Bedford Innovation Campus Indicative Masterplan

Whitbread Family and Legacy

The Southill Estate has been in the ownership of the Whitbread family since 1795. Since 2004 it has been overseen by Mr Charles Whitbread and his family, who live on the Estate and view it very much as their home.

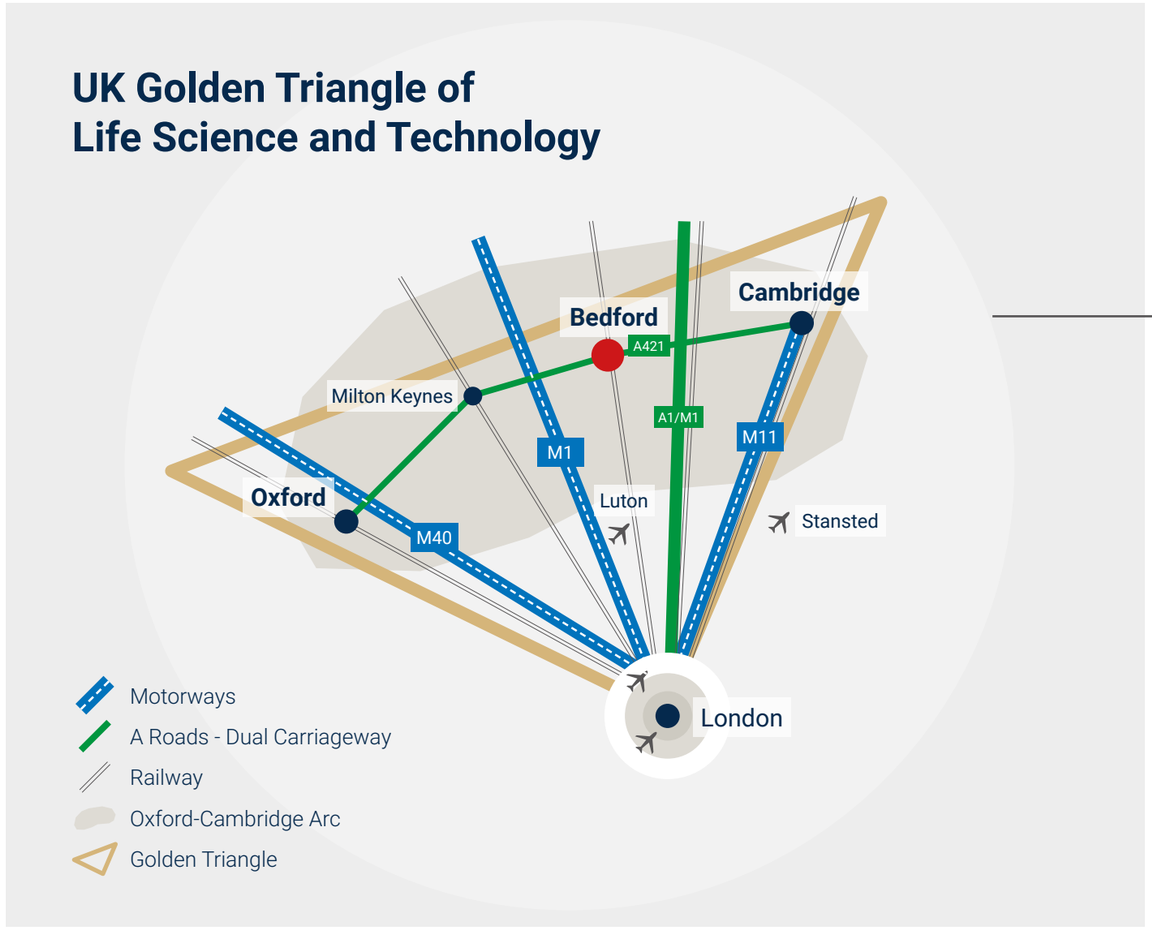
The family is dedicated to the Bedfordshire community and committed to continuing to invest in and modernise the Estate. At the heart of their strategy lies the core objective of continuing the positive stewardship of the Estate for the benefit of all, delivering economic, social and environmental value over the course of future generations.

