

# UKSPA

**BUILDING · TECHNOLOGY · BUSINESS**

## **Business Plan 2007-2008**

### **Background**

The UKSPA Board met in Harwell in November 2006 and briefly discussed the development of the 2007-2008 Business Plan. At that time the CEO recommended that 2007-2008 should be a year of consolidation, and not present any radical changes in direction, nor engagement in any new projects or initiatives. This recommendation was made in the context of financial and staffing constraints, with the executive having reached full working capacity. It was also recommended that resources would be most appropriately allocated to the development and improvement of current projects, rather than developing new initiatives.

As requested by the Board in previous years, the contents of the plan are largely of an operational/tactical nature and should be read in conjunction with the proposed budget for the 2007-2008 financial year.

### **1. Key issues identified for 2007-2008:**

- Protecting and building the core business with core funding (membership subscriptions) remains a high priority
- Investigate the opportunity to further establish UKSPA as a service provider to more knowledge-based Incubators
- Continue to build upon value adding services to members and tenants
- Consolidate and improve existing services rather than develop new ones
- Maximise effectiveness of focus groups for members
- Follow through opportunities arising from the Annual Conference

### **2. Business Plan Priorities**

#### **2.1 To maintain our core membership package:**

- Members' Meetings x3
- Directory
- Periodical x3
- UKSPA, LabSpace and e-btb websites
- Salary survey
- Annual statistics
- Representation, lobbying and consultation
- Collective knowledge of the network (FAQs)

#### **2.2 To consolidate and build upon current projects**

- The Affinity Programme pilot
- Innovation Space (LabSpace)
- Focus Group Management and Coordination

#### **2.3 To continue to raise UKSPA profile**

- Raising UKSPA and membership 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)**

- CPD Opportunities
- Critique/benchmarking of members' websites

### **3. 2007-2008 CORE DELIVERABLES**

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

Over the last 18 months we have continued to make members' meetings interactive, and to offer positive learning experiences to all members. Evaluation reports from members' meetings during the year suggest that workshop-based activities should continue to be included in future meetings wherever possible.

During 2006-2007 we introduced time and space at members' meetings for focus groups, based on regional, sectoral, issue or ad-hoc meetings according to members' needs and requests. The response to focus group meetings has been mixed; whilst we intended that these meetings should be self-managing it is increasingly clear that more time and effort has to be spent by the executive in orchestrating more structured sessions in the future.

During 2007-2008 Members' meetings will be held at:

May 2007 – Sunderland

September 2007 – Keele

January/February 2008 – Sheffield

We will continue to invite potential members to attend our meetings, as they are a useful marketing tool for the Association.

#### **The UKSPA 2007-2008 Directory**

The 2006-2007 Directory was structured to reflect regional and international themes. The cover was redesigned to be consistent with the periodical and new logo introduced during the year. As this publication continues to grow in size and is mailed to a wide audience, this year we have to restrict the member entries to a maximum of 3 pages per member, and one half-page per Business Affiliate. We are investigating producing the Directory as an 'e-book', a searchable electronic version to compliment the hard copy.

#### **The UKSPA 2007-2008 Periodical Series**

The periodical has again enjoyed growth and success, and will continue to be part of our communications and marketing plans over the next year. This publication reaches over 6,000 named individuals. We have contracted with Ten Alps publishing for a further three years to publish further editions. We hope to have the periodical in PDF format on the UKSPA website for future editions, in addition to the hard copy publications.

We intend to issue a questionnaire in the May edition to seek views on how our customers wish to receive future editions.

#### **3.2 UKSPA Website**

The site has a good basic structure, the volume of visitors to the site has increased, and increased demands for links and material to be placed on the site, suggests that we should continue to maintain it to existing standards.

#### **Labspace UK**

The LabspaceUK Company will cease to trade in the next financial year, but the brand will be used to develop our own 'Innovation Space' model, as the service provider we have been working with has decided not to continue working with UKSPA.

#### **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 innovation locations in the UK.

### **3.7 Salary Survey**

The salary survey was not completed in 2005-2006 due to pressures of work. Members occasionally ask for this data to benchmark salaries so we plan to update the survey again in June this year.

### **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. A new dataset on rent and service charges was requested during 2006-2007 with a very poor response (10/66) from members. 34/66 members returned the full dataset. A pdf version of the on-line questionnaire was produced this year for members unable to complete the on-line survey. This will be repeated in 2007-2008.

