

Enterprising Culture Workshop

Carl Towner

Chief Executive, The Lenton Centre



Agenda

- Welcome & Introductions
- Session Objectives?
- “Hearts, Heads, Hands”
 - *Hearts – What is your passion?*
 - *Heads – What you need to know?*
 - *Hands – What you need to do?*
- Meet the Entrepreneurs
- Questions & Answers

Carl Towner

- Professional Project Manager
- Background in Telecoms
- Served in Nepal with INGO
- Currently:
 - Chief Executive of The Lenton Centre
 - Programme Manager for the Coal Authority
 - Freelance Project Manager/Consultant/Trainer

The Lenton Centre



A Quote to Kick-off...

"A true entrepreneur takes the first step and then just keeps going"

Deborah Meadem

...and the 'but'!

"A true entrepreneur takes the first step and then just keeps going"

Deborah Meadem

Just after she said...

"It's probably just as well they don't know what's ahead of them!"

Creating an Entrepreneurial Culture - TLC



LEISURE CENTRE

Run by Nottingham City Council

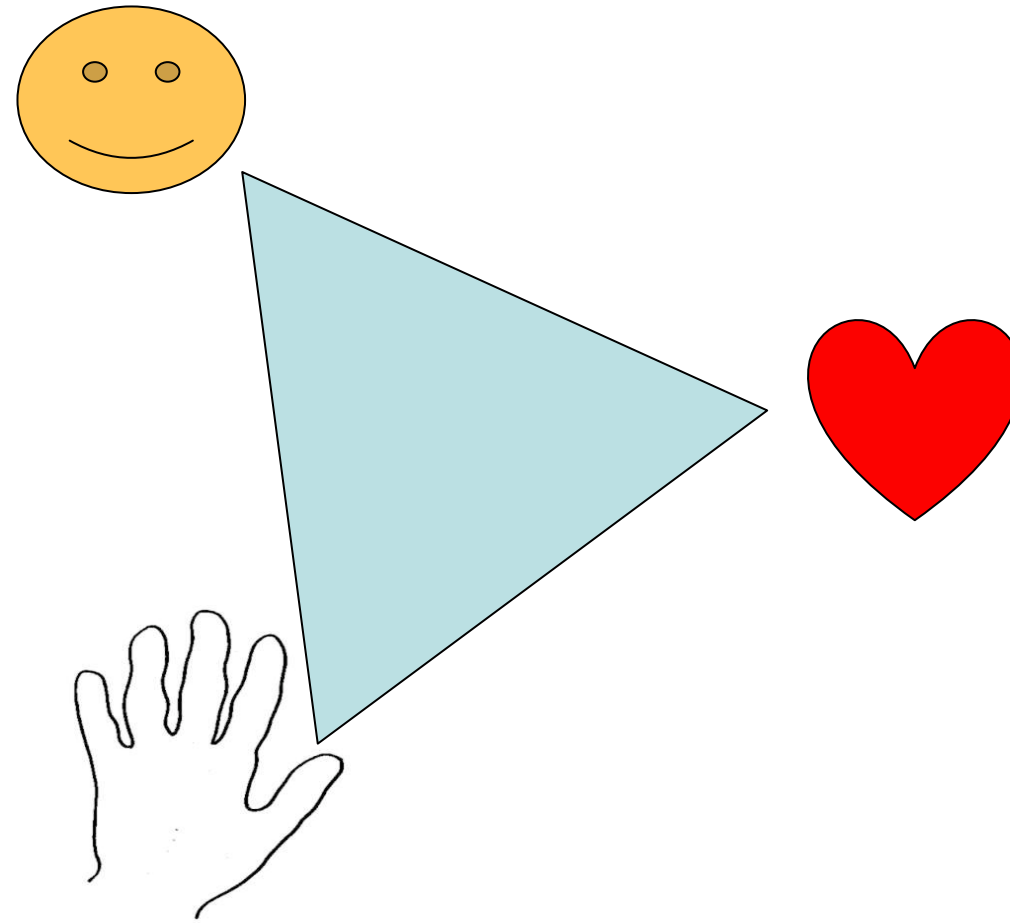
- Pool
- Gym
- Sunbed room
- Reception
- Staff Room/office
- Un-used space
 - Flat, Car Park, Outbuildings

COMMUNITY CENTRE

Run by Lenton Community Association

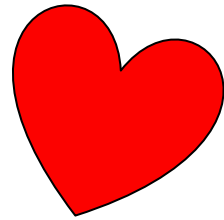
- Hall
- Kitchen
- Meeting Rooms
- Reception/office

Creating an Entrepreneurial Culture



Heart

What is your 'passion'?



