THE BUSINESS OF SUCCESS: OUR STRATEGY FOR SCIENCE, INNOVATION AND GROWTH
At Sci-Tech Daresbury, our vision is for an energised economy, driven by science, technology, innovation and enterprise.

Our mission is to seamlessly integrate world-class science and technology, innovation and business enterprise within a dynamic campus setting to drive discovery, open up new commercial opportunities, deliver high-value jobs and stimulate local economic growth. This strategy is designed to ensure that we deliver our mission. It includes five complementary but distinctive components:

• Driving excellence in science and technology see page 8
• Business growth through innovation see page 10
• Developing a world-class science campus see page 12
• Attracting and developing the very best talent see page 14
• Powering productivity through partnerships see page 16

A Joint Venture company spearheads the development of Sci-Tech Daresbury. Partners in the Joint Venture are:

• The Science and Technology Facilities Council (STFC), one of Europe’s largest multi-disciplinary research organisations
• Halton Borough Council, part of the Liverpool City Region Combined Authority
• Langtree, a property development and management company.

This is the strategy of the Joint Venture, and will be delivered through collaborative working between the partners.
This strategy sets out how we will develop our campus as a national centre where large-scale science investments, innovation and entrepreneurship converge to deliver business growth and high-quality jobs. Our ambition is to deliver an additional 10,000 high-value jobs at Sci-Tech Daresbury over the next 20 years. We are already making our mark as one of the UK’s national science and innovation campuses – a success reinforced by our Enterprise Zone status. We have established an enviable track record in enabling success amongst high growth SMEs (small and medium-sized enterprises). To realise our ambition for growth, we must:

- Reinforce and extend our technology leadership position through continued investment in science facilities
- Build clusters of businesses rooted in our technology specialisms; attracting medium and large-scale businesses will be an important factor in this cluster development
- Develop the physical and built-environment of the campus at a pace that matches our ambitions and those of the organisations on campus
- Nurture and develop mutually-beneficial partnerships that complement and enhance the campus
- Engineer the long-term sustainability of the campus by growing and attracting the right talent and extending the expertise of Sci-Tech Daresbury businesses for future growth.

Our experience with the 100+ high-tech businesses now established on campus is that creating the perfect environment for success does not happen by accident, but must be nurtured carefully and managed proactively. The result is a unique ‘ecosystem’ conducive to:

- Leading-edge innovation
- Impressive business growth
- Creation of high-value jobs
- Development of thriving technology-based businesses
- Extensive and impactful collaboration.

A STRATEGY FOR GROWTH

This strategy will help us further scale the breadth and depth of world-class capabilities on site and capitalise on existing momentum. We will foster emerging ‘clusters’ on campus: concentrations of companies, institutions and organisations focused on our specific areas of excellence. Clusters increase productivity and operational efficiency, stimulate and enable innovation, and facilitate commercialisation and business creation. Our strategy is designed to nurture the complex interplay between skilled individuals, world-class research, agile small businesses, larger corporates, investors, infrastructure and local and national government. This will sustain and strengthen an existing, vibrant campus that delivers fresh innovations to the marketplace, creates high-value jobs, and grows the UK’s knowledge economy – to the benefit of all our stakeholders in government, business, academia and the local community.

Our focus over the next 3-5 years will be to:

- Realise The Hartree Centre’s full potential for economic impact, particularly through its partnership with IBM
- Develop the cluster of data intensive businesses built around the world-class capabilities of The Hartree Centre
- Develop and support economically productive clusters around our specialisms, such as advanced engineering and medtech
- Equip the UK with next-generation light source capability, for real-time visualisation of biological and chemical reactions, through construction of a demonstrator facility on campus
- Sustain momentum in the development of campus infrastructure through construction of business facilities to deliver a ‘home for life’ offering and implementation of additional roads and services infrastructure for ongoing expansion.

On the following pages we explore what this strategy involves and highlight how Sci-Tech Daresbury is already generating a non-stop stream of success stories.
Our priorities are:

- Creation of a research and development programme within the Hartree Centre, in partnership with IBM, to realise a world-leading data-centric and cognitive computing centre. This interdisciplinary centre will allow researchers, doctors, engineers, economists and retailers to use 'big data' to make quicker discoveries, better decisions and thus generate competitive advantage, more jobs, a stronger economy and improved quality of life.

