

# DONCASTER CENTRAL DEVELOPMENT TRUST CIC

## BUSINESS PLAN 2011 to 2021 [updated Jan 2011](#)



[Major changes in blue text](#)

# Doncaster Central Development Trust CIC BUSINESS PLAN 2011 to 2021

## 1. EXECUTIVE SUMMARY

This is the first business plan for Doncaster Central Development Trust CIC – a community interest company. DCDT is the successor to Doncaster's NDC – New Deal for Communities programme, a ten year £50million regeneration initiative for parts of the central area of the town. [The Trust intends to continue to work with the NDC partners: the residents of the area, community and voluntary sector organisations working with and for local people, Doncaster Council, South Yorkshire Police, the NHS and Job Centre Plus, to sustain the gains of the NDC programme and continue to close the deprivation gap and reduce social exclusion in central Doncaster.](#)

Our **vision** is to contribute to creating a healthy, happy, culturally and economically vibrant central Doncaster. Our **mission** is to develop assets, enterprise and influence to raise aspirations, remove barriers, link need to opportunity and enable people to be proud to belong to the Doncastrian family.

Our beneficiaries are the residents of the NDC area of Doncaster: parts of five neighbourhoods around the town centre, including the most deprived areas in the borough and South Yorkshire. It is a typical inner-urban area, with relatively poor housing stock and many houses in multiple occupation, with a high population turn over. There are high levels of worklessness and health inequalities relating to smoking, drinking and low physical activity. Despite this, residents feel much more satisfied with the area as a place to live and involved in the community, than was the case in 2002. The neighbourhood has the highest proportion of BME population in Doncaster and community cohesion is generally good.

Our business model has four elements:

- Promotion of and support for community empowerment and influence
- Enterprise, employment and learning opportunities – based at the Church View Centre
- Housing – based on a mutual sustainable housing model
- Provision of public sector procured contracts and commissions

Our flagship project is the Church View Creative Enterprise Centre a large building on the fringe of the town centre, adjacent to the Minster. We have established a demand for support to the creative and digital industries (CDI) sector in the town, and will create *the* physical cluster of CDI enterprises, [facilitating](#) a collaborative working environment between themselves, [the social economy and the local community](#). An in-depth business planning exercise [was](#) conducted in 2009-10 and this established our marketing strategy for this inspiring project. [A delay in confirming the last tranche of funding for the project means that it will not be complete by the end of the NDC programme, as planned. However, contingency plans for managing this are in place, including a worst-case scenario of mothballing the building while funding is secured \(See Appendix 1\).](#) Once established, Church View will contribute substantially to the NDC area, the future income of DCDT, enhancing its ability to support activity in the area.

DCDT's asset portfolio includes a range of housing to let via [an innovative](#) model, that combines tenant [participation and](#) empowerment to influence both their [housing](#) and other [significant factors](#) in their lives. We have developed a demonstration model of 'retrofit' eco-housing – in line with the draft BREEAM standards framework for refurbished domestic dwellings and [a real, high quality alternative to owner-occupation for people who may never have that choice.](#)

We also intend to continue the success we have had in delivering grant management contracts for the Office of [Civil Society \(formerly, the Third Sector\)](#) by positioning ourselves to deliver other local contracts and commissions. Through the income we generate from our various commercial

activities we intend to deliver a series of specific community engagement and empowerment actions. These will both continue and deepen the process begun in the NDC period and develop responses to the new opportunities presented by the new Government's *Big Society* agenda; particularly in the area of ensuring our deprived communities are not by-passed or marginalised in the 'devolution of power', and potentially bidding to run public service contracts.

Our financial projections are robust, based on cautious rental income projections and further development of our products and services. Church View will provide an excellent resource for DCDT. It has already raised the profile and when complete, will further consolidate the credibility of the organisation. Our risk management strategy is robust and we have contingencies in place, which we are now activating in the case of Church View.

