



Business Plan 2009-2010

Membership

Membership Services Development

- By the year end to have increased Membership by 5 Full Members, 2 Associate Members, 3 Business Affiliates and 4 network partners
- Launch 2 new focus groups on marketing and facilities management
- Ensure Focus Group data is captured on website
- Investigate Business Excellence Model special interest group.
- Introduce facilities sharing service by September 2009
- Encourage Members to use the BEM tool for park development and evaluate usefulness by year end.

Conferences/Meetings

- Oversee management of 3 UKSPA Members' Meetings
- Deliver a memorable 25th Anniversary event in conjunction with event partners
- Secure sufficient nominations for a successful awards evening
- Deliver a conference and business support stream at LAB 2009
- Work with UKBI to deliver a joint conference.

Publications

- Refresh Best Practice Guide publications by December 2009
- Introduce two new BP guides by the year end.
- Members to receive 10 e-newsletter updates during the year.
- Produce UKSPA Directory by July 2009
- Produce 3 periodicals during the year
- Carry out annual survey in June 2009
- Carry out annual salary survey by end June 2009
- Produce annual report by September 2009.

Networking and promotion

- To promote Membership to relevant networks and other membership-based organisations, exchange membership with 4 by the year end
- To promote our conferences and events to our networks in order to maximise attendance at events
- Develop UKSPA Advantage promotional plans and materials by 30th April
- Promote UKSPA Advantage to Members and tenants by July 2009 through a variety of promotional channels
- Invite all potential overseas members to conferences in September and October
- Continue to network with national and international stakeholders and parks and to offer support wherever feasible
- Exploit IASP and WAINOVA to achieve attendance targets at conferences
- Respond to sector consultations in order to promote and represent the needs and views of the science park movement
- Continue to undertake issue-specific surveys and disseminate information to Membership.

Infrastructure

To review and upgrade UKSPA office infrastructure and processes by the year end, with specific reference to:

- Implementing a CRM system to capture and more effectively manage data and information flowing through the UKSPA office
- Integrating the database with the CRM system
- Review website to ensure it is meeting industry standards
- Review the software options to collect and analyse annual statistical data
- Finalise development of Business Excellence Model assessment tool and launch in May.
- To ensure the Association is effectively managed ensuring processes are in place for Corporate Governance, Health and Safety, Equality of Opportunity, Staff Appraisal and Development

Finance

By the year end to have funded a minimum of £60,000 'gap' income through:

- Generating revenues from Conferences/Events
- Exploiting sponsorship opportunities
- Generating revenues from publications and electronic/internet advertising
- Rolling out UKSPA Advantage to Members and Tenants

Operational Plan

To maintain our core membership package

- Members' Meetings x 3
- Annual Directory
- Periodical x 3
- Monthly e-newsletter x 10
- Website:
 - Free property advertising
 - Free job advertising
 - Free Science Park profile
 - Free news stories and tenant profile
 - Facilities sharing (new – July 2009)
- Salary Survey (February 2009)
- Annual Statistics (June 2009)
- Sharing good practice with colleagues (FAQs).

UKSPA Members' Meetings

Research during 2008 showed that 2 or 3 Members' Meetings per annum remains the most popular option for members. Workshop-based activities should continue to be included in meetings, and at different locations wherever possible. Non-attendees choose not to attend for a variety of reasons, but none because they are not relevant to members' needs.

Time and space for Focus Groups will continue to be offered at Members' Meetings, although we are reliant upon members to set their own agendas. Two new Focus Groups will be launched this year – Marketing and Facilities Management.

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

There is no direct expenditure associated with Members' Meetings, other than normal staff travel and subsistence expenses.

An income of £2,000 p.a. is anticipated from guests and non-members attending meetings.

The UKSPA 2009-2010 Directory

Member entries are restricted to a maximum of 3 pages per member, and one half-page per Business Affiliate. Data collection commences in January 2009. The directory and the periodical together generate important revenue to UKSPA of £24,000 p.a., with little or no associated cost.

The UKSPA 2009-2010 Periodical Series

The periodical will continue to be part of our communications and marketing plans. This publication reaches over 5,000 named individuals. The periodical is available as a .pdf document and is widely used to promote

the Association's activities. Production dates are scheduled to link with UKSPA Members' Meetings. Declining advertising revenues are becoming an issue for Ten Alps, although our contract allows a fixed revenue p.a. which effectively means we have no financial exposure.

