

*the
Pool*



Community Sector Trading

Development Trusts
Association

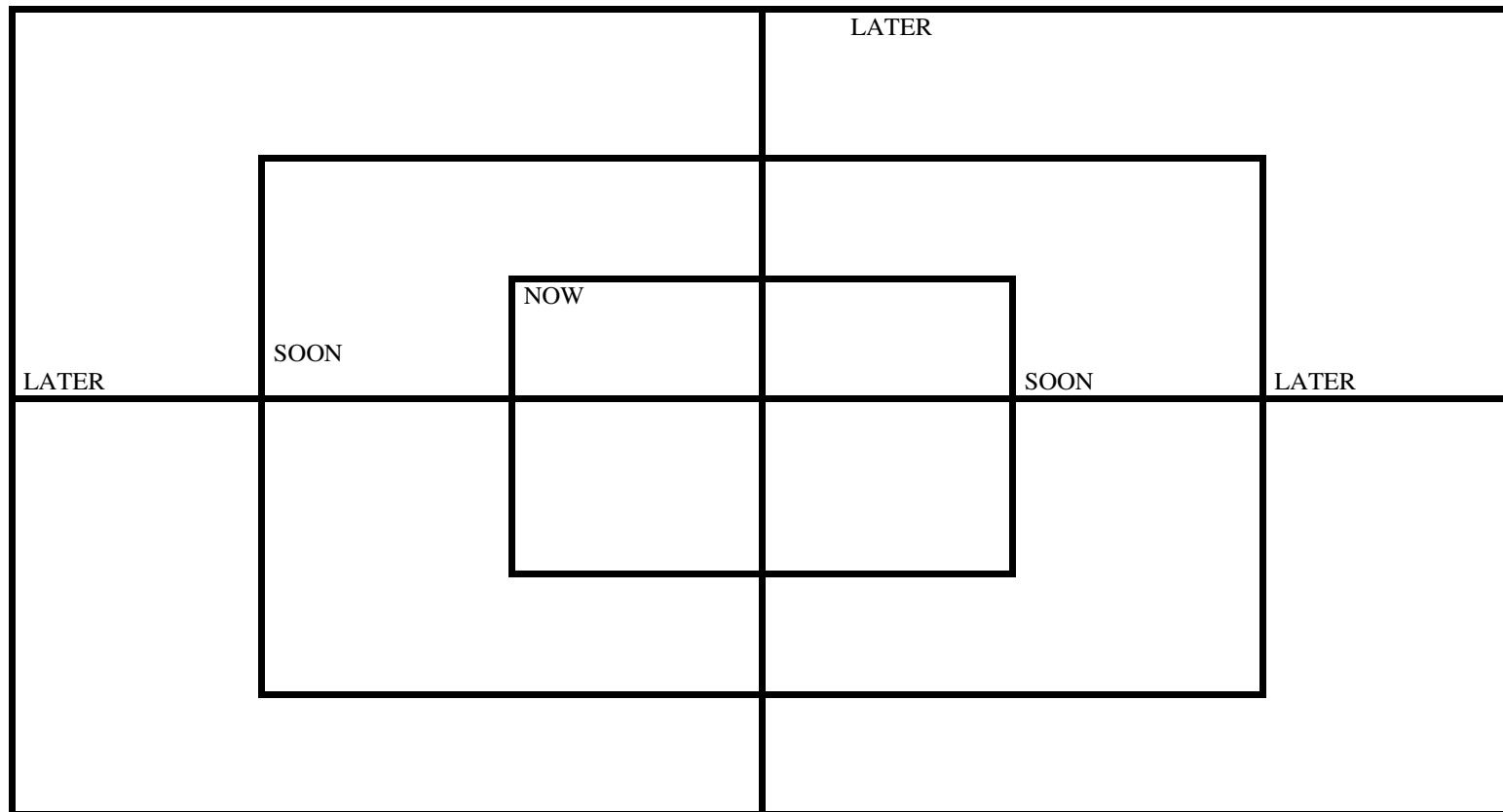
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Getting Ready