Heart

What is your passion?

- Keeps you going
- Gives you direction
- Provides you point of reference

TLC Mission Statement

The Lenton Centre will be a **social enterprise** at the heart of a **increasingly vibrant community**, attracting and welcoming people from all generations and cultures into a bright, well-designed environment to enjoy a holistic range of learning and health-giving leisure activities.

A friendly sanctuary, the Centre will offer a first point of contact for residents and students, promoting harmony and well being.

TLC Strategic Objectives

- 'To get the Pool open'
- 'To be self sustainable'
- 'To develop the centre to meet the needs of the Lenton community'
- 'To be ethical & environmentally friendly'

Head

What you need to know?



Profit



"PROFIT"

Full Cost Recovery (FCR)

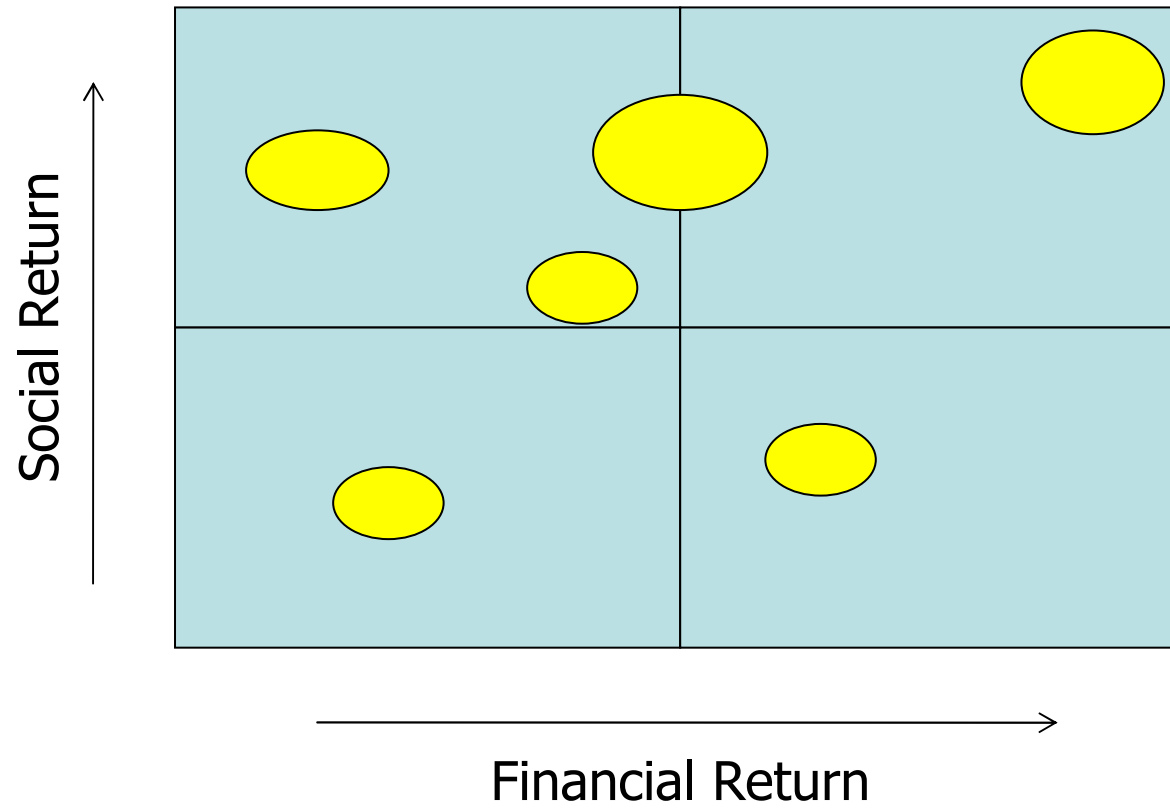
£8 per bottle



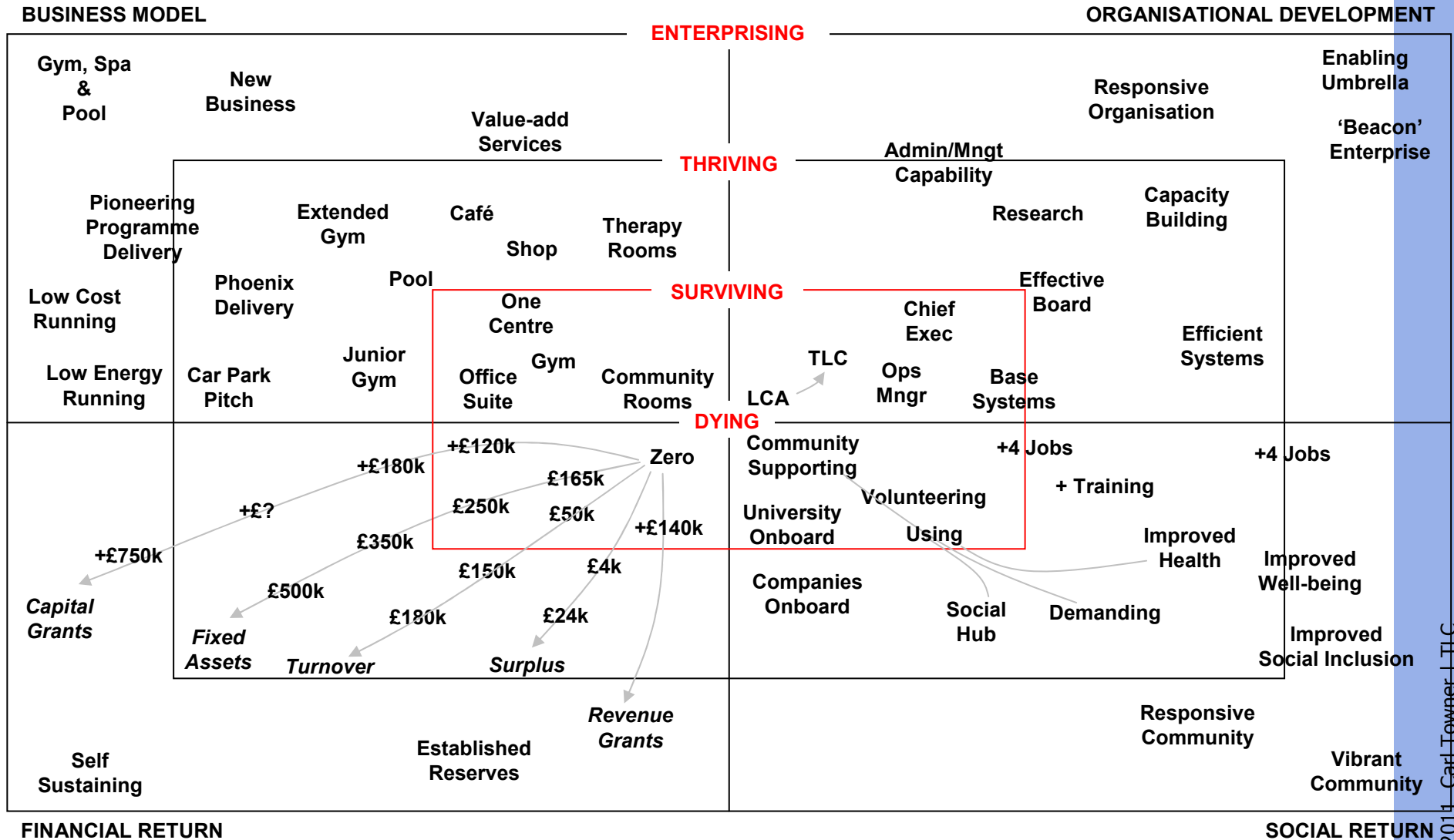
Ten units of medicine



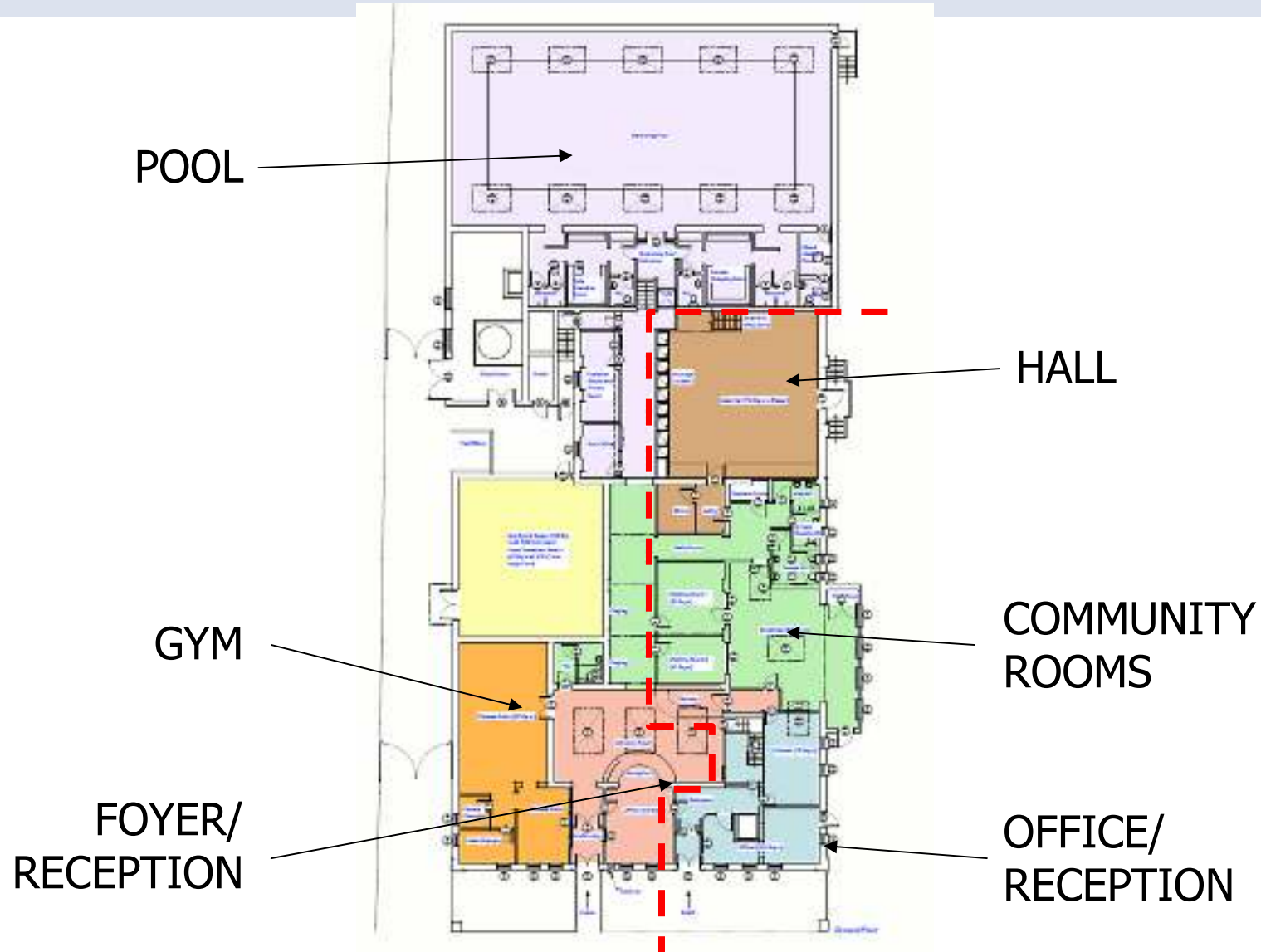
Return on Investment



TLC Balanced Scorecard



Sweating the asset

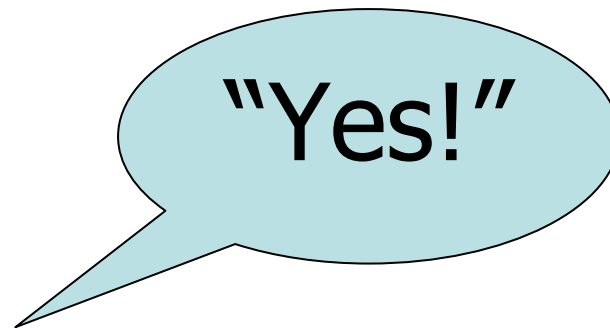


Know your numbers!

"Does it have legs!"

Linda Damerell, DTA

Just say...



...now how do we do that?

Hand

What you need to do!



TLC Journey - Issues

- **Cash!**
 - New building with new costs but not yet new revenue streams!
- **Viability**
 - Need to develop business model wider than just 'old operation'
- **Capacity**
 - Need to grow the organisation
 - Need to grow networks for sourcing funding, people & business
- **Capability**
 - Need to develop ability to deliver business
 - Need to develop entrepreneurial skills to realise opportunities
- **Flexibility**
 - Continually adjusting Business Model in response to experience

