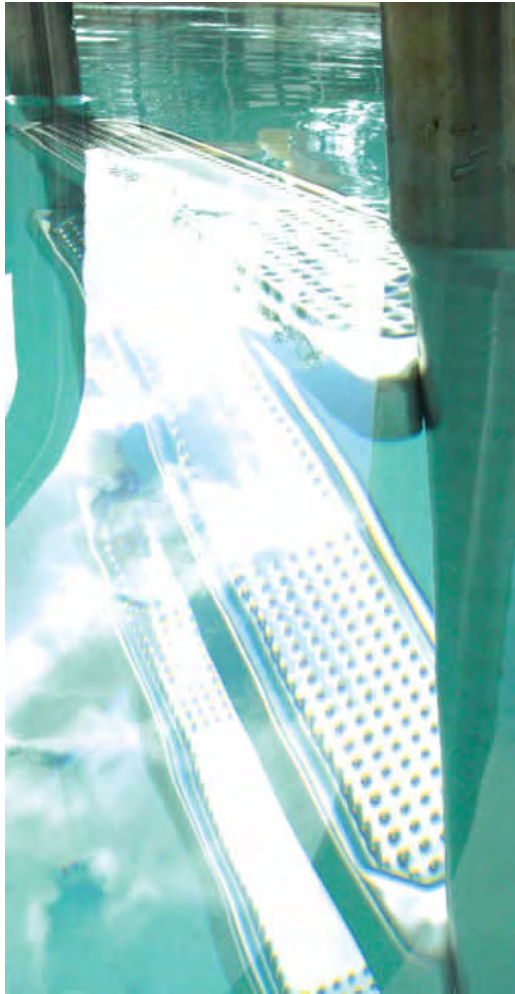


*the
Pool*



DEVELOPMENT
TRUSTS
ASSOCIATION

transforming communities for good



Community Sector Trading

Development Trusts Association

1 multi-purpose
whole place

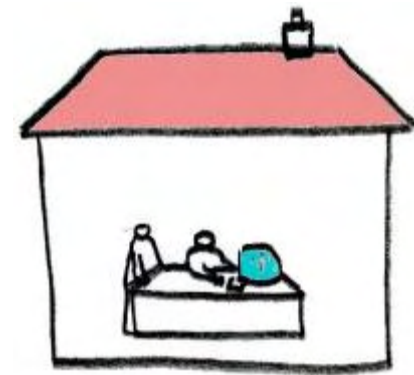
2 enterprising
not funding
dependent

3 accountable
community-led

4 working with others
addressing gaps

What do Development Trusts do?

- Managed workspace
- Business support
- Childcare;
- Cafes and restaurants
- Affordable housing;
- Delivery of public sector contracts
- Training and education
- Community shops
- Employment services;
- Renewable energy and much more.



Supporting the growth of the community enterprise movement

- Regional network
- Networking opportunities
- National Voice
- Publications and Information
- Consultancy and training
- Rural Enterprise



promoting enterprise, equity and engagement through community shares and bonds

Community Sector Trading

I hear and I forget;
I see and I remember;
I do and I understand.