Finally, we are emerging as the 'anchor' organisation for central Doncaster, providing support to other smaller organisations and a voice for the area in wider arenas. In this we are working with other development trusts in Doncaster to collaborate to improve the quality of life for residents of the borough, and with our partners within *Doncaster Together* (the Local Strategic Partnership) to contribute to the continuation of high quality services to neighbourhoods.

We are confident that this business plan will be the foundation to securing a long and prosperous future for DCDT and a significant contribution to improving the quality of life of NDC residents.

## 2. INTRODUCTION AND BACKGROUND

### 2.1 Doncaster Central Development Trust CIC

Doncaster Central Development Trust CIC is the successor body to the Doncaster NDC programme, and is a new partnership of local residents, key service providers and others with particular skills and knowledge. DCDT is constituted as a community interest company, and is governed by a board consisting currently (January 2011) of thirteen members (of a maximum of 14; when the original plan was submitted to CLG in October 2009, this was 12. Since then one resident and one agency nominated director have resigned, one further resident director has been elected and two co-opted directors selected, via an open advert – two business people – with more nominations than places. This 'competition' for membership of the board demonstrates how the company is positively viewed externally). The chair and vice chair of the board are both local residents. A learning plan is being implemented to support the development of individual directors and the board as a whole.

DCDT currently operates from the NDC headquarters at Highfield House in Doncaster. In time it will move to the Church View Creative Enterprise Centre, which will be the main income generator for the company. As well as managing its portfolio of assets, including buildings providing space to address worklessness, support for enterprise and community engagement and a range of eco-housing; the company also delivers a range of local contracts and commissions, which it intends to develop into the future. DCDT is a voice for the original NDC area and to ensure it has influence on the services provided to its residents. It is already linked into *Doncaster Together* (the Local Strategic Partnership, which will continue despite the abolition of the LAA and Audit Commission) and will continue to develop involvement and partnership within the borough's strategic leadership.

This is a development of our first business plan, which was submitted to CLG in October 2009; after being incorporated in January 2008. This business plan is for a ten year period: 2010-20.

### 2.2 The NDC area and its Neighbourhoods

DCDT operates across the whole of the borough of Doncaster, but is focused on the beneficiaries in the original NDC area: parts of Netherhall, Balby Bridge, Woodfield, Hyde Park and Hexthorpe, with a population of about 10,000. Its entire current asset portfolio is located

within, or immediately adjacent to, the NDC area. Contract delivery is to a wider target group, although many of these are [located in and/or serving deprived](#) communities.

The area of benefit is characterised by dense housing, including the most deprived lower super output area in South Yorkshire – part of Balby Bridge and Hexthorpe (IMD 2007). The quality of the street and green environment varies, with much being of poor quality. A lot of the housing is in private ownership, not of high quality or well maintained. There are a growing number of houses in multiple occupation. Worklessness is much higher than the borough average and educational attainment, although improving, remains low. Violent crime is still an issue and anti social behaviour, especially excessive drinking (particularly in the town centre) is problematic.

The area of benefit is the most ethnically diverse in the borough, with around 20% being from BME communities, which has increased during the past 10 years, with an influx (due to national and EU policy) of asylum seekers, refugees and more recently migration from the EU. Social capital has significantly improved, but health and aspiration in less so. There is a large population churn in the area and the destination of movers is not clearly understood. The potential for community empowerment is limited due to this and there is a strategic desire to create more stability in the area. The area borders the borough's new town centre developments such as the CCQ (Civic & Cultural Quarter) the proposed waterfront and Tesco developments, all of which may eventually create job and leisure opportunities for local residents. It is well served by local, national and international transport, including the East Coast Main Line, the A1M and Robin Hood Airport.