BUSINESS MODEL

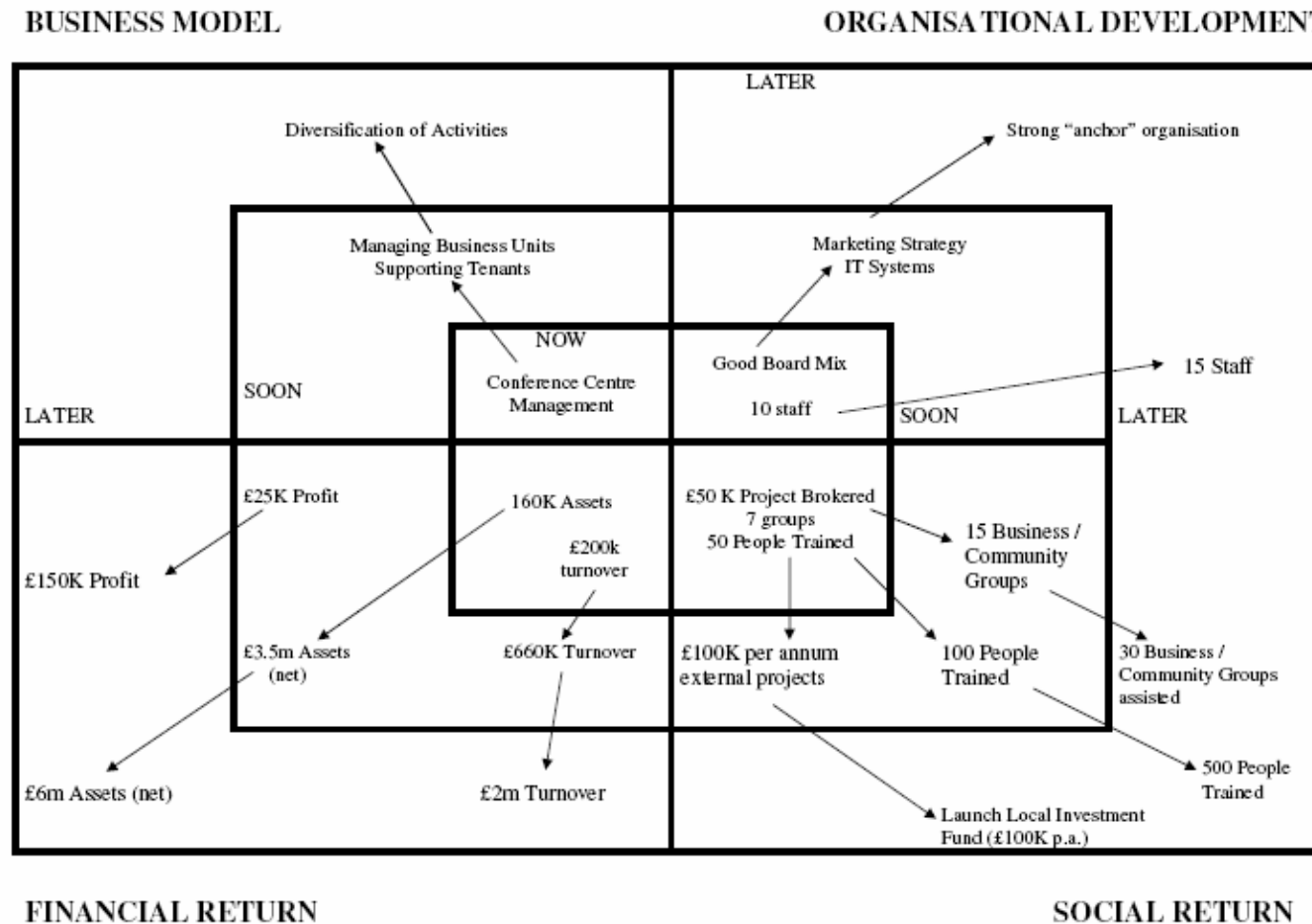
ORGANISATIONAL DEVELOPMENT



FINANCIAL RETURN

SOCIAL RETURN

Filling it in



ABL Project: Balanced Scorecard

BUSINESS MODEL			ORGANISATIONAL DEVELOPMENT		
<p>LATER - 2008</p> <ul style="list-style-type: none"> Develop position as community anchor organisation, specialising in multi-purpose provision and in working with vulnerable and marginalized people CBC refurbished/ expanded Next Business Plan written for 2009-11 Incubator supporting high-growth businesses 	<p>SOON – 2006</p> <ul style="list-style-type: none"> Rental occupancy levels > 95% Internal improvements to CBC (e.g. Function Hall) Increase use of conferencing facilities (actively rather than passively) Business Incubator in place Planning for CBC expansion 	<p>LATER – 2008</p> <ul style="list-style-type: none"> Periodic re-evaluation of organisational structures Potential for buying more buildings 			
<p>LATER - 2008</p> <ul style="list-style-type: none"> Launch new initiatives New Business Plan written for 2006-2008 	<p>THEN – 2003</p> <ul style="list-style-type: none"> Moving towards owner-manager from just managing agent Unit occupancy levels <70% Conferencing facilities under-utilised 	<p>SOON – 2006</p> <ul style="list-style-type: none"> Management structure reviewed for lean operation Review of Memoranda of Association & Articles carried out Health and Safety systems fully developed Policy development – full set of policies completed Finance systems further refined Computerised bookings system operational All 4 management committees working effectively Community Investment Strategy fully implemented 			
<p>LATER - 2008</p> <ul style="list-style-type: none"> Annual surplus £120K 2008 Reduced CBC overheads Systems in place for controlling expenditure Departmental budgeting systems to achieve surplus Turnover £1m Assets: ??? 	