- Construction of CLARA (Compact Linear Accelerator for Research and Applications), a unique free electron laser facility that underpins the UK's current and future multidisciplinary research infrastructure. This facility will equip the UK with next-generation light source capability for real-time visualisation of biological and chemical reactions.

- Developing our nationally leading advanced engineering capability and infrastructure, which delivers STFC’s science programme and supports businesses to innovate and adopt new technologies – especially in intelligent sensors, particle accelerator technologies, rapid prototyping and virtual prototyping techniques.

- We will engage with university partners to jointly develop proposals to establish significant new collaborative science facilities and projects on campus, in areas that have natural synergy with our existing research strengths.

SCI-TECH DARESBURY

FACTFILE

Established: 2006 (rebranded as Sci-Tech Daresbury in 2012)

Description: national science and innovation campus

Current status: Enterprise Zone (awarded 2012)

High-growth SMEs and other companies on-site: over 100 and rising

Scientific and technical staff on-site: nearly 420 and rising

Business employees on-site: circa 600 and rising

Average sales growth for campus companies: 10% p.a. (2011-2015)

Key strategic partnerships: IBM, Unilever, BAE Systems

Examples of flagship facilities: The Hartree Centre’s powerful high performance computing capabilities dedicated to UK industrial research, and the UK’s leading centre for Virtual Engineering technology integration for commercial applications

Collaboration: 60% of companies collaborate with another campus company; 75% collaborate with either STFC or a university
UPGRADING THE MOST COMPLEX MACHINE EVER BUILT - CASE STUDY

The Large Hadron Collider (LHC) at CERN has achieved global prominence as the frontier tool for understanding how the Universe was born, how it works, and gave rise to the Nobel prize-winning discovery of the Higgs boson in 2012. But to stay at the forefront of scientific discovery, the most complex machine humankind has ever built needed to be made yet more powerful. Researchers and technologists at STFC and the Cockcroft Institute are making a critical contribution to this multinational upgrade project – HiLumi LHC.

Our strategy is to reinforce and extend our science and technology leadership position through continued investment, and to establish new collaborative research facilities/projects that have natural synergy with our existing research strengths.

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New technologies are needed to harness the power of big data to enable quicker discoveries, better decisions and thus generate improved productivity, a stronger economy and improved quality of life.

Construction of CLARA (Compact Linear Accelerator for Research and Applications), a unique free electron laser facility that underpins the UK’s current and future multidisciplinary research infrastructure. This facility will also work in partnership with the Christie Hospital in Manchester to advance applications of particle accelerator technology in cancer treatment.

The HiLumi collaboration spans Europe, the US and Japan; and its success hinges on a number of innovative accelerator technologies. Our staff are leading several of these technology areas, drawing on excellence in advanced engineering, cryogenics and computing. We can only speculate what further mysteries of the Universe will be uncovered by the upgraded LHC, but we know already that these will only have been possible through the world-leading accelerator science at the Sci-Tech Daresbury campus.

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The Cockcroft Institute, a national centre of excellence in accelerator science. Healthcare is just one area where its capabilities have real impact, through collaboration with the Christie Hospital in Manchester to advance applications of particle accelerator technology in cancer treatment.

The Medical Training and Research Laboratory (MTRL), a joint initiative between the University of Liverpool, the Royal Liverpool University Hospital and STFC which delivers hands-on training in medical imaging and develops next generation imaging techniques.

SuperSTEM, one of the world’s most powerful scanning transmission electron microscope facilities, is used for multi-disciplinary research and allows its users to see materials at single-atom detail. SuperSTEM is led by a consortium of 5 UK universities, and has over 80 active user groups from across the globe.

In a fast-moving world, scientific excellence can only survive and flourish if it is sustained through effective investment.

Creating a research and development programme with The Harlow Centre, in partnership with IBM, to realise a world-leading data-centric and cognitive computing centre. This interdisciplinary centre will use big data to enable quicker discoveries, better decisions and thus generate competitive advantages, increased productivity, a stronger economy and improved quality of life.

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BUSINESS GROWTH THROUGH INNOVATION

The 100+ high-tech companies established on campus already play a critical role in the successful commercialisation of new science and technology and in our ambition of delivering an additional 10,000 high-value jobs over the next 20 years. Our approach is therefore to:

• Support SMEs on their growth journey end to end, from hot desk to their own building – providing a true ‘home for life’ offering
• Attract additional mid-size and blue-chip companies
• Increase the proportion of overseas companies on campus.