### 2.3 History of Doncaster Central Development Trust CIC

Doncaster NDC is a ten year government funded programme which aims to transform the quality of life for residents of the most deprived neighbourhoods in the borough. It is a partnership between service providers, local residents and the government, operating over ten years from 2001 to 2011. A key part of the programme has been to enable the community to become more involved in decision making and to influence the services which affect their lives. The NDC programme itself has been governed by a majority of local residents, supported and trained to take leadership roles in the partnership. [They are also all members of a local infrastructure of community-led voluntary organisations, developed in the NDC programme, largely with NDC funding.](#)

Key successes of the programme have been in addressing worklessness, fear of crime, [education \(resident satisfaction with the area as a place to live\).](#) The Ipsos MORI 2008 survey also revealed that residents had more trust in the NDC than they had in 2002, and that NDC had improved the area. [In common with most other NDC partnerships across England – according to local and national evaluation – a good start had been made, the programme delivery has proved largely effective, but much more remains to be done to narrow the gap with the England average.](#)

Doncaster Central Development Trust CIC was established in January 2008 as the successor body to this effective programme. It aims to continue the work begun by the NDC, by concentrating on key service areas such as worklessness, housing and community engagement; [but importantly, continue both to be an assertive influence on the wider partnership, for service and outcome improvement.](#) The company has a portfolio of assets worth in the region of £5million acquired under the NDC programme. It intends to use these assets to provide services and space for rent, whilst using the income to fund the infrastructure to further support its empowerment work in the NDC area.

### 2.4 Partners and Stakeholders

DCDT works closely with partners within the Borough of Doncaster's Local Strategic Partnership, including the local authority, South Yorkshire Police, NHS Doncaster and Job Centre Plus; also with the local voluntary and community sectors.

Its primary stakeholders are residents of the original NDC area of benefit, but in contract delivery this can include residents of other disadvantaged communities across the borough of Doncaster. Its users and tenants, customers of these; public, third and private sector partners, are further groups of stakeholders. (See appendix: Stakeholder Analysis and Stakeholder Engagement).

DCDT will use feedback from each of its stakeholder groups to inform its business planning and to influence the way in which it delivers its services and assets. Involvement in local, borough-wide, regional and national networks will also influence the way in which DCDT conducts itself, its business and the effect it has within the local community.

## 2.5 Services Provided

DCDT provides its services principally through its asset portfolio. This includes a range of housing to let via [an innovative](#) model, that combines tenant [participation and](#) empowerment to influence both their [housing](#) and other [significant factors in](#) their lives. We have developed a demonstration model of 'retrofit' eco-housing – in line with the draft BREEAM standards framework for refurbished domestic dwellings and [a real, high quality alternative to owner-occupation for people who may never have that choice.](#)

A key asset is Church View, which [will](#) provide high quality accommodation and managed workspace for CDI companies, social enterprises, community groups and voluntary organisations, learning, exhibition and performance space. [The latest position on building renovation is summarised in Appendix 1.](#) This is supplemented by two other buildings which provide community space [and currently host co-produced services.](#)

One site (the former Hexthorpe House pub) is currently cleared [and a feasibility study is being undertaken into potential new-build sheltered housing for the elderly.](#) [This demonstrates how DCDT is both meeting current needs and anticipating future requirements for high quality sheltered housing in the area. This is supported by the evidence of the ageing profile of its communities of interest.](#)

DCDT also provides the small grants service of the *Grassroots Grants* programme for the whole borough of Doncaster, the *Targeted Support Fund* [and has recently secured the delivery of the Active at 60 programme](#) on behalf of the Office of [Civil Society \(formerly, Office of the Third Sector\)](#). Further contracts and commissions will be actively sought as the organisation matures [and its track record grows.](#)

## 2.6 DCDT key successes to date

Our successes to date and our plans for the future	
Services and service provision	<ul style="list-style-type: none"> <li>• Delivery and projected effective completion of the NDC programme</li> <li>• Successful <i>Grass Roots Grants</i>, <i>Targeted Support Fund</i> and <i>Active at 60</i> programme delivery across the whole borough</li> </ul>
Our organisation and governance	<ul style="list-style-type: none"> <li>• Establishment of a new CIC (Development Trust)</li> <li>• Good partnership of residents, agency nominees <a href="#">and interested citizens</a></li> </ul>
Supporting community organisations and NDC residents	<ul style="list-style-type: none"> <li>• Sustaining resident-led community governance in the successor body</li> <li>• Providing bespoke space to Hyde Park Partnership and support to other VCS groups</li> </ul>
Our key plans for the future	<ul style="list-style-type: none"> <li>• Sustaining community empowerment and influence</li> </ul>

