

# UKSPA

**BUILDING · TECHNOLOGY · BUSINESS**

## **Business Plan 2006-2007**

### **Background**

The UKSPA Board met in Northern Ireland in May 2005 with the purpose of reviewing the 2005-2006 Business Plan, and to establish the context and operational priorities for the Association. Vision and strategy for the Association is well documented in previous plans.

### **1. Key points arising from the debate were as follows:**

- The Association exists to service members
- Funding is important to develop the Association, but government funding is not necessarily the key
- Regional and International focus are increasingly important
- UKSPA's role in measurement and analysis of innovation performance could be important in working internationally and regionally
- Protecting and building the core business with core funding (i.e. membership subscriptions) is important
- Prioritisation is the responsibility of the Board and support should be given to the executive to achieve identified priorities
- Value adding services to tenants potentially both improves the offering and generates commercial revenues
- Branding should be a key part of our strategic direction
- The Board are there to support the membership

### **2. Business Plan Priorities identified by the Board were:**

#### **2.1 To maintain core business members currently pay subscriptions for:**

- Members' Meetings x3
- Directory
- Periodical
- UKSPA and LabspaceUK websites
- LabspaceUK
- Salary survey
- Annual statistics
- Representation, lobbying and consultation
- Collective knowledge of the Network

## **2.2 To complete projects**

- The affinity programme pilot
- The new book

## **2.3 To develop projects**

- Raising profile (Regional, National and International projects)
- To develop relationships with the development agencies and devolved administrations.

## **2.4 To consider optional projects (If resources are available)**

- Annual awards / Annual conference
- CPD Opportunities
- Innovation performance measurement system
- Critique / benchmarking of members' websites

## **3. 2006-2007 CORE DELIVERABLES**

### **3.1 UKSPA Members' Meetings**

Over the last 18 months we have strived to make members' meetings more interactive, and to create positive learning experiences for the most mature parks, and park managers. This was largely in response to members' requests, and an experiment to include interactive workshops based on important issues identified in the UKSPA business plan. Feedback indicates that workshop based activities should continue to be included in future meetings wherever possible.

During 2006-2007 we will introduce time and space at members' meeting for focus groups, based on regional, sectoral, issue or ad-hoc meetings according to members' needs and requests. Initial response to focus group activity introduced at Langstone in January 2006 has been positive, with several groups already communicating via e-mail, and intending to meet again in the future.

May 2006 – Chesterford – a repeat of popular workshops from 2005-2006

September 2006 – Liverpool Science Park.

February 2007 –Heriot Watt

May 2007 –Sunderland

September 2007 -Keele

We will continue to invite potential members to attend our meetings, as they are a useful marketing tool for the Association. We have now secured locations for members' meetings through to September 2007. There is no direct expenditure associated with members meetings, other than normal staff travel and subsistence expenses. An income of £3000 is anticipated from guests and non-members attending meetings.

### **3.2 The UKSPA Directory**

At the time of writing the preparatory work on the 2006-2007 Directory is well underway. The Directory reflects the shape of the Association, and we intend to organise the content in a different way to reflect our regional and international themes. The cover has been redesigned to be consistent with the periodical and new logo.

The Directory and the Periodical together generate an important revenue to UKSPA of £24 000pa, with little or no associated cost.

### **3.3 The UKSPA Periodical**

The periodical has again enjoyed growth and success, and will continue to be part of our communications and marketing strategy over the next year. This publication reaches over 6000 named individuals. The May edition will profile Science Park development in the USA. We will continue to publish the periodical at or around the time of our members' meetings in January, May and September.

### **3.4 UKSPA Website**

The site has a good basic structure and we have increased both the number of users and their length of stay on the site over the last 12 months. The volume of visitors to the site, and increased demands for links and material to be placed on the site, suggests that we should continue to maintain it to existing standards. Sections on Technology partnerships, Access to Finance, and Recruitment have all added value to the site. It is also a useful time saver for the executive as more and more resources are available through it for direct access by the casual user. In 2006-2007 there will be a new section on the Affinity Programme. The site is managed internally and only has fixed costs of ISP and hosting of £500p.a.

### **3.5 Labspace UK**

The LabspaceUK brand is a useful adjunct to the UKSPA brand, and offers an additional benefit to the membership at no cost. McMillan Scott have withdrawn from the partnership, and will no longer continue to maintain and develop the website.

We are currently discussing an option with an external partner to further develop the LabspaceUK brand to include "InnovationSpace UK" as an additional free service to members. This will involve a brokering service to introduce potential tenants to UKSPA members, and may probably involve subsuming the LabspaceUK brand into Innovation Space UK.

### **3.6 UKSPA Database**

The UKSPA access database is now a valuable asset to the Association. The data requires frequent cleaning but no significant development work is needed. The database is used to market the Association to potential members, and is a useful "snapshot" of innovations locations in the UK.