Best Practice Guides

The UKSPA Best Practice guides have aged and need to be refreshed this year. We will commission rewrites and reproduction of the old series, and also seek to include new guides such as Intellectual Property, and Marketing.

Facilities Sharing

UKSPA Members have considerable assets that could be cross-promoted within the network. During 2009-2010 we will investigate the interest members have in sharing these facilities (at a discount) with other members and tenants. If there is sufficient interest the service will be promoted through the UKSPA website.

E-Newsletter

An e-newsletter was introduced for a 3 month pilot period during 2008 using freeware. Over 70% of recipients open the newsletter and therefore the production has continued. During 2009-2010 a more advanced version of the freeware will have to be purchased to continue the e-newsletter production. A budget of £500 will be required.

UKSPA Website

Sporadic problems with the current website over the last year were brought to a head with an 8-day downtime period in December where it was revealed that no back up was kept by suppliers. Continuing problems with the Content Management System, and doubts whether Ten Alps will continue to manage websites requires that we seek to review Ten Alps' commitment to UKSPA in this area, and to consider whether we should change suppliers this year. Commitment to change suppliers will require capital funding from UKSPA reserves.

UKSPA Database

The UKSPA access database is a valuable asset to the Association. The data requires frequent cleaning but no significant development work is needed other than integration into our new CRM. The database is used to market the Association to potential members, and is a useful 'snapshot' of innovation locations in the UK. A budget of £500 has been allowed for occasional external support and development requirements.

Salary Survey

The last Salary Survey was completed in February 2009. The next survey will not be required until September 2010. There is no direct cost associated with this activity.

Annual Statistics

The UKSPA Annual Statistics have been collected electronically using an online system on the UKSPA website during April and May, in time to produce statistics for the annual report. The response was 40/70 members returning the full dataset last year. A pdf version of the online questionnaire was produced this year for members unable to complete the online survey. OBS are no longer hosting the online service – we are

currently investigating the best way to collect the data this year. £1,000 direct funding is required to provide an incentive to park managers to complete the returns.

Networked FAQs

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. The Q and As are available to members through the members section of the website, and also through the monthly e-newsletter.

Representation/Lobbying/Consultation

Our aim is to respond to consultations in order to promote and represent the needs of the science park movement. We will continue to respond to consultations on behalf of members during 2009-2010. Wherever possible we will also be proactive in our communication with MPs, inviting them to Members' Meetings and any relevant associated activities.

UKSPA Advantage

The Affinity Programme has been a low-key initiative during 2008-2009, although has generated over £7,000 revenue from suppliers to the initiative. Further promotion to Members and tenants will be necessary this year.

Supplier days and seminars are useful promotional tools, but the key this year will be for UKSPA to undertake an awareness campaign directly targeted at tenants. £1,200 is budgeted for production of promotional materials.

Regional and International Activities

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. Scottish members continue to be represented on the UKSPA Board. No budget requirement other than normal travelling expenses.

International

We will continue to take opportunities to work with and meet international science park Associations, and to offer support to visiting international delegations/study tours. The development of WAINOVA, and UKSPA's position as founding member has been capitalised upon during 2008-2009 with about 25% of the entries in the World Atlas coming from the UK. 2009-2010 will be an important international year as we will aim to attract international speakers and delegates to our 25th Anniversary event. We will continue to subscribe to membership of IASP as Affiliate members at a cost of €330.

Science Park Manager Continuing Professional Development

UKSPA were 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 workshops at UKSPA events that

can be used as credits for CPD portfolios. We need to ensure any opportunities arising from IASP in this area are made available to the UKSPA membership. There is no budget requirement for this activity.

Conferences and Events

UKSPA 25th Anniversary – September 2009

The key event of the UKSPA calendar this year. A special Anniversary event is planned to integrate the UKSPA AGM, MSP 25th Anniversary, and an Awards evening. Management of the conference will be contracted to Out There Events, and MSP will also have a significant role in co-managing logistics. It has been agreed that MSP and UKSPA will share the financial risk of the conference, but that any surplus will accrue to UKSPA. A separate financial plan is required for this event, although for the purposes of this business plan a £259 surplus has been assumed.