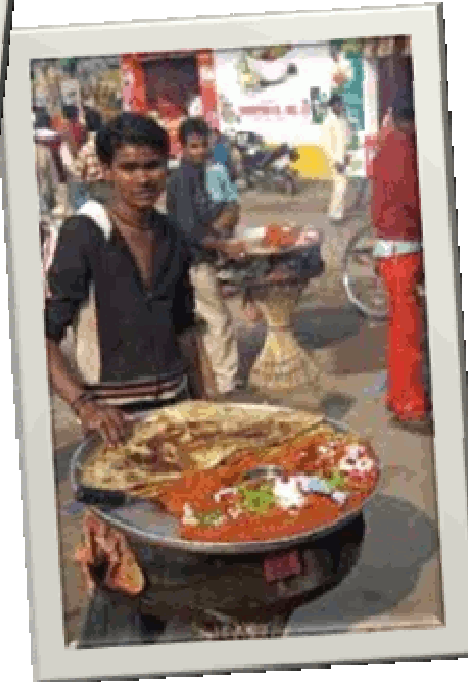
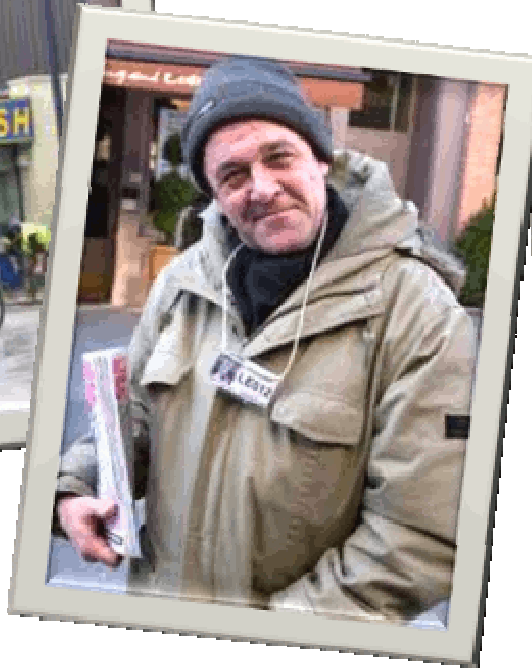
KEY SUCCESS FACTORS (early days)

- Outrage & indignation!
 - *Created energy!*
- Jenny's 'call to arms'
 - *Directed it!!*
- **Persistent 'merry band'**
 - *Kept it going!*
- Key skills, support & money at key times
 - *Kept on keeping it going*
- Change in strategy (two stage approach)
 - *Enabled the Council to seriously consider it*
- Change in climate (towards local implementation)
 - *Encouraged the Council to go for it!*
- SEEM Money
 - *Enabled 'real work' to really happen!*
- ACF Process
 - *Catalyst towards 'real business'*

KEY RISKS

- Cash!
 - *Need enough to keep us going while we sort things out!*
- Complacency
 - *Can't relax - need to keep the 'pedal to the metal!'*
- Customers
 - *Need more – where is demand? How do we capture it?*
- sCope
 - *Need more - wider than just 'old operation'*
- Capacity
 - *Need more – more people doing less*
- Capability
 - *Need more – skills to deliver*

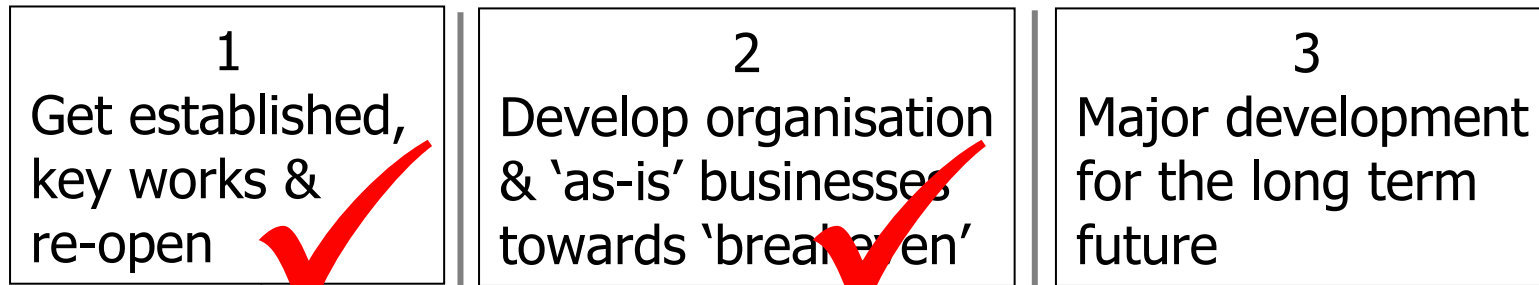
Today's Entrepreneurs



Three Entrepreneurs



TLC Financial 'Game Plan'



Stage	1	2			3	
Year	0	1	2	3	4	5
FY	06/07	07/08	08/09	09/10	10/11	11/12

Questions