A budget of £500 has been allowed for occasional external support and development requirements.

### **3.7 Salary Survey**

Wolverhampton Science Park helped develop a wider survey for 2005-2006, which resulted in a much higher response rate. 34 members replied compared to only 14 the previous year. We will use the same survey in 2006-2007.

There is no direct funding requirement for this activity. Members occasionally ask for this data to benchmark salaries.

### **3.8 Annual Statistics**

The UKSPA statistics will be collected electronically using the online system on the UKSPA website during April and May in time to produce statistics for the annual report. We aim to secure a more complete set of data this year –in particular targeting parks that did not return data last year. We also intend including a new dataset on rent and service charges.

There is no direct funding required for this activity.

### **3.9 Networked FAQ's**

A valuable and frequently used service for members is the networked FAQ facility. This is more useful to newer members, but creates a tangible “goodwill factor” between members of the Association who are always happy to support each other.

There is no direct funding requirement for this activity.

### **3.10 Representation / Lobbying / Consultation**

Our aim is to respond to consultations in order to promote and represent the needs of the science park movement, which are now clearly articulated through the research results and our business plans. We will continue to respond to consultations on behalf of members during 2006-2007.

## **4. DEVELOPMENT AREAS**

### **4.1 Affinity Programme**

During 2005-2006 the concept of UKSPA entering into a more enhanced role in the delivery of services to tenants was further developed. The project will be piloted during 2006-2007 with a limited number of member parks to prove the concept.

There is no direct UKSPA funding requirement for this activity. The budget assumption is that funding will be raised specifically for this activity from sponsors –primarily suppliers. No other income is assumed.

### **4.2 Marketing / Branding / Promotion**

The new UKSPA logo was introduced in January 2006 on all publications and letterheads. The primary objective of our marketing activities during 2006-2007 will be to increase full and associate membership. During 2005-2006 we

continued to promote the Association through the periodical, the website, and the directory. We are also frequently asked to give interviews and submit articles for publications such as property week, investment now, Business 550, The House Magazine, Construction Today etc. These are all useful forms of promotion for the Association, at little or no cost.

We have invested in two simple pop-up banner stands to take to events and seminars, and these have been used to good effect. New inserts have been developed consistent with the new UKSPA logo design.

Member retention is also a key issue to address during 2006-2007. We recognise that looking after existing members is important, and have worked to communicate with those paying members who are not fully engaged with Association activities. We introduced a series of questionnaires during the year, and have used feedback to inform our priorities, and to improve our service to members.

UKSPA has no up to date marketing materials. The design and content of new UKSPA marketing literature –a leaflet aimed at potential members and stakeholders, has been discussed with our publishers, and with a local printer. £2500 is budgeted to cover printing costs.

#### **4.3 Planning, Development, Operation and Management of Science Parks**

The new publication deadline has slipped several times, mainly due to copy not being produced by contributors. The new deadline for printing is April. £8000 has been budgeted for the initial print-run.

#### **4.4 Regional and International Activities**

**4.41 Regional** We have worked closely with SE over the last year, and have had a positive response with several new members joining the Association, and the development of a longer term relationship with Scottish members. SE have been very supportive with sponsorship funding, although at this stage sponsorship support for 2006-2007 has yet to be agreed. It is our intention to continue to develop similar relationships with English RDAs wherever possible. More recently there have been signs that the RDAs see starting to see the Association in a more positive light. We will continue to engage with regional networks whenever possible.

No budget requirement other than normal travelling expenses.

#### **4.42 International Activities**

Enhancing our international profile has been identified as an important objective to the future work of the Association. We will continue to take opportunities to work with international science park associations, and to secure funded contracts if possible. Our work with the British Council in China has lead to other potential opportunities to promote UKSPA as an organisation that can deliver professional training and consultancy services through its membership. The development of WAINOVA, and UKSPA's position as founding member should be capitalised upon during 2006-2007.

A budget of £2000 is required for 2 UKSPA staff to attend the IASP conference in Finland. Other costs of travelling and accommodation are included in the main budget. UKSPA have become Affiliate members of IASP at a cost of £300.

## **5. OPTIONAL PROJECTS**

### **5.1 UKSPA Annual Conference and Awards Programme**

It is recommended that an awards programme is developed this year. We already have one or two organisations willing to sponsor awards, and potential support from SE for the conference, although this has yet to be agreed. The event will be held in Edinburgh in February 2007.

We intend to run an exhibition and awards programme, and for the purposes of budgeting have assumed any expenditure will be covered by sponsorship income.

### **5.2 Science Park Manager Continuing Professional Development**

UKSPA have been involved in the development of the new Knowledge Institute and will continue to be involved at a strategic level through the Board. The introduction of CPD opportunities at members' meetings has been useful for members, and will continue during 2006-2007.