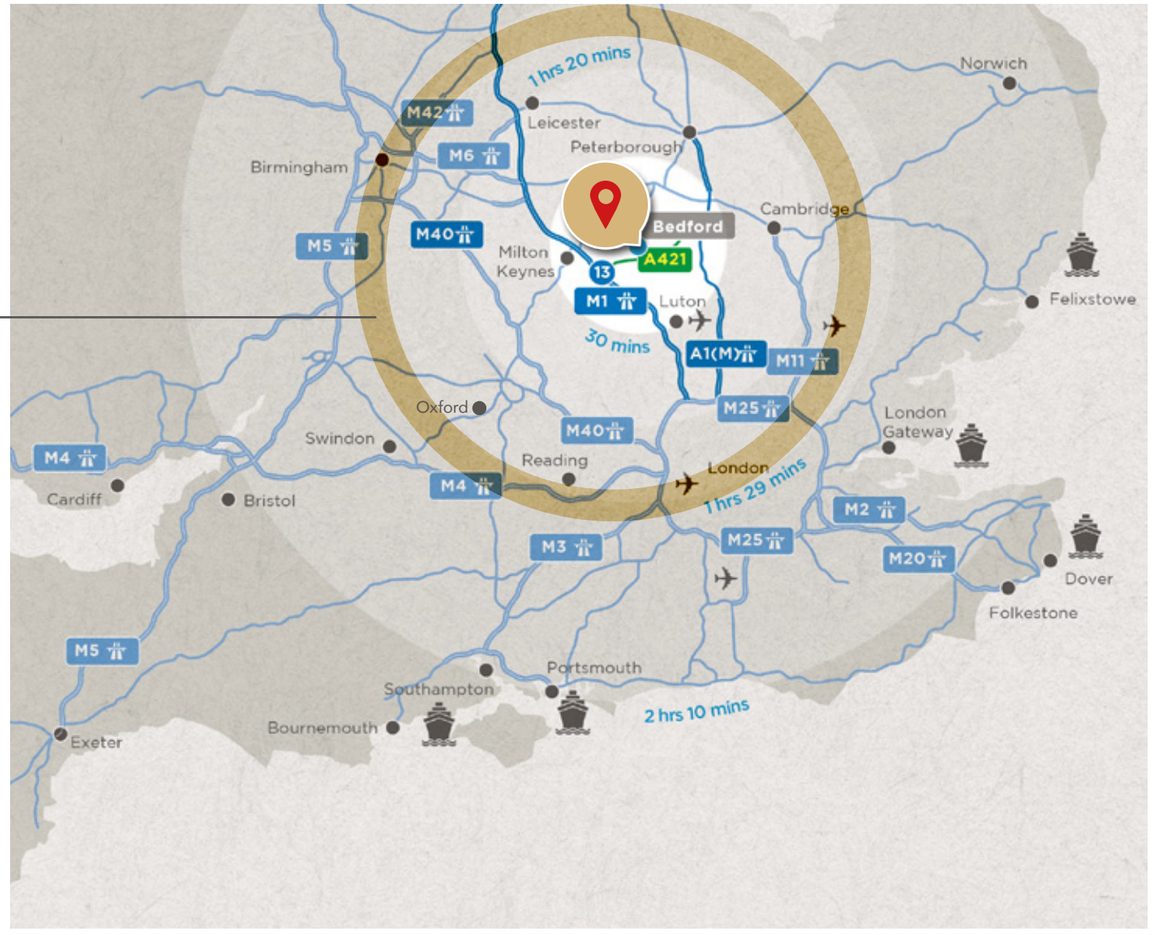
The Estate covers approximately 11,500 acres, of which 3,500 acres is farmed in-hand and with approximately 5,500 acres being tenanted. In addition, there are 1,000 acres of woodland and a further 1,500 acres constituting parkland, playing fields and miscellaneous property.

Site Plan

Aerial View

Oxford-Cambridge Arc





Vision for Bedford Innovation Campus

Overview

The ambitious vision for Bedford Innovation Campus (BIC) is to integrate the land West of Elstow with Peartree Farm, to create a 120-acre world class destination for national and regional scientific, business and educational research incorporating manufacturing facilities for the science and innovation sectors.

In addition, and to support the aspiration of creating a world class destination, BIC will be supported by high quality homes and amenities for workers, residents and visitors. BIC will become a focal point of cognate organisations, linked by a commitment to tackle the biggest scientific challenges facing humankind.

To achieve this vision BIC will grow and evolve around the principles that put heritage and community at the forefront, providing high quality facilities and amenity, underpinned by a digital campus infrastructure, to facilitate knowledge exchange and future research, discovery, and commercial activity. Great visions need robust delivery plans, and therefore attention to infrastructure planning and financial viability are critical ingredients for success.

We will prepare a masterplan to encompass the vision over a ten-year period. At the heart of the plan will be an on-going process of thought leadership putting 'science and innovation' at the centre of what is developed moving forward. Furthermore, best practice master-planning will be responsive to ecology, providing connections and protecting features and creating opportunities for new habitats.

The overall masterplan will be founded on our experience in designing and delivering world-leading science and innovation developments around the world.

Our success is built on:

- understanding the future of research needs through engaging with those directly involved,
- analysis of what world leading innovation campuses need to offer to attract and retain talent, and
- the need to plan holistically, linking world class science with sustainable and community-led place making.

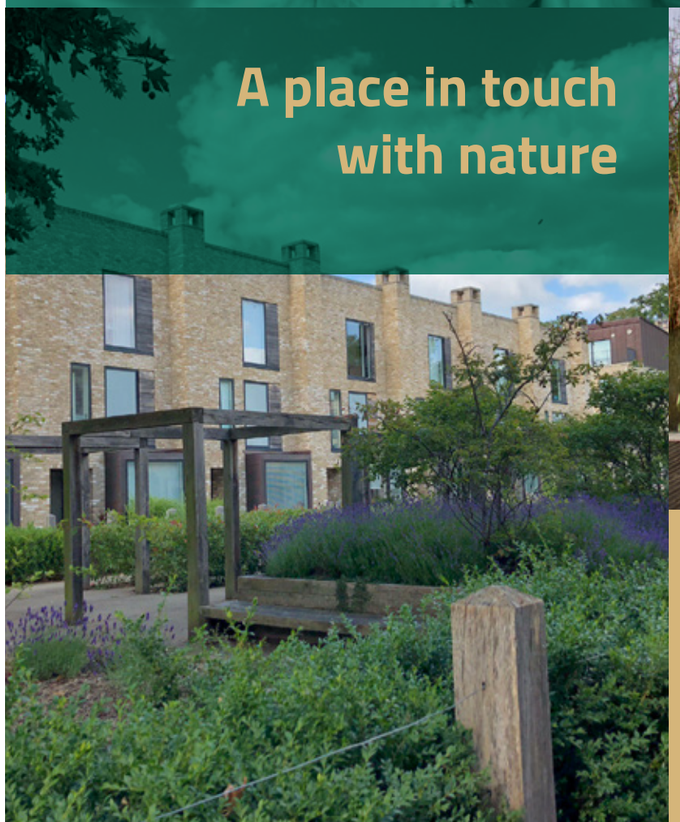
At a glance

- **1,500 new jobs** in science and innovation
- **600,000 sq. ft** of science and innovation workspace
- In the region of **400 homes**
- **£100mn** in GVA per year
- **£4,000,000** in business rates per year
- **Over 50 acres** of open space
- New strategic **green cycle corridor**

A place for community

A great place to live and work

A place in touch with nature



A sustainable place

The Six Pillars of a World Class Campus:

Pillar One: Scientific Research & Manufacturing

A long-term aim of BIC will be to establish a modern campus that provides national and regional manufacturing capacity in the pharmaceutical, life sciences (cell and gene therapy) and innovation sectors in addition to providing homes, supporting amenities and improved infrastructure.