	<ul style="list-style-type: none"> <li>• Safeguarding the assets acquired under NDC and developing them sustainably for community benefit</li> <li>• Taking on further assets and developing them for social, cultural and economic use, minimising impact on the environment</li> <li>• Negotiating contracts and commissions from the public, <a href="#">third and private</a> sectors to deliver local services</li> </ul>
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## 2.7 SWOT analysis

<p><b>Strengths</b></p> <ul style="list-style-type: none"> <li>• Resident-led, strong local governance including partner agency nominees</li> <li>• Large and varied asset portfolio</li> <li>• Iconic Church View Centre</li> <li>• Good support for neighbourhood groups</li> <li>• Strong links into neighbourhoods from <a href="#">resident directors and members</a></li> <li>• Residents feel NDC has achieved success <a href="#">and that it can be trusted</a> and influenced</li> <li>• Strong management team</li> <li>• Potential to generate <a href="#">sustainable</a> income and surpluses</li> <li>• Strong asset value on balance sheet, <a href="#">on which to further develop the business</a></li> <li>• Effective delivery of OCS grant contracts across the borough – <a href="#">track record</a></li> <li>• <a href="#">Strong</a> partnership with other Doncaster Development Trusts to maximise income and influence</li> </ul>	<p><b>Weaknesses</b></p> <ul style="list-style-type: none"> <li>• Assets undeveloped as yet</li> <li>• <a href="#">Little</a> experience of housing management</li> <li>• <a href="#">Early days for</a> property rental income</li> <li>• Church View <a href="#">will</a> take time to generate income</li> <li>• Image and negative perception of NDC until <a href="#">last few years</a> could affect confidence in DCDT</li> <li>• Board's lack of collective experience of running a company and responding quickly with <a href="#">confidence and</a> agility to unforeseen problems</li> <li>• <a href="#">Little experience of commercial partnership or investment</a></li> <li>• <a href="#">Big governance learning curve for change from NDC to DCDT</a></li> </ul>
<p><b>Opportunities</b></p> <ul style="list-style-type: none"> <li>• Involvement in Minster Quarter and Waterfront master plans</li> <li>• Alignment with <a href="#">LSP</a> to continue support to and in the NDC neighbourhoods</li> <li>• CEO and Directors as key influencers in development of Trust</li> <li>• Become preferred delivery partner for public sector in Doncaster</li> <li>• Work in wider borough &amp; region</li> <li>• <a href="#">Investment from wider pool, including charitable and private sector</a></li> <li>• Re-branding of the organisation to create new opportunities and new support</li> <li>• Big Society agenda of government</li> </ul>	<p><b>Threats</b></p> <ul style="list-style-type: none"> <li>• Ongoing recession – Doncaster lags behind and is slow to recover</li> <li>• Lack of support from partners if confidence not gained/maintained</li> <li>• Church View Centre not developed in lifetime of NDC, <a href="#">does not attract sufficient capital for full renovation</a>, takes too long to become viable, and/or fails to attract target market</li> <li>• Skills to govern and manage not retained or attracted in to DCDT</li> <li>• Anticipated public sector funding and procurement squeeze</li> <li>• <a href="#">Private sector continues to be weak</a></li> </ul>

### 3. VISION, MISSION, VALUES AND OBJECTIVES

#### 3.1 Our Vision

A healthy, happy, culturally and economically vibrant central Doncaster.

#### 3.2 Our Mission Statement

To develop assets, enterprise and influence to raise aspirations, remove barriers, link need to opportunity and enable people to be proud to belong to the Doncastrian family.

