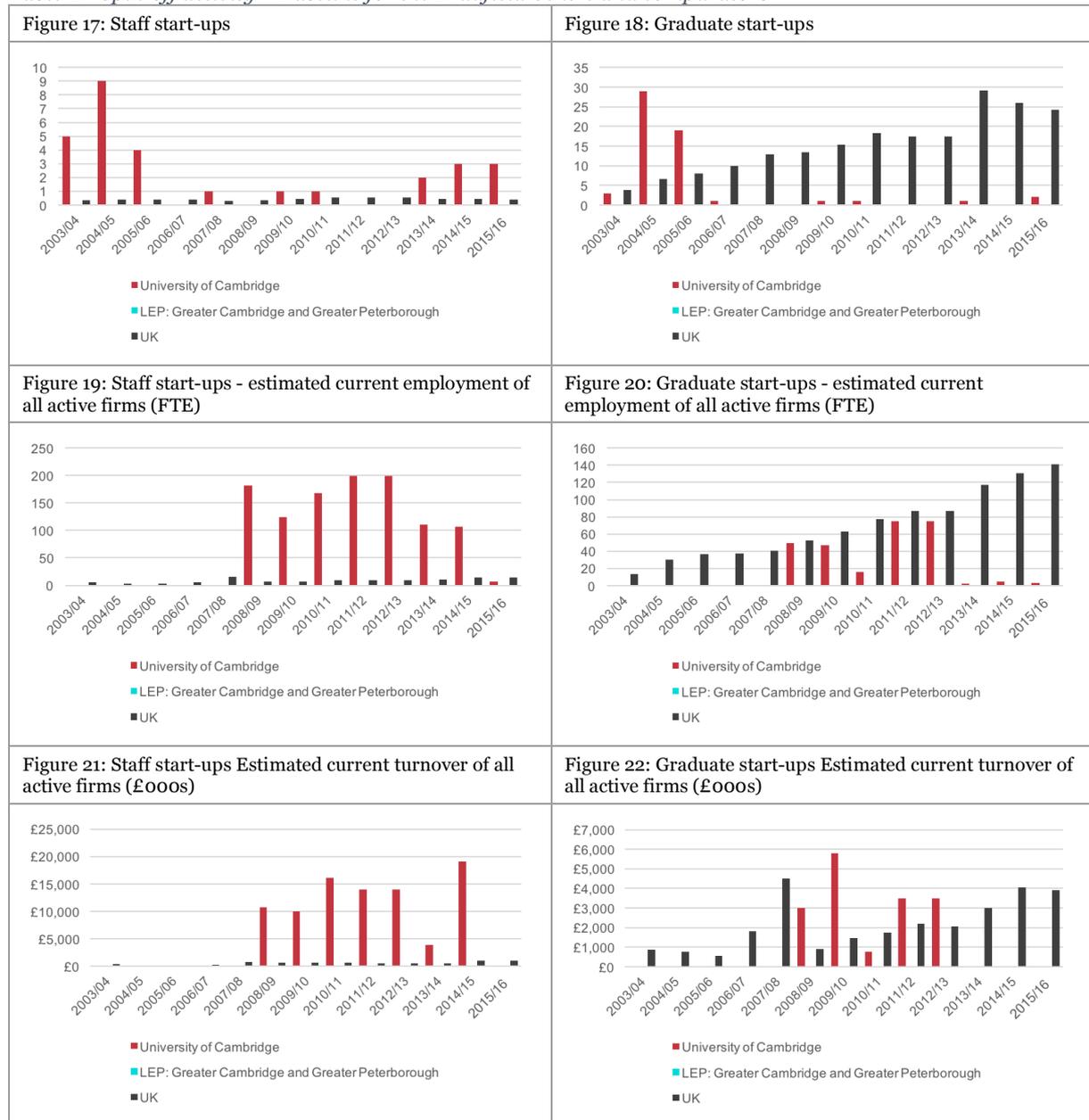
Table 20 Intellectual Property Income from SMEs (£000s) – baseline for the Bradfield Centre and comparators

	Type	2011/12	2012/13	2013/14	2014/15	2015/16
University of Cambridge	Software licences	£44	£113	£47	£40	£22
	Non-software licences	£827	£568	£846	£681	£707
	Other IP	£0	£0	£0	£0	£0
LEP: Greater Cambridge and Greater Peterborough	Software licences	£0	£0	£0	£0	£0
	Non-software licences	£5	£5	£4	£0	£0
	Other IP	£0	£0	£0	£0	£0
UK	Software licences	£4	£8	£6	£8	£7
	Non-software licences	£52	£51	£54	£70	£100
	Other IP	£10	£9	£6	£8	£7

Source: HEBCI

Over the year the University of Cambridge has registered only some staff start-ups and graduate start-ups. In 2014/15 and 2015/16 only one or two graduate spin-offs were registered and the reported estimated current employment of all active firms (FTE) and current turnover of all active firms was zero or close to zero in these years. Universities in the region likewise reported low figures but the average graduate spin-off activity reported across UK universities is substantially higher.

Table 21 Spin-off activity – Baseline for the Bradfield Centre and comparators



Source: HEBCI



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