We will look to formulate innovation gateways for BIC based around thought leadership which will in turn support innovation and training. These gateways will likely span a 25-year period ensuring BIC has the correct platform in place to support research and development.

Pillar Two: Inspire and Grow

The proposed masterplan will not only provide valuable homes (various tenures and types) and amenities but also provide a variety of space options for companies regardless of their gestation stage or level of funding. Working in collaboration with Bedford Borough Council (Economic Development), this activity will support the growth of the location ensuring that BIC becomes the preferred location for companies wishing to establish operations across the Oxford, Cambridge and London innovation triangle.

Pillar Three: Knowledge Exchange and Collaboration

Training and education are a key enabler to knowledge exchange and collaboration. Given that BIC is strategically located between London, Cambridge and Oxford, there is a critical mass of research activity and an internationally renowned academic and scientific community very close by. This concentration of expertise and activity will drive forward new developments and opportunities to help maintain and grow scientific discovery. The masterplan will support this by providing space and digital platforms to promote research collaboration by either formal or informal mechanisms.

Pillar Four: Staff and Resident Amenity

We will provide 'lifestyle' amenity on BIC to support and promote health and welfare for the benefit of all. In turn, this will support the attraction and retention of staff, a key enabler for business growth and creation of a community. New and improved amenities will be provided to meet both short and medium term requirements for the development and surrounding community.

Pillar Five: Campus ESG

We will look to align BIC's sustainability targets with those of Bedford Borough Council (BBC) in relating positively to the current landscape and heritage context. We will target BREEAM Excellent / WELL Gold. At a practical level, technologies such as ground source heat pumps and PV panels will be fully adopted wherever feasible across the development. Transport solutions based around electricity and hydrogen will be employed to facilitate travel around the campus and into central Bedford. As part of the scheme a direct link over the A421 providing cycle and pedestrian access linking the development and also providing added benefits to the scheme south of Wixham and wider community. We will work with BBC to determine a travel strategy with a travel 'hub' located on BIC and potentially connect to the nearby park and ride. Finally, energy management and security will be facilitated through our approach to a digital campus.

Pillar Six: The Digital Campus

To promote the previous five pillars, we will adopt a digital platform to support and enhance visitor engagement, security, space optimisation, wayfinding, sustainability (energy usage) and collaboration across the whole campus. This will be a cloud-based solution optimised for BIC providing advanced data and analytics to ensure the development is managed and utilised in an effect and efficient manner – ensuring space and energy optimisation is achieved. We believe this is the first time a cloud based digital platform has been adopted across an entire science park.

The development vision and the six pillars will be formalised in consultation with BBC at the commencement of a full master planning process.

Building on an existing thriving community.

A Sense of Community

A thriving community

The development will seek to create a thriving living community and contribute to the sense of community in adjoining neighbourhoods and villages in the area.

The development will be able to deliver extensive areas of open space and will support the viability and vitality of services and facilities in the local area.

Creating a vibrant community

There is an opportunity to create a successful urban environment that builds on the mix of uses and activities that already exist and to introduce new uses to create an interesting and vibrant urban environment.

A responsive place is one that acknowledges the local context in terms of scale, form and uses. The masterplan will seek to integrate and respond to the existing landscape and topography. It will need to provide a scale and mix of development that reflects the character of the area including the neighbouring settlement pattern.

Housing

The development is able to deliver a mix of uses and a balance of housing to help create a strong community. The development will need to provide a broad range of unit types and tenure to create a mixed community which responds to local market requirements and ensures a viable and lasting development.

The scale and form of residential development should also be responsive to the existing site characteristics (including trees, hedgerows and topography) as well as the roles and responsibilities of the place being created (relationship to public space, transport corridors and adjoining mixed-use areas).

Abbey View...

Landscape, Ecology and Biodiversity

Landscape vision

The quality of the public realm in this development will play a key role in creating a quality place and will create a strong sense of identity. Through the use of a select palette of surfacing, street furniture and planting, the design of the streets and spaces can meet the following objectives.

- Highlight the balance between vehicles and pedestrians, with increased priority given to pedestrians and cyclists;
- A 'green' neighbourhood with street tree planting to unify the architecture and embed the development into the wider landscape;
- Create a green network to enhance biodiversity and access to amenity for the community;
- Enhance the understanding of the hierarchy of streets and spaces through landscape treatment;
- Create new opportunities for local food growing as part of a sustainable community;
- Create a range of opportunities for play in line with NPPF (Section 8 Promoting healthy communities), the Fields in Trust play requirements and local requirements.
- Create streets that are places for lingering in rather than passing through.

Landscape response

The development will respond to the landform, views, local land uses and development patterns. The form of development will also be influenced by surrounding rural areas, such as creating lower densities on the sensitive edges, especially to the west of the site through consultation with the community.

A network of bio-diverse and recreational corridors can be designed to work with existing habitats, by creating strong connections between wooded areas, hedgerows and green lanes. This will create a web of ecology throughout the development, developing green lungs for the community and also a strong landscape setting for the development parcels. A robust amenity can be created for the community and visually the development will be set within a strong green context.

Working with nature

Our environment; where we live, work and play, has an effect on our daily lives. Pleasant environments are enjoyable, healthier, inspiring spaces. When designed properly they contribute to the natural and physical quality of places. Great environments also contribute to far wider factors, such as tackling the causes of climate change and energy and resource demand, adding value to the development and improving quality of life and well being.