### **3.9 Network FAQs**

A valuable and frequently used service for members is the network FAQs 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. We plan to aggregate all Q and As this year and make available to members through the members section of the website. We will investigate the technologies available to share information that might be useful to the membership.

### **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 2007-2008. Wherever possible we will also be proactive in our communication with MPs, inviting them to members meetings and any relevant associated activities.

## **4. DEVELOPMENT AREAS**

### **4.1 Affinity Programme**

During October 2006-2007 we entered into a pilot period for the Affinity Programme after a lengthy development period during which we established the web portal and supplier management processes. For several reasons the pilot has not taken off as expected, due in part to technical problems with the website, lack of marketing/promotional resources directly targeted at tenants, park managers viewing the pilot as low priority, and perhaps more fundamentally, the suppliers not always being able to offer the same products/services to members/tenants as are available through existing suppliers or through local networks. The pilot phase of the programme will continue in 2007 following a review.

### **4.2 Extending UKSPA's reach to recruit more knowledge-based incubators and innovation centres**

The executive have been approached by members with the suggestion that UKSPA should expand its membership and provide specific services to more technology-based incubators and innovation centres. At the time of writing the outline proposal is to develop a database of potential new members, draft a paper on what the services might look like, and convene a workshop/meeting in Cambridge on 14<sup>th</sup> March to discuss the way forward.

### **4.3 Regional and International Activities**

#### **4.31 Regional**

The UKSPA Board agreed that as a matter of policy it is not high priority for UKSPA to engage in regional activities, but should only do so wherever there may be value to either UKSPA or our members. We should seek to encourage regional bodies to become members of the Association, and seek to advise RDAs and other public bodies wherever possible.

#### **4.41 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 from international delegations requiring UKSPA to manage a programme of activities in UK science parks. Our work with the British Council in China has led 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 2007-2008.

### **5. OPTIONAL PROJECTS**

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

UKSPA was involved in the development of the new Knowledge Institute and will continue to be involved at a strategic level through the Board Chairman. The introduction of CPD opportunities at members' meetings has been useful for members, and wherever possible we will continue to offer learning opportunities during 2007-2008. We need to ensure any opportunities arising from IASP in this area are made available to the UKSPA membership.

#### **5.2 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/Telephony/Web**

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. Whilst we have had no hardware failure in the current year we have had several episodes of unexpected software failure. The system is fairly stable, but routine upgrades and maintenance costs, anti-viral software, hosting, telephony and other related services cost £300 pcm.

#### **6.2 Quality**

A set of procedures were developed two years ago, but are in need of updating. 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 £600 fund for staff training and development has been included in the budget. This will be used for training on IT-related training.

#### **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. New fire regulations have placed more emphasis on the responsibilities of the employer for fire safety risk assessment. The appropriate documents have been passed to the landlord.

#### **6.5 Finance Policy**

6.51 Our reserves policy is subject to agreement by the Board.

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 Chairman, and the latest management accounts presented at every Board meeting.

6.54 Authority level for signing cheques as follows: the CEO and Business Development Manager up to £3,000. For the Business Development Manager and Administrator up to £100. The CEO and company Treasurer together have unlimited sign-off level.

6.55 On-line banking continues to be used for our NatWest account. The HSBC account was closed in December 2006.

6.56 Wherever possible, excess funds will be transferred into high interest short term (3 or 6 month) bonds.

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

6.58 The staff bonus scheme will continue to be the responsibility of the remuneration committee.

6.59 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 in September 2006 more applications for Board membership were received than places available which led to a healthy voting process. Relevant company papers are available to members on the UKSPA website.

## **6.7 Marketing/Branding/Promotion**

The primary objective of our marketing activities during 2007-2008 will be to increase full and associate membership from the Business Incubator and Innovation Centre community.

During 2006-2007 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.

The new UKSPA logo was introduced in January 2006 on all publications and stationary and was very well received. We will continue to use the same corporate style in 2007-2008 and recommend that this style is maintained for at least the next three years.

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

The 2007-2008 budget projections have allowed for a CEO, Business Development Manager, a full-time administrator, and a (casual) part-time administrator.

## **8. Risk Analysis**

The 2007-2008 Business Plan sets the tone for a year of consolidation after several years development activity, pilot programmes and ambitious targets.

A deficit of £5,000 is projected for 2007-2008. The potential downside within the projected budget is that UKSPA sponsors withdraw for reasons beyond our control.

**A.P.Wright , Chief Executive UKSPA  
March 2007**