The continuing aim is to build clusters of technology-related businesses across key strategic sectors, which naturally map on to the multidisciplinary research strengths and high quality facilities on campus:

- Digital/ICT: data intensive applications and the Internet of Things - drawing on research strength in high performance computing, data analytics and cognitive techniques
- Advanced engineering and materials - drawing on the full breadth of engineering disciplines, rapid prototyping facilities and laborator/y analysis equipment
- Biomedical and Healthcare - drawing on the campus’ high specification, fully fitted laboratory facilities, and the deployment of computing and sensor technology for improved healthcare outcomes.

Our technical and laboratory facilities give businesses flexible access to the right equipment and environment to develop, innovate and grow. For example, the Campus Technology Hub is a centre for rapid prototyping technologies such as 3D printing, turning imaginative ideas into successful products in the shortest possible time.

To meet the needs of high-growth SMEs and start-ups, our priorities are:

- Provision of incubator facilities for key technology areas such as advanced engineering and medtech
- Support to improve access to new markets and customers, across private and public sectors, blue-chip and overseas
- Access to a wide range of funding and investment options, particularly pre-revenue equity and grant funding
- Maximising growth by helping companies access the best talent
- Increased collaboration opportunities with STFC and partners
- Improved access to specialist technologies and expertise within STFC, partners, and the Sci-Tech Daresbury network
- Implementation of a plan to deliver scalability of space and infrastructure, to support businesses at every stage of their growth.

LIGHTING THE WAY TO BUSINESS GROWTH - CASE STUDY

World-class R&D facilities and outstanding opportunities for collaboration – these are the key ingredients that have helped OPTIS to bring products to market faster, access new markets, grow the business and compete globally.

OPTIS are world leaders in simulation of light and visual perception software, and chose to locate its first UK operation at Sci-Tech Daresbury to take advantage of expertise, demonstration facilities and access to high performance computing hardware and expertise. The support provided to OPTIS from the Virtual Engineering Centre has resulted in OPTIS gaining contracts with key UK customers, including Bentley Motors, through the custom Virtual Reality demonstration facilities.

This success has been founded on access to the right technical facilities, the right expertise and the right environment. This provides a springboard from which OPTIS can reduce project risk, get products to market quicker, develop new products faster, and grow the business – all made possible by the unique environment for growth in place at Sci-Tech Daresbury.

IN BRIEF

Our strategy is to provide innovative businesses of all sizes with the facilities and the access to knowledge, technology, skills, markets and funding opportunities they need in order to grow and succeed.
DEVELOPING A WORLD-CLASS SCIENCE CAMPUS

The next 20-25 years will see significant investments into buildings, infrastructure and the campus environment, funded through self-generated profits, retained business rates (from our Enterprise Zone status) and grant funding support where relevant.

Sci-Tech Daresbury is one of the government’s flagship Enterprise Zones specifically focused on science and technology. The Enterprise Zone status helps provide routes to funding over a 25 year period to support the development of infrastructure on the campus and investment in a range of building offerings to support the campus’ ‘home for life’ message, including:

- National-scale science facilities and capabilities
- A ‘pathway’ of business facilities from small incubation offices and hot desks through to larger offices and single occupier buildings
- Complemented by access to specialist technical facilities and equipment on-site, such as the Campus Technology Hub
- Supported by extensive manufacturing facilities in the wider Halton area
- Future-proofed campus infrastructure including power, data, roads and bridges
- Enhanced transport access
- On-site facilities and amenities to accommodate over 10,000 people working on campus, in an environment that is attractive, inspirational and sustainable.

The right physical infrastructure is critical to the development, growth and productivity of the innovation community at Sci-Tech Daresbury. We will foster clusters of economic activity rooted in sectors or technologies which play to the strengths of the campus. A successful cluster allows companies to be more productive and flexible because it provides direct access to new technology, information and skills that they would otherwise have to develop independently. For example, we will develop the cluster of data intensive enterprises around The Hartree Centre, complemented by the VEC, such that the campus (and north West England generally) becomes a destination of choice for global expertise in big data and computationally intensive science.

Sustained success depends on continuous investment in the physical environment we provide.

Our priorities are:

- Currently implementing:
  - an investment of over £25 million in:
    - new laboratory and office facilities for businesses
    - land acquisition
    - power infrastructure upgrades from 6MVA to 20MVA
    - improved campus environment, site connectivity and road infrastructure
  - Short-term:
    - development of the Eastern plots (circa 12 acres) including an initial investment of over £10 million in new stand-alone buildings
    - establishment of a strong, visible presence on the campus for the data-intensive cluster, including the newly established IBM Research presence on site
  - Medium-term:
    - implementation of new bridges, loop road and land acquisition to access circa 40 acres of development land
  - Long-term:
    - delivery of around 1 million square feet of new development, providing capacity for over 10,000 high-value jobs.