The natural environment is therefore a vital component of the masterplan. Our approach:

- We are protecting local wildlife habitats and the flora and fauna that occupy them as part of the development;
- We are keeping and enhancing the existing hedgerows and trees and creating new connections where possible. This approach will help to preserve and enhance the sense of place afforded by the landscape;
- We are proposing a site-wide sustainable drainage system (SuDS) network, with many features of high value to native biodiversity. The system will also protect the water quality of receiving rivers land setaside are protecting local wildlife habitats as part of the development.

Healthy living

A theme underpinning the scheme is healthy living, coupled with access to open space. This will enable people to partake in a healthier lifestyle, including; locally produced food; xexercise and fitness; fresh air, outdoors and interaction with wildlife.

Exercise and fitness will be encouraged by the provision of trim trails, walking, jogging and cycling routes both within the site and utilising the site's excellent linkages and connectivity into local network of footpaths and bridleways.

The intention is for the community to be in contact with the outdoor environment, the landscape, ecology and biodiversity. The concept and layout proposed will encourage people to walk to essential facilities, cycle and enjoy the outdoor environment as fully as possible. It will be quicker and easier to reach local facilities (education, healthcare, shops, community and recreation areas) on foot or by cycle than by car.

Sustainable Development and Energy Efficiency

Sustainable development

Sustainability is a key component of the development. As set out in national planning policy, there are three components to sustainability; environmental, social and economic sustainability, and all three needs to be considered together. Energy efficiency is a key part of environmental sustainability.

The scheme will be designed to minimise car travel and maximise walking, cycling and public transport use. Linkages to employment and retail uses off-site are also good. The scheme could embody a high level of transport sustainability.

Social inclusion, cohesion and a strong community focus are key elements of the vision and the design concept. The scheme incorporates potential education, healthcare, community facilities, open space, a local store, recreation and other essential elements. Affordable housing would be integrated in all phases, built to a standard that is indistinguishable from housing for sale.

In relation to energy and the desire to be a low carbon development, the most essential ingredient for any major development is to achieve low energy buildings and a low energy layout. In relation to low energy buildings, the development will comprise energy efficient buildings throughout, well insulated and energy efficient, encouraging energy monitoring systems so that future users are acutely aware and able to control energy use. Much of the site is south facing, hence its overall orientation is ideal for maximising passive solar gain, taking advantage of solar technologies and reducing energy costs. A high number of the houses will have at least one south facing main elevation, facilitating passive solar gain.

Economic sustainability is critically important, and recognised as such in Government advice. It is only appropriate to incorporate energy technologies which are effective, economically viable and practically suitable for the development. The scheme will also enhance the economic viability of the existing Elstow village centre.

Southill Estate and its consultants led by Matthews & Sadler Estates will engage with the Borough and their advisers in order to progress an appropriate energy efficiency strategy for the development.

Quality place

The scheme will deliver housing opportunities across a range of house types, sizes and tenures including an appropriate proportion of affordable housing. This will include housing for sale across a range of prices, with affordable housing to rent and shared equity units delivered by Registered Providers.

A specific objective is to create opportunities and choices for local people to live in an affordable yet high quality housing environment. In addition to providing housing for new employees locating to the area for work. There will be a mixture of densities and a variety of housing character areas. The design objective is to create an attractive mix of identifiable neighbourhoods, each neighbourhood including a mix of housing for sale and to rent, ranging from flats and smaller houses, through medium sized terraced and semi detached family homes to detached houses on lower density edges of the site. The concept is one of inclusivity, achieving a social mix and developing homes for sale and to rent, with no difference in their design quality and appearance.

The design philosophy is one of developing house styles which embrace modern living requirements and sustainability, whilst relating closely to tried and tested design principles, strong character, good quality materials, appropriate detailing and an enduring quality which respond to the concept of 21st century living.

The Science & Technology Sector

- Life expectancy globally is increasing - between 2000 and 2019 it increased from 66.8 years to 78.3 years. This increase in life expectancy is largely attributed to innovations in the medical and technology sectors. Innovation within the pharmaceuticals and life science fields has made some steps changes in how medicine is being applied to improve people lives.
- From a political, economic and social perspective, the UK has seen significant change since 2020 with Brexit and more recently COVID changing substantially how the UK trades with other countries and how we live and work. These scenarios are requiring UK Plc to 'onshore' activities that have traditionally being 'off shored' (via globalisation strategies) largely due to economic reasons. It is now recognised that the UK needs its 'knowledge economy' more than ever to create an agile and resilient future.
- The life science sector (and its constituent parts) has a critical part to play in forming this new resilient economy. Although life sciences have long been recognised as something the UK excels at – its level of prominence has increased recently. UK Government has sought to promote its industrial strategy to increase the amount of spending (relative to GDP) on R&D. Further, in 2021 HM Government published its strategy for the life sciences sector. Whilst the report highlights the importance of the UK life sciences, it does recognise several limitations, most notably the lack of manufacturing capacity located in the UK.

- The UK science and innovation sector is predominately located within the London, Cambridge and Oxford ‘Golden Triangle’ – with other cities (such as Manchester) contributing to the sector. With most innovations taking place in higher education – the importance of being located close to leading universities has created several specialist ecosystems. On the back of COVID, substantial interest is now being shown by investors looking for a position in the life science sector. Record levels of funding are now looking for placement, especially in cell and gene therapies.
- As the sector matures, via A, B, C and D funding, over the next 5-10 years the requirement to commercialise R&D will necessitate significant investment in manufacturing facilities. Within the context of Cell and Gene Therapy, approximately, 45% of manufacturing takes place in the USA (31% across Europe), with a reported immediate capacity of 500% increase just to keep up with current demand. This requirement for more space is also replicated here in the UK, with an increasing number of requirements from contract manufacturing organisations and cell and gene therapy companies in-house manufacturing.
- The Cell and Gene Therapy manufacturing market is valued at US$ 13,101 million in 2020 and is expected to register a compound annual growth rate of 20.3% from 2021 to 2028 to reach an estimated value of US$ 57,448 million in 2028.
- Significant increased manufacturing capacity is required in the UK for the country to become more self-sufficient and for the economy to become more resilient. Although the life science and cell and gene therapies sectors can be viewed as largely nascent, they will play an increasingly important part in the future of the UK from both a social-economic and business perspective.
- However, to meet the requirement of this demand – sites need to be ‘oven ready’ to be developed and have specific characteristics to attract development. In addition, best practice master planning needs to be adopted to make destinations secure for investment and to attract and retain the top talent in a globally competitive sector.