UKSPA/L.A.B. Conference – October 2009

Following the success of the SLS conference in July 2008, we have agreed to partner 'Leipzig Messe Fair' to organise a conference promoting the latest trends in laboratory design, safety and environmental issues, etc. There will be costs associated with this event, but these will be financially covered by the contract. We anticipate a surplus of £20,000 from this event.

Buildings Research Establishment Familiarisation Day – July 2009

One of our new Members has agreed to run a familiarisation day on sustainable buildings, materials and technologies, and the day will also include an update on latest legislation in these areas. The day will also be used as an opportunity to launch the EEDA-funded Masterplanning best practice guide.

Corporate Governance and Management

IT/Telephony/Web

A sinking fund of £150 pcm has been built into the budget. (This budget also includes £500 e-newsletter and £500 database). A new PC was purchased in the last financial year, reducing the requirements for capital spend during 2009-2010. Two new printers will be required this year. Routine upgrades and maintenance costs, anti-viral software, hosting, telephony and other related services cost £440 pcm.

Quality

Office procedures and standard forms were brought completely up to date last year. A staff handbook has been produced to formalise and update recruitment and personnel issues. A new asset register was required by the auditors and has been recently updated. The new CRM aims to improve management of data.

During 2008-09 the UKSPA Board began to investigate the usefulness of the Business Excellence Model framework as a tool to assess applications for membership. Development work will continue in 2009-2010 and is likely to produce a tool that will allow members to assess themselves against a "standard" and to benchmark against other members.

Training & Development

All staff development during 2008-2009 was managed through on the job learning. For 2009-2010 a £600

fund for staff training and development has been included in the budget for training identified through the appraisal process.

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. The new fire regulations place more emphasis on the responsibilities of the employer for fire safety risk assessment; a risk assessment was carried out last year, and records are on the landlord's file.

Finance Policy

The Association should have not less than between 3 and 6 months turnover in reserves to cover cash-flow and unplanned costs.

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

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

Monthly management accounts will be provided to the Company Treasurer and Chairman, and the latest management accounts presented at every Board meeting. Debtors lists, balance sheets and profit and loss accounts will be supplied to the Board at the end of each quarter.

Authority level for signing cheques is as follows: the CEO and Membership Manager up to £3,000. For the Membership Manager and Administrator together up to £100. The CEO and any Director together have unlimited sign-off level.

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

Accounts will continue to be audited externally, although the frequency of such audit will be determined by the board.

The CEO bonus scheme will continue to be the responsibility of the remuneration committee and will be agreed before the beginning of the financial year. The bonus scheme will include targets and income from commercial activity.

Corporate Governance

The Association is managed within the bounds of the Memoranda and Articles of Association. Relevant company papers are available to members on the UKSPA website. The Memoranda and Articles of Association were reviewed by the Board during 2008 and were adopted at the Autumn Annual General Meeting.

Marketing/Promotion

The primary objective of our marketing activities during 2009-2010 will be to promote our conferences, and to raise the profile of UKSPA Advantage. It is anticipated that members will also play their part in raising the awareness of UKSPA Advantage to their tenants.

During 2008-2009 we continued to promote the Association through the quarterly periodical, the website, the directory and a newly launched e-newsletter. 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, InnovationUK, etc. These are all useful forms of promotion for the Association, at little or no cost.

We will continue to use the same corporate style in 2009-2010 and recommend that this style is maintained for at least the next three years. The UKSPA 25th Anniversary will carry a redesign of the UKSPA logo to include reference to 25 years.

Resources to deliver plan

The 2009-2010 budget projections have allowed for a CEO, Membership Manager, a full-time administrator, and a part-time 10 hours per week (casual) financial administrator. Professional fees will continue to be paid for audit and IT services.

Risk Analysis

An operational budget deficit of £9,672 is projected for 2009-2010. The core membership has increased, with subscriptions now covering a higher proportion of expenditure than in previous years. The potential downside within the projected budget is that UKSPA Members withdraw from the Association for reasons beyond our control, and that sufficient new profitable projects cannot be secured to close the funding gap between income from members, and projected running costs. We currently have no corporate sponsor, and whilst this funding is useful, it is not critical to the future prospects of the Association.

A.P. Wright

March 2009