This will enable us to optimise, strengthen and extend our portfolio of innovation, skills and facilities to drive a world-class offering built around existing, evolving centres of excellence.

IN BRIEF

Our strategy is to develop the right physical infrastructure to grow Sci-Tech Daresbury as an internationally-recognised science and innovation campus, providing a home to world-class science facilities, centres of excellence and a large community of technology businesses.

TECHSPACE ONE AND TWO – DELIVERING ON ‘HOME FOR LIFE’ – CASE STUDY

Initial investments at Sci-Tech Daresbury in small-scale office and laboratory facilities have been extremely successful. To meet the demand from growing technology companies, two new facilities are being constructed.

Techspace One is a three-storey 46,000 sq ft building consisting of Grade A office space, plus wet and dry laboratory facilities. It is targeted to attract companies from sectors such as biomedical, material science and clean technology, including rapidly growing companies already on campus who require larger premises.

Techspace Two is a two-storey 10,000 sq ft self-contained Grade A office building. It will provide companies with their own ‘front door’ at Sci-Tech Daresbury, and will be a natural next stepping stone for the well-established businesses on-site.

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ATTRACTING AND DEVELOPING THE VERY BEST TALENT

Skills and expertise are the bedrock of both scientific excellence and high-growth future-facing technology companies. They are also a key component in the quest for competitiveness and productivity. Attracting and developing the best talent is therefore a centrepiece of our strategy. Through the public engagement work led by STFC, Sci-Tech Daresbury already works with schools, colleges and universities to:

- Attract high-class talent
- Support sustainable, high-growth SMEs and larger companies
- Inspire the next generation of STEM talent
- Underpin the development of key skills in the local area.

Looking to the future, we are developing and implementing the Sci-Tech Daresbury Skills Factory, which will holistically address the spectrum of skills required for growth. The Skills Factory will work closely with the Joint Venture to ensure that the development of the built environment addresses the needs of the science and business community. This will continue to review key infrastructure including conferencing, amenities and accommodation.

In the wider context of the Liverpool City Region’s devolution arrangements agreed with Government, this will provide more freedoms and flexibilities to design future employment support programmes, and to influence how future skills funding will be allocated. At the core of the devolution proposals is the objective to create a flexible, responsive and fully integrated skills and employment system. A Liverpool City Region Careers Hub is being established which will showcase growth sectors and ensure businesses within these sectors can access the skills they need now and in the future. Sci-Tech Daresbury will be integral to this initiative.

Our priorities are:

- Maximising existing skillsets - Providing training for SMEs to enhance their current workforce with the delivery of additional skill-sets to their staff
- Harnessing fresh new talent through apprenticeships:
  - Promoting the wider use of apprenticeships with local SMEs, across many roles and disciplines, together with expert brokerage to the right providers
  - Providing delivery programmes for apprenticeships, particularly supporting leading edge engineering and entrepreneurial experience.
- Broadening the horizons of young people:
  - Engaging with schools to inspire the next generation and their educators to deliver a diverse STEM-skilled workforce
  - Supporting young people to be better equipped and prepared for the world of work
  - Providing work experience and placements for school, college and university students
  - Partnering with universities and colleges to strategically address delivery of the critical skills needed for business growth, which have been identified by campus surveys over a number of years.

IN BRIEF

Our strategy is to inspire, develop, attract and retain the wide range of skills and expertise essential to establishing Sci-Tech Daresbury as a global beacon of science and technology focused innovation and entrepreneurship.

TRAINING TO PROVIDE THE BEST MEDICINE - CASE STUDY

Medical imaging harnesses techniques originating in nuclear physics and transforms them into life-saving healthcare procedures. To maximise the benefits, it is essential to embed the right expertise in the healthcare sector - a goal underpinning the Medical Training and Research Laboratory (MTRL) at Sci-Tech Daresbury.