Examples of Best Practice & Benchmarks

Precedent Analysis	Bedford Innovation Campus	Wellcome Trust Genome Campus	Babraham Research Campus	Harwell Science & Innovation Centre	Cold Spring Harbor Laboratory	Eddington & West Cambridge	Oxford North
Location	Bedfordshire, UK	Hinxton, Cambridgeshire, UK	Babraham, Cambridgeshire, UK	Didcot, Oxfordshire, UK	New York, NY USA	Cambridge, UK	Oxford, UK
Typology	Science and Technology	Research Campus	Science Park	Science and Technology	Research Campus	Research Campus	Science and technology
Ownership	Southill Estate	Genome Research Ltd (Wellcome Trust)	Babraham Institute	UK Atomic Energy Authority, STFC, Harwell Oxford Dev Ltd	Cold Spring Harbor Laboratory	University of Cambridge	St John's College, Oxford
Occupant(s)	-	The Sanger Institute EMBL-EBI	Babraham Institute and other companies	Over 200 companies and organisations	Cold Spring Harbor Laboratory, Broad Hollow Bioscience Park	UoC, Schlumberger, Cav III	TBD
Built vs Landscape %	40/60	40/60	40/60	45/50	23/77	40/60	40/60
Heritage Feature	The Abbey	Hinxton Hall	Babraham Hall	N/A	Entire campus is a listed historic district	No	No
On Site Facilities							
Conference Facilities	200	300	200	73	360	200	No
Amenities	Y	Y	Y	Y	Y	Y	Y
Sports & Recreations	Y	Y	Y	Y	Y	Y	Y
Accommodation	Y	Y	Y	Y	Y	Y	Y
Cultural Offerings	Y	N	N	N	N	N	Y
Dedicated / Public Transport	Y	Part-time	Part-time	Y	Part-time	Y	Y
Additional Land to Grow	Y	Y	Y	Y	Y	Y	Y
Proximity to Local Communities	Y	Y	Y	Y	Y	Y	Y
Distance to nearest urban area	Bedford: 0.5 miles / 0.8km	Cambridge: 9 miles / 14.5km	Cambridge: 6.2 miles / 10km	Cambridge: 7.5 miles / 12m	Syosset: 3 miles / 5km	Cambridge: 2 miles / 3.2km	Oxford: 0.6 miles / 0.9km
Distance to nearest metropolitan area	London: 59 miles / 94.9km	London: 40 miles / 64km	London: 44 miles / 70km	London: 44 miles / 70km	New York City: 30 miles / 47 km	London: 59 miles / 94.9km	London: 56 miles / 90.1km

Eddington + West Cambridge

Basic Information	
West Cambridge	
Site Area	163 acres
Focus	Research, Engineering, Physics
Staff	10,000
Type	Research Campus Private, non profit institution
Key Features	▪ Department of Physics (Cav III) ▪ Physics of Medicine ▪ Schlumberger Cambridge Research Centre ▪ Nanoscale Science ▪ Amenities via the delivery of a shared facilities hub (5,000 sq ft); sports gym; accommodation for students and visitors

Precedent Analysis	
Ownership	University of Cambridge
Occupants	University of Cambridge, Schlumberger, Whittle Lab, British Antarctic Survey, William Gates, Hauser Former
Built vs Landscape %	40 / 60
Heritage Feature	No
On Site Facilities	
Conference Facilities	No
Amenities	Yes
Sports & Recreations	Yes
Short Term Accommodation	Yes
Long Term Accommodation	Yes
Cultural Offerings	No
Dedicated Public Transport	Yes
Additional Land to Grow	Yes
Proximity to:	
Local Communities	Yes
Nearest urban area	Cambridge - 2 miles
Nearest metropolitan area	London - 59 miles

Oxford North - Thomas White Oxford

Basic Information	
Wolvercote, Oxford	
Site Area	108 acres
Focus	Life Sciences
Staff	5,000 to 10,000
Type	Research Campus
Key Features	▪ 90,000 sq m Office and Labs ▪ 5,000 sq ft Amenity and Wet leisure ▪ 480 Homes ▪ 200 Key Hotel

Precedent Analysis	
Ownership	St John's College, Oxford
Occupants	None
Built vs Landscape %	40 / 60
Heritage Feature	N/A
On Site Facilities	
Conference Facilities	No
Amenities	Yes
Sports & Recreations	Yes
Short Term Accommodation	Yes
Long Term Accommodation	Yes
Cultural Offerings	Yes
Dedicated Public Transport	No
Additional Land to Grow	Yes
Proximity to:	
Local Communities	Yes
Nearest urban area	Oxford: 0.6 miles
Nearest metropolitan area	London: 56 miles