Tôi nghe và tôi quên
Tôi nhìn và tôi nhớ
Tôi làm và tôi hiểu

實 視 聽
踐 可 可
始 不 忘
通 忘
。

Participative

Based on real case
studies

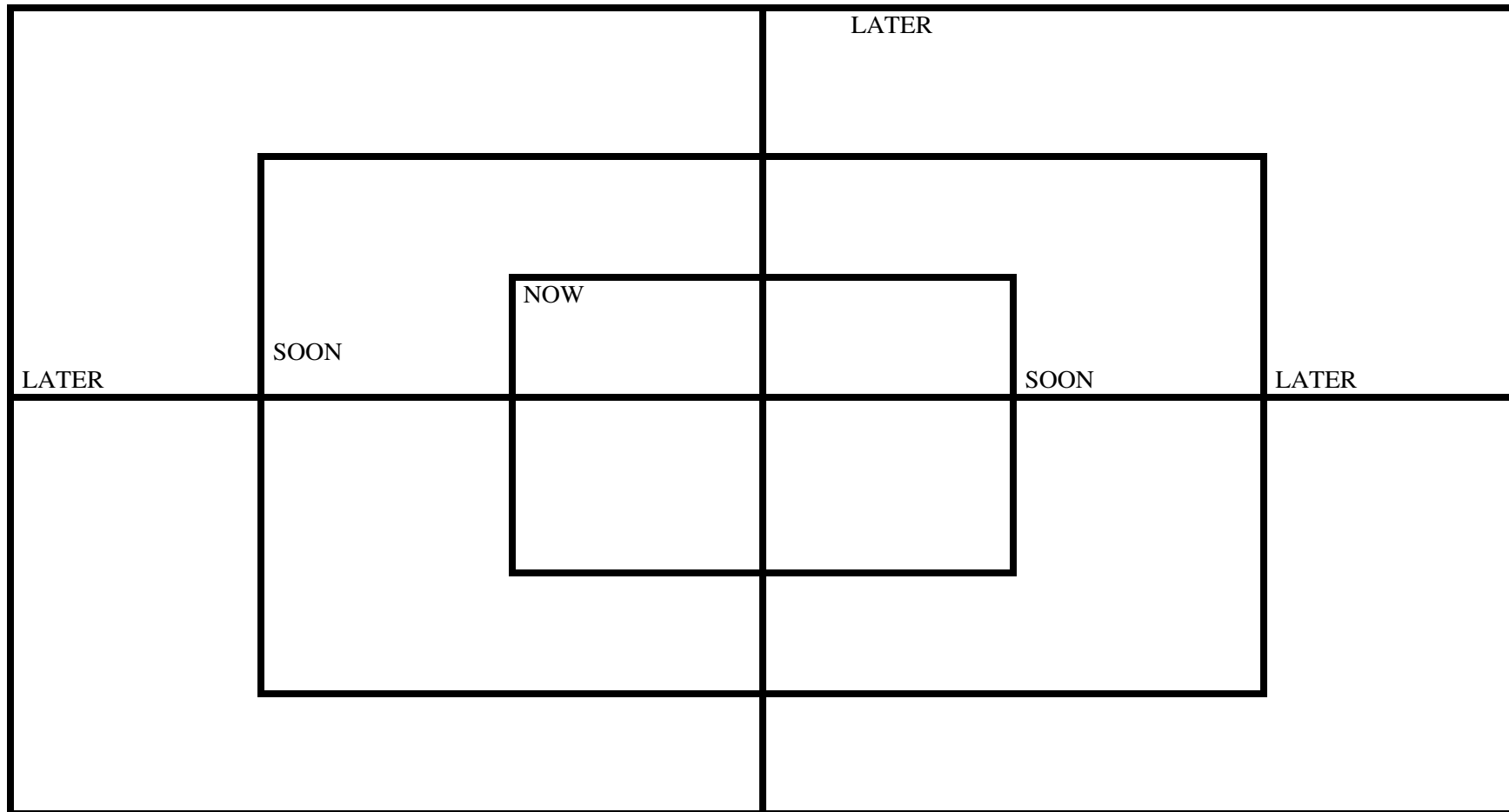
Face 2 Face and E-based

Focus on strategic
planning, investment
readiness and pitching
your idea

The Balanced Scorecard

BUSINESS MODEL

ORGANISATIONAL DEVELOPMENT



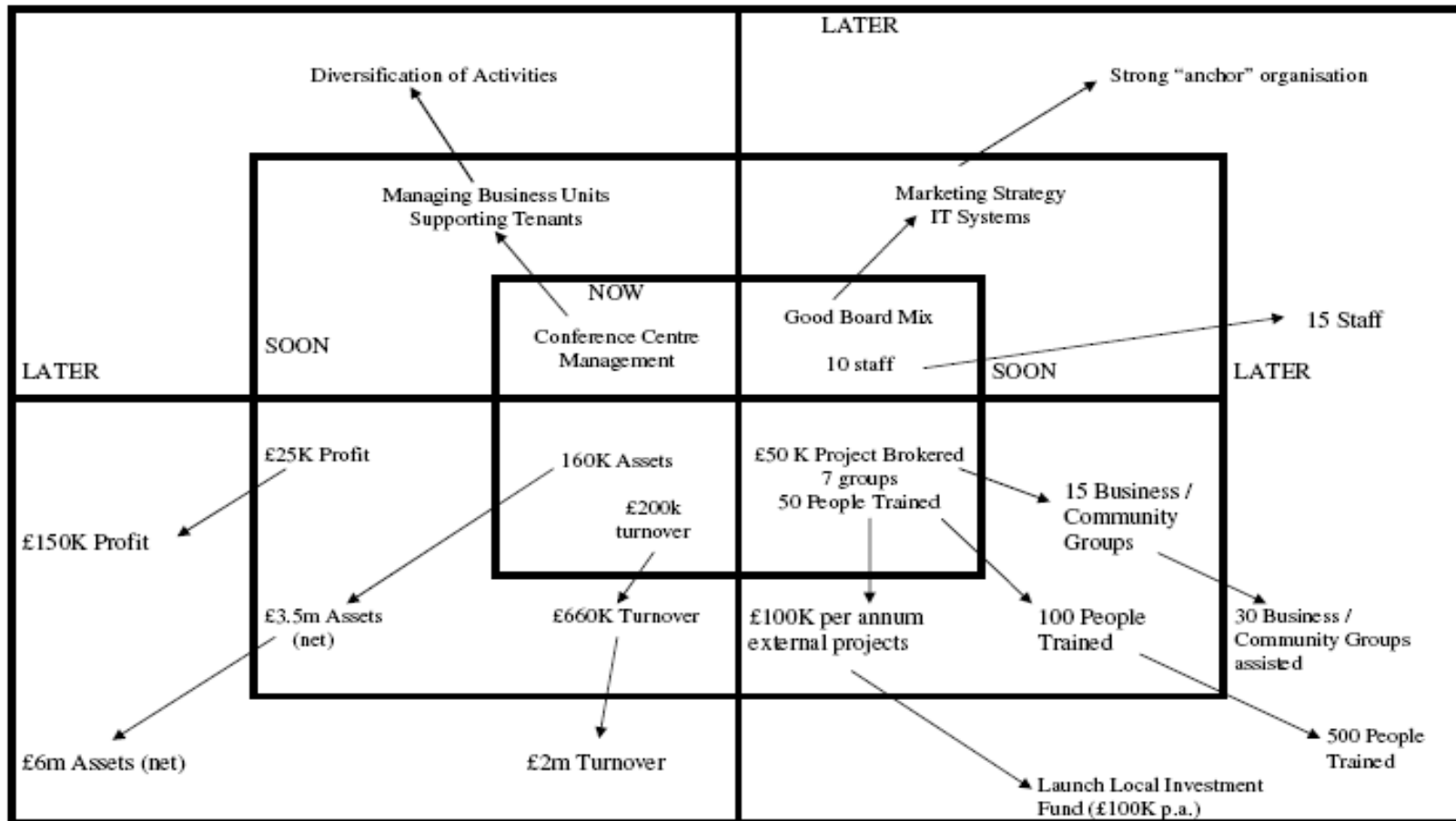
FINANCIAL RETURN

SOCIAL RETURN

The Balanced Scorecard

BUSINESS MODEL

ORGANISATIONAL DEVELOPMENT



FINANCIAL RETURN

SOCIAL RETURN

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		

Community Sector Trading

2 Day Residential Workshop

Tuesday 5th October (2pm – 6:30pm)

Wednesday 6th October (9am – 3pm)

Live Online Sessions

Tuesday 19th October, 10:00am – 12:30pm

Tuesday 2nd November, 10:00am – 12:30pm

Tuesday 9th November, 10:00am – 12:30pm



Participants

Participants

1	<ul style="list-style-type: none"> Jess (Moderator, ...) Vicki Papworth (...) ged Simpson alem Andrew Jones beliyou david David Hirst Elaheh fayhall (Away) Frances
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Chat

Show All

org.uk/resources_by_topic/social_enterprise/uploaded_resources/add_events_under_here/foots_by_2009.aspx

fayhall: Hi Yau, why is my name faded

Send to This Room

Audio - steph Hryschko

Talk

Microphone volume: [Slider]

Speaker volume: [Slider]

Whiteboard - Main Room (Scaled 71%)

Screen 4 - Slide4.JPG Follow Moderator