<p>SOON – 2006</p> <ul style="list-style-type: none"> Turnover £700K Annual surplus £40K 2006 Rental income £400K, 2006 Working capital & reserves increased Increased margin on all services Rent & S/C reviews implemented Salaries <33% of turnover Introduce formal rent contracts Improved cashflow: credit control, contract conditions 	<p>THEN – 2003</p> <ul style="list-style-type: none"> Turnover £200K Conferencing income £75K Minimal margin Sufficient working capital and reserves Salaries >60% of turnover 			
<p>LATER - 2008</p> <ul style="list-style-type: none"> 7 community groups supported 3000 people use the site pm Catchment local and city-wide £4000 grants to community groups £50K external projects Some impact on quality of life, training and employment 	<p>THEN – 2003</p> <ul style="list-style-type: none"> Management committee role defined 4 subcommittees in place but only 2 working effectively (Finance and Personnel) Staff Management Team in place Finance and IT systems development underway Staff development needs planning 10 staff 	<p>SOON – 2006</p> <ul style="list-style-type: none"> PQASSO and IIP systems in place Self Assessment Model & Common Inspection Framework in use Systematic staff development Management Committee & Staff Team training 15 staff 			
<p>LATER - 2008</p> <ul style="list-style-type: none"> Range of social return and impacts researched and demonstrated Wider regeneration & community development across city £125K external projects Another 20 comm groups supported £35K grants to comm. groups 	<p>SOON – 2006</p> <ul style="list-style-type: none"> Another 10 community groups supported 4000 people using the Centre pm £100K external projects Range of activity further increased Centre better utilised by neighbouring community 	<p>LATER – 2008</p> <ul style="list-style-type: none"> Potential for setting up new companies for income generation (subsidiaries or joint ventures) Democratic structures throughout the organisation Cross-cutting themes fully operational 15 staff 			
FINANCIAL RETURN			SOCIAL RETURN		