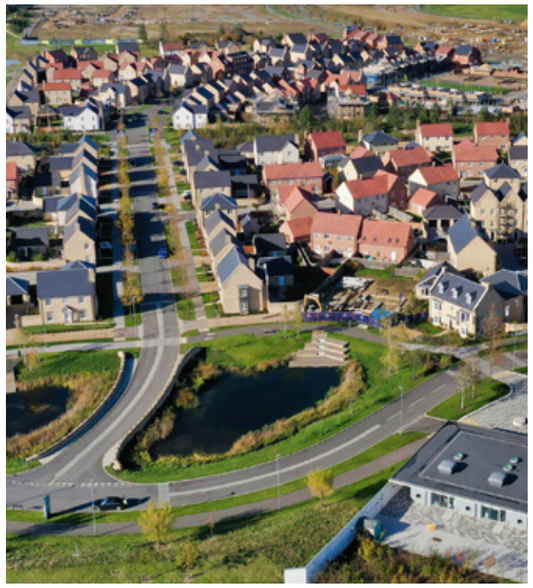
Alconbury Weald

Basic Information

Site Area	1,500 acres
Focus	Employment led mixed use
Staff	10,000+
Type	Technology Campus
Key Features	▪ 3 million sq ft commercial space ▪ 5,000 residential units ▪ Accompanying open space and community facilities

Precedent Analysis

Ownership	Urban & Civic
Occupants	Cambridge County Council, MMUK, IKO, John Adams Toys
Built vs Landscape %	40/60
Heritage Feature	Y
On Site Facilities	Y
Conference Facilities	Y
Amenities	Y
Sports & Recreations	Y
Short Term Accommodation	Y
Long Term Accommodation	Y
Cultural Offerings	Y
Dedicated Public Transport	Y
Additional Land to Grow	Y
Proximity to:	
Local Communities	Y
Nearest urban area	Huntingdon: 0.5 miles
Nearest metropolitan area	London: 48 miles



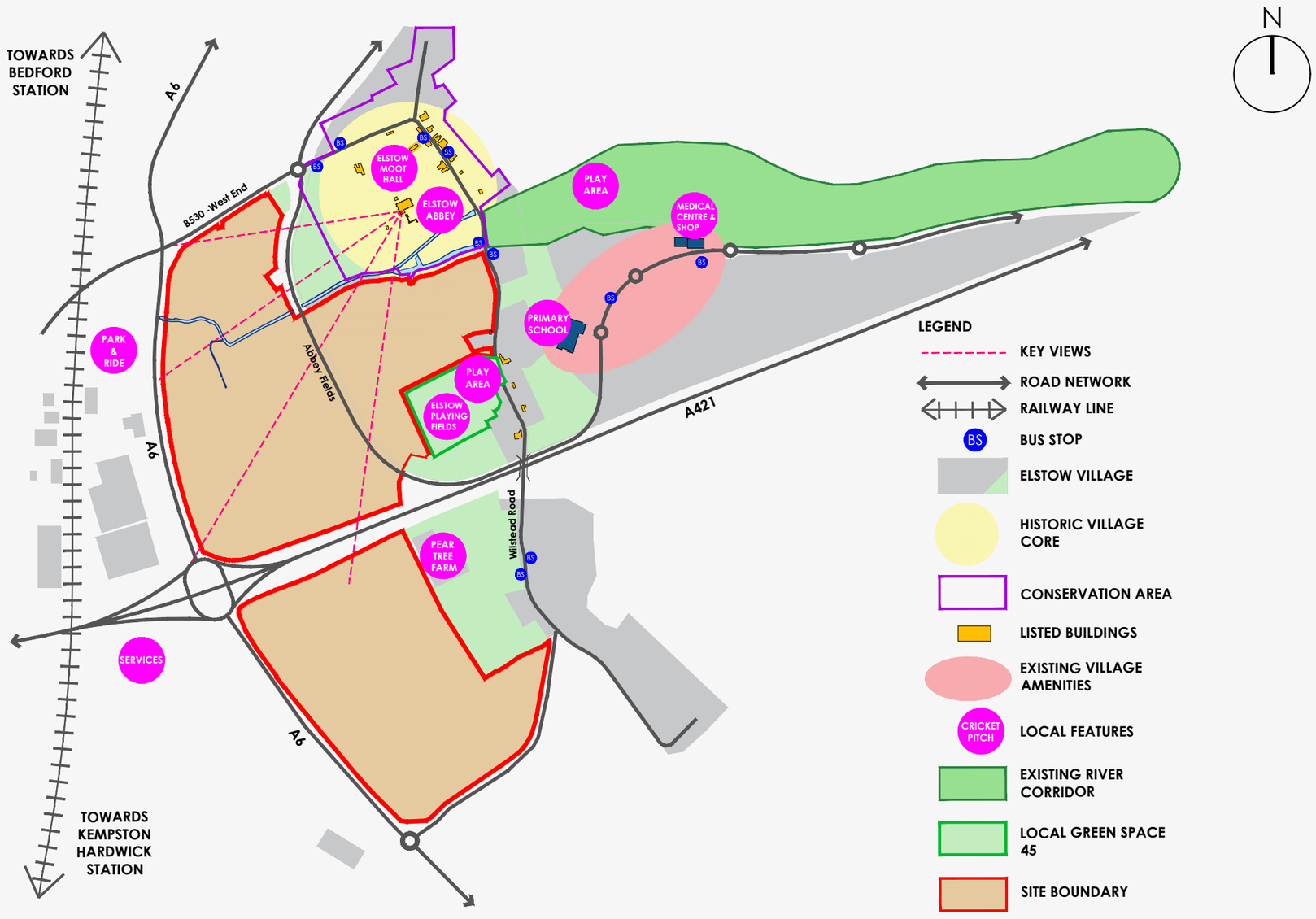
Lessons Learnt

General lessons learnt that could be adopted across BIC:

- The best schemes internationally have a mix and balance of uses needed to create ‘place’. In essence a combination of different but complementary uses. In many regards, focusing on a single use undermines the delivery of ‘place’.
- The need to take a long-term view (10+ years) on developing a scheme – not just focused on short term wins. However, need to recognise the importance of establishing a vision and brand quickly to differentiate the scheme from the competition.
- Do not underestimate the importance of leisure amenities and landscaping. These are critically important in promoting and supporting a healthy lifestyle and promote the development as a destination of choice.
- Recognise the criticality of infrastructure and utilities investment to create ‘oven ready’ opportunities for investors and operators. This does not come cheap.
- Create a supporting residential philosophy that supports both community outcomes and the requirements to deliver added value. This can include short term (hospitality) and long-term housing.
- Create a phasing plan that is both flexible and symbiotic enabling market demands to define specific developments within a given sector supported by overall guiding principles of a balanced development.
- From an investment perspective, there may be a need to invest in uses that have little or no immediate financial impact. Rather, they holistically support the establishment of a scheme and make it more future proofed.
- Finally, work with community stakeholders to embed the scheme into Bedford.