A unique facility in the UK, the MTRL delivers hands-on training in SPECT (single-photon emission computed tomography) medical imaging to MSc students in Clinical Science, and continuous professional development (CPD) training to enhance the skills of those already working in the sector. Trainees in the MTRL work side-by-side with STFC’s nuclear physics group, who are applying detector technologies originally developed for frontier science to create the medical imaging techniques of the future.
POWERING PRODUCTIVITY THROUGH PARTNERSHIPS

Partnerships are in the DNA of Sci-Tech Daresbury. The foundations of its operation are based on a public-private partnership through the Sci-Tech Daresbury Joint Venture company, and we therefore understand the unique value that a partnership approach can deliver.

The proven effectiveness of this delivery model is underlined by the many successful campus-based partnerships that have already been established, including The Hartree Centre, The Cockcroft Institute, and The STFC-CERN Business Incubation Centre – the world’s first centre dedicated to growing small businesses using business support, intellectual property, and technical expertise from STFC and CERN (the European Organization for Nuclear Research).

Specifically, we have found our close relationships with Manchester, Liverpool and Lancaster universities covering research and enterprise has been central to developing many opportunities. For example the partnership between The Hartree Centre and the University of Liverpool’s Virtual Engineering Centre highlights the benefit of bringing together the complementary technical and domain expertise, and increasing economic impact. This has already been demonstrated through existing successful campus-based partnerships that have already been established.

We recognise that long-term partnerships with international corporate businesses are critical to increasing understanding of market needs, accessing business support, intellectual property and on-site expertise. From experience we have seen this as a proven model for success to assist in commercialising innovation.

We are committed to pursuing further partnership opportunities to replicate this tried and tested approach across our three key sectors:

- Digital/ICT: data intensive applications and the Internet of Things
- Advanced engineering and materials
- Biomedical and Healthcare.

Our priorities are to build upon existing partnerships and create new ones with:

- Universities and the NB group, to optimise connectivity across the institutional landscape.
- Relevant Catapult centres (e.g. Digital; High Value Manufacturing), to assist with industrial needs.
- Research Councils and Innovate UK, to ensure alignment with the national science and innovation funding landscape
- International corporate businesses, to attract new business opportunities, investment, expertise and businesses to the campus
- Science organisations and laboratories such as CERN, to maintain and enhance the impact of our research on an international stage.

We will also continue developing our strategic relationships with the three Local Enterprise Partnerships that support our Enterprise Zone (Cheshire and Wirral, Greater Manchester and Liverpool City Region), to ensure that the utilisation and development of campus assets and capabilities are included in their economic/innovation plans, and that Sci-Tech Daresbury has representation on the relevant innovation boards.

Our strategy is to be highly partnership-focused, consolidating existing partnerships and building new ones, to assist in developing new capabilities and specialisations. From experience we have seen this as a proven model for success to assist in commercialising innovation.

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BIG IMPACT FROM BIG DATA - CASE STUDY

The Hartree Centre has been working with industrial and research clients since it was established in 2013, helping them create better products and services and increase their competitiveness through the application of high performance computing, big data, visualisation and modelling techniques. This rapidly evolving enduser is moving from strength to strength, backed by a total of £723 million commitment from Government, and, since 2015, a formal partnership with the Ministry of Defence providing a powerful business lead.

The partnership has also seeded the establishment of IBM Research’s first ever UK presence, with around 50 IBM staff due to be co-located alongside The Hartree Centre over the next five years. As part of the partnership with IBM, The Hartree Centre has access to the latest data-centric technologies, including IBM’s world-leading ‘Watson’ cognitive computing platform. UK industry will gain competitive edge through these technologies, which enable non-computer specialists to gain value and actionable insight from the vast amounts of disparate and unstructured data being generated today, and do so in a more natural, human-friendly way. Looking to the future, this partnership gives Sci-Tech Daresbury a truly global dimension, and marks it out as a location of choice for a new generation of data-intensive enterprises.
Our progress towards our ambition of delivering an additional 10,000 high-value jobs over the next 20 years will be monitored through the survey we have been undertaking annually since 2007, and through the high-level boards that govern the Joint Venture company and the Sci-Tech Daresbury Enterprise Zone.

This strategy leads us towards an ambitious future for Sci-Tech Daresbury, which will see us develop our presence and reputation on regional, national and international stages, deliver professional support designed around the needs of our companies, create the right connectivity and networks for our enterprising science and innovation community, nurture world-class talent and the ability to recruit locally, and build the right physical infrastructure and environment that supports this. Together, we are committed to making this happen.
Situated between Manchester and Liverpool, and no more than half an hour's drive from either airport (between them serving over 250 destinations worldwide), Sci-Tech Daresbury provides easy access from the region, the UK and beyond.