There is no budget requirement for this activity.

### **5.3 Innovation Performance Measurement**

The project with OBServe has produced an innovation measurement framework. Discussions to pilot the framework faltered during 2005-2006, however the work undertaken gave a valuable insight into the potential for UKSPA to provide reports to a number of stakeholders. The fundamental problem is access to data which will not be achieved unless significant budgets are available to undertake this work in the future. The Chinese have shown some interest in the framework.

### **5.4 Website Benchmarking Service**

Members should be approached to investigate whether a website benchmarking service would be a valuable additional service. IASP members receive this as part of their membership.

## **6.0 ASSOCIATION MANAGEMENT**

### **6.1 IT**

A hard disc failure during the year tested how robust back-up procedures were. All data was successfully recovered. A new dual-disc server has been installed with remote back-up at an external IT provider. A sinking fund of £100 pcm has been built into the budget. The Association printers are heavily used and nearing the end of their serviceable life. A new colour laser printer (£700) has been included in the budget. If a new member of staff is recruited a new PC and furniture have also been budgeted for at £1000.

## **6.2 Quality**

A set of procedures were developed last year to establish a process to manage internal administration effectively. A new SAGE line 100 accounts package was introduced to modernise our book-keeping system. An asset register is maintained.

## **6.3 Training & Development**

A £2400 fund for staff training and development has been included in the budget. Sage and VAT training for Laura Woodcock, and a marketing diploma (£1750) for Roz Bird have been identified as business priorities through the appraisal process.

## **6.4 Health & Safety**

Garden Cottage is subject to normal health and safety checks and is professionally managed through an external company and managed by Jones Lang Lasalle. Poor cleaning has been a regular complaint, but has improved recently.

## **6.5 Finance Policy**

6.51 Our policy of maintaining a reasonable level of reserves should be maintained during 2006-2007. The budget presented to the Board estimates in the region of £51 000 retained in reserves at the end of March 2007.

6.52 Capital and revenue expenditure outside the agreed business plan will continue to be approved by the Board.

6.53 Monthly management accounts will be provided to the Company Treasurer, and the latest accounts at every Board meeting.

6.54 Authority level for signing cheques as follows: the CEO and Business Development Manager £3000. For the Business Development Manager and Administrator £100. The CEO and company Treasurer together have unlimited sign-off level.

6.55 On-line banking continues to be used for NatWest account. The HSBC account will be closed in June 2006.

6.56 Accounts will continue to be audited yearly by external accountants.

6.57 The staff bonus scheme will continue to be related to the financial management of the business.

6.58 The CEO is authorised to approve expenditure agreed in the budget without further reference to the board.

## **6.6 Corporate Governance**

The Association is managed within the bounds of the Memoranda and Articles of Association. At the AGM an issue was raised regarding recruitment methods for the Board, and whilst the process is open, there were some comments made about widening participation to include more members.

The Chairman introduced the idea of amending the shape and structure of the UKSPA Board at the December 2005 Board meeting, and these discussions will

continue during 2006-2007, with the intention of taking a proposal for changes to the AGM in September.

## **7. Resources to deliver plan**

The 2006-2007 budget projections have allowed for full-time administrator, a Business Development Manager, and the CEO. A new Administrator position has been created, and it is proposed that this position should be filled on a 1 year contract to be reviewed in January 2007. The creation of this post is necessary to the efficient functioning of the Association over the next year. With the recruitment of this new post, the job size of Laura Woodcock will change as she has recently taken on more responsibilities with regard to the planning and management of the members' meetings.

## **8. Risk Analysis**

The 2006-2007 Business Plan is ambitious and sets high expectations of a small Association with just 3 staff. Budgeting for a deficit of £14 000 during the financial year. The deficit is accounted for by the proposed costs of recruiting and housing a new member of staff.

Taken in the context of the previous financial year where a £36 000 in year deficit was reduced to a break-even level, a £14 000 deficit is a reasonable projection given the possibilities to claw back deficit from conference income, potential sponsorship deals and potential revenues from the Affinity Programme. The potential downside is that UKSPA sponsors withdraw for reasons beyond our control. The plan assumes one further sponsor will be secured by January 2007.

Ultimately, the most significant risk to the Association is the ability of the current executive to manage the depth and variety of projects it is involved with, and over-committing stretched resources to new projects. I believe a new Marketing Administrator will make a significant difference to the Association and reduce some of the more frantic moments experienced at busy times, particularly when holidays are taken.

**A.P.Wright**  
**16<sup>th</sup> March 2006**

To be read in conjunction with:

- 2006-2007 Proposed Budget
- 2006-2007 Proposed Bonus Scheme
- Proposed Job Description for Marketing Administrator