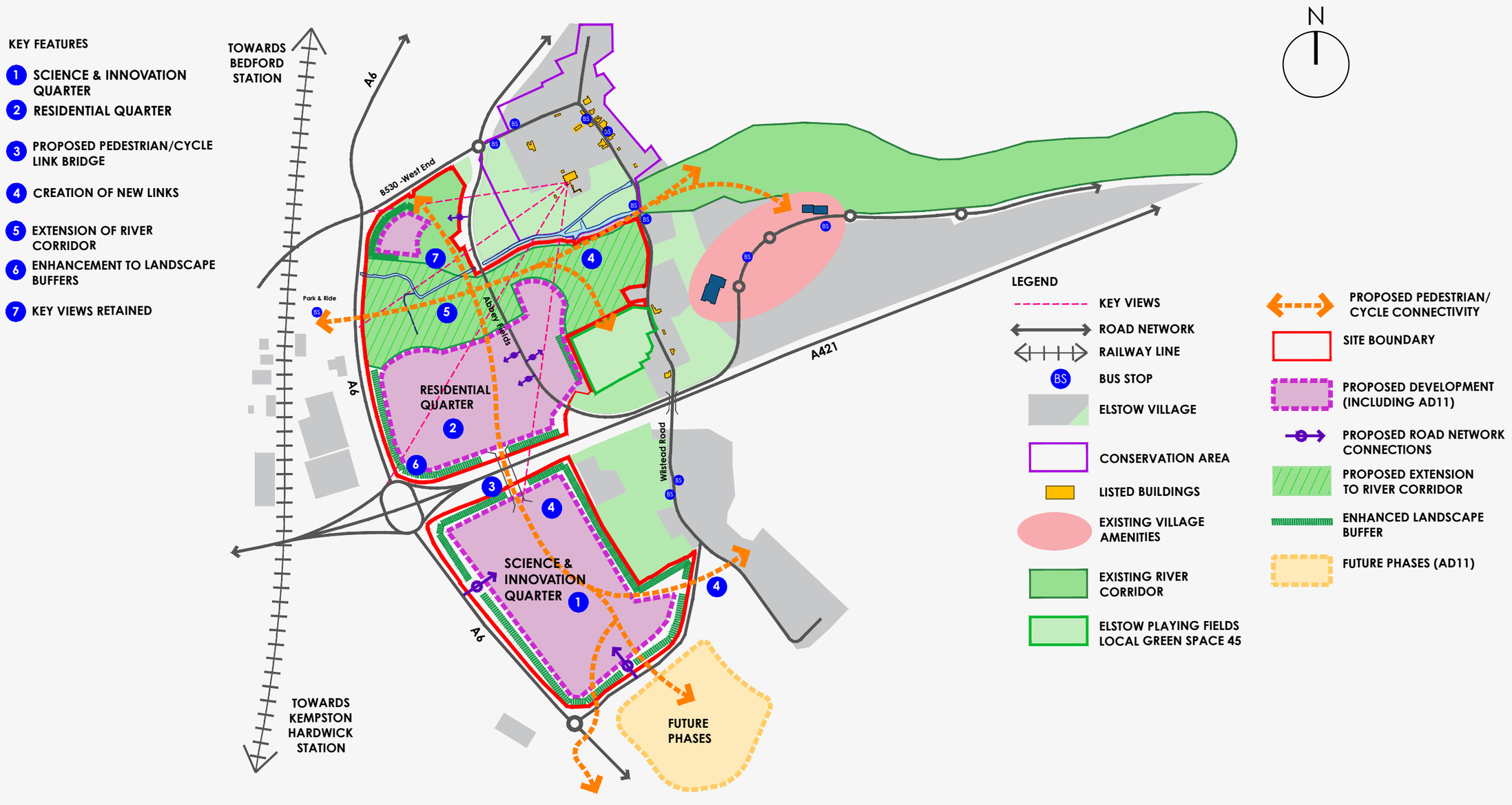
Indicative Masterplan

Site Context



Indicative Masterplan

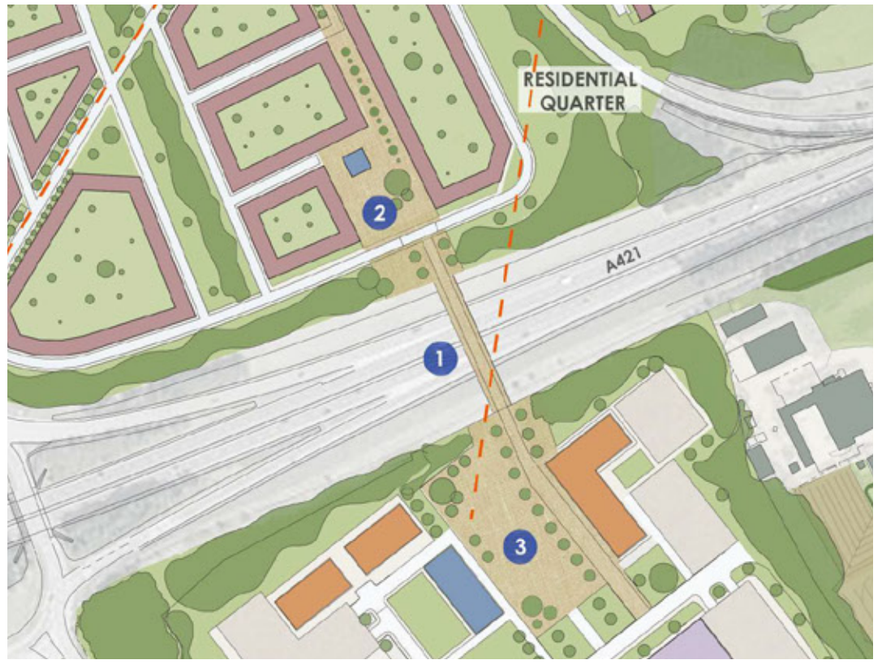
Site Opportunities



Indicative Masterplan

1. PROPOSED PEDESTRIAN / CYCLE LINK BRIDGE
2. NORTH SQUARE
3. SOUTH SQUARE
4. EXTENDED RIVER CORRIDOR
5. PROPOSED ACCESS POINTS