<ul style="list-style-type: none"> Annual surplus £40K Develop consultancy income Increased sales income for accredited training packages - £4K? 	<ul style="list-style-type: none"> Trading turnover increased to £12K Increase % profit on sales Annual surplus of £4K Training income of £9K Working capital & reserves increased Application for £10K grant to employ part-time worker and increase trading income 	<ul style="list-style-type: none"> £15K grant from "Dragon's den" Small profit margin of 10% on trading ACL training contract £2K helping secure other jobs within the Trust No salaries or volunteer expenses Overheads not calculated – absorbed by parent charity <p>Now – 2006</p>
<p>LATER - 2010</p> <ul style="list-style-type: none"> Sale of training package to other organisations <p>SOON – 2008</p>		
<p>FINANCIAL RETURN</p>		

Kivo Ebiz

Kiveton Park & Wales Community Development Trust





We bring the first-hand skills and hard-won knowledge of frontline practitioners from the development trust movement to the service of clients across all sectors.

Case Study: Cotswold CVS

- How has funding cuts affected your organisation?
- How much of your income is dependent on grants?
- How do you get successful with winning commissions to deliver services?
- Are any of the business ideas replicable in your area?
- Does anyone else have experience with already running a successful community enterprise?
- How do you balance business with and your mission?
- What are the key essential ingredients for a successful venture?

<http://www.youtube.com/watch?v=BDOYIpNkMdY>

Community Sector Trading

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