- RESEARCH / DEVELOPMENT / MANUFACTURING
- RESIDENTIAL
- OFFICE
- AMENITY



Biographies & Experience

Matthews & Sadler Estates

M+S has extensive experience gained over 20 years delivering multi phased mixed use development schemes. Multi-phase developments are more complicated than the traditional 'build to suit/single build' approach to development and as such require much greater understanding of market needs. In addition, multi-phase developments require a greater understanding of functionality, economics, and design elements of a scheme over many years to ensure that development are future proofed as much as possible. Within the context of BIC, this means creating a destination that is attractive at a human level.

We have been instrumental in delivering multi phase, master planned schemes in the UK, Australia, Middle East, North Africa and Europe. This experience commenced in early 1990's working on Brindley Place in Birmingham for Argent, to more recently supporting Marshalls on the delivery of a masterplan for the airport in Cambridge. We believe much of our experience can be applied to BIC to create a place that is truly special.

Project Team

Southill Estates
Land Owner

M+S Estates
Development Management

M+S have formed the following specialist design team:

BCR Infinity & LDA Design
Master Planning & Architecture

Carter Jonas
Planning

KMC
Transport & Highways

Orion
Heritage & Archaeology

Applied Ecology
Biodiversity

Biographies

Dr Jason Matthews

Jason is an internationally respected real estate strategist with over 25 years' experience within property development. Jason was previously the Director of Estate Strategy at the University of Cambridge (UoC) where he led a GBP 3bn development pipeline as well as 6.5 million square feet property portfolio in addition to a team of 350 people. Jason has also worked for both private and public sector organisations that have significant property investments. Experience includes:

- Responsible for the successful delivery of the UoC development pipeline – including substantial science and technology assets.
- Head of Research at Lend Lease Corporation leading a team of 10 researchers around the world provide underwrite information regarding markets and developments.
- Director of Knox Central project for the Australian Government. Based in Melbourne Australia, Jason led the investment and planning of a 220 hectare regeneration project.
- Worked on various masterplan schemes in Egypt, Morocco, Dubai, Iran, Pakistan, Syria and Oman – responsible for overall development strategy and development appraisal.
- Advisor to Thomas White Oxford, in delivering the Oxford North scheme for St John's College Oxford.

Jason commenced his career as a carpenter when he left school. He proceed to continue his studies and was awarded a Doctor of Philosophy (Ph.D) from Loughborough University in 1997. Since this time, Jason has spent much of his career living and working overseas.

Rob Sadler

Rob is recognised as a Science & Technology specialist with over 20 years' experience in the sector representing various stakeholders transaction on over GBP 1bn of assets. Before co-founding Matthews + Sadler Estates, Rob was a senior Director at Savills UK, leading the Cambridge office for 16 years managing a team of 150 multi-disciplinary property experts as well as several key client relationships based across Cambridge and Oxford. Rob established Savills Science, a national initiative focusing on the science & technology property sector. In addition, Rob also sat on the Savills board for education and headed up the Cambridge to Oxford 'Arc' working group for Savills. Experience includes:

- Leading the underwrite of BioMed Realty purchase of Granta Park and bench marking the Science Park against other European assets. Rob became trusted advisor to BioMed on many UK projects and spent time with the Biomed executive team in the US studying the San Diego, San Francisco and Boston MA clusters and applying to the UK markets.
- Client Director for St John's College Cambridge. Leading the development and asset management of St Johns Innovation Park - a 350,000 sq. ft innovation park.
- Client Director for Aviva. Leading the development and asset management of Chesterford Research Park Cambridge - a joint venture between Aviva and Uttlesford District Council.
- Commercial Client Director for project Marfair, the redevelopment of Marshall airport in Cambridge, the largest mix use development in the UK in single ownership consisting of 5m sq ft of science and technology business space and 15,000 homes.
- Client Director for Alconbury Weald. Purchased the site on behalf of U+C. Worked on the masterplan, development and leasing.

Rob is viewed as a leading practitioner within the Science and Technology sector with him contributing to over 50 thought leadership articles throughout his career as well as giving expert presentations at national and international conferences and forums.

Professor Phil Allmendinger

Phil is an advisor to M+S on 'Thought Leadership' and Planning and Development. A world-renowned Professor of Land Economics with 25+ years experience in development and spatial planning strategy. Member of the UoC Senior Leadership team with a deep understanding of Higher Education policy and operations across social science and STEM subjects. An established academic focusing on 'Thought Leadership' within higher education and the relationship between the private, public and HE sectors in life sciences. Experience includes:

- Chair of UoC Estates Strategy Committee.
- UK government advisor on planning reform.
- Advisor to the Saudi Government on Neom development.
- Special Advisor to the Vice Chancellor on City and Regional Affairs.
- Member of the Executive Board of the Cambridge City Deal investing £1bn of public money in infrastructure to deliver growth.

Professor Allmendinger has authored 16 books and over 50 peer reviewed journal papers. He is currently part of two large government funded research projects on the role of digital technology in cities and the post-pandemic city.

M+S