#### 3.3 Our values

- **Accountable** to the residents of central Doncaster, people centred and resident led
- **Co-operative** – equality, respecting diversity, communicative, working in partnership
- **Innovative** – transformational, flexible, evolving, finding new ways of working
- **Sustainable** – socially, environmentally, economically and financially

#### 3.4 Our aims

- To develop well managed local assets to deliver social, environmental and financial returns
- To enable the voices of local people to be heard, to influence and improve the work of others
- To attract and manage external funds and programmes, enhancing the impact that other organisations can make
- To deliver other local services and enterprises meeting local needs, in collaboration with wider partners

#### 3.5 Our objectives

Summary action plan, below – with progress to January 2011

## 7. ACTION PLAN – OVERVIEW

Aim	Objectives	Actions ( <i>changes from original in italics</i> )	Timescale	Responsibility	Progress: <b>Jan 2011</b>
<b>To develop well managed local assets to deliver social, environmental and financial returns</b>	<b>Devise and implement strategy for Church View</b>	Short term works to protect building fabric	Oct 2009	HA	Complete
		Update business planning and marketing	June 2010	CE	This document: Jan' 2011
		Develop and let the building	June 2011	HA / HE	Main Contractor appointed January 2010 Renovation completion due Spring 2011. CV lettings policy developed July 2010
	<b>Devise and implement strategy for sustainable housing</b>	Refurbish housing portfolio	Mar 2010	HA	Work commenced on all phase 1 houses January 2010. Completions June - November 2010.
		Develop management and lettings policy	Feb 2010	HA	Interim letting policy agreed by Sustainable Housing board April 2010
		Consider expansion of portfolio	May 2011	HA	Feasibility study commission let Dec 2010

Aim	Objectives	Actions	Timescale	Responsibility	Progress
<b>To enable the voices of local people to be heard, to influence improve the</b>	<b>Maintain community leadership of Trust</b>	Strengthen community leadership support in the Trust by training and 'talent spotting' of new participants	Mar 2010	CE	New Directors recruited, link to action below
		Review future of Community Engagement Task Group and devise plan	June 2010	CE	Board agreed CETG to evolve into DCDT Resident Member forum by 2011
		Facilitate resident participation in partner's community engagement infrastructure	Sept 2010	CE	Agreed part of RM remit in Sept 2010

<b>work of others</b>	<b>Support local voluntary and community sector infrastructure</b>	Provide information to local residents and community groups	Now – ongoing	HE	Marketing Strategy and new NDC Com's contract Sustainability training workshops began in March 2010: financial planning, pricing, securing contracts and marketing – delivered by Doncaster's social enterprise partnership
		Dovetail NDC community engagement apparatus into partner's	Dec 2010	CE	CETG and discussions w <i>Doncaster Together</i> Direc'r
		Develop partnership work with other DTs and regionally via the DTA	Now – ongoing	CE	Bassac-facilitated collaboration prog' with Doncaster D Trusts 2010
		Support the Netherhall CIC and Hyde Park Partnership Ltd	Now – ongoing	CE	Via NE projects and above sustainability training
	<b>Sustain NDC community empowerment strategy</b>	Strengthen engagement with VCS	Now – ongoing	CE	DTA, CVS, CEN Presentation to LSP, May Pres' BME Network, Sept'
		Support local groups to access funding	Now – ongoing	HE	Grassroots Grants and sustainability training
		Help to build trust in public agencies by joint work, eg. collaboration with LA and partner's empowerment agendas	June 2010	CE	Attended I&DeA event, shared with DMBC; DCDD officer contribution to DMBC community involvement strategy development
		Develop the influencing role of the Trust with partners	Nov 2010	CE	See below for interim progress

<b>Aim</b>	<b>Objectives</b>	<b>Actions</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Progress</b>
<b>To attract and manage external funds</b>	<b>Successful delivery on current programmes/</b>	Fully exploit opportunities to promote credibility on results and outcomes	Feb 2010	HE	Increased focus on marketing success sustained; now beginning to look at opportunities to

<b>and programmes, enhancing the impact that other organisations can make</b>	<b>commissions</b>				secure awards.
		Work with partners/ commissioners to develop good news stories	Now – ongoing	HE	Redesign of ‘Voice’ magazine and more partner generated content; following a series of meetings with stakeholders to secure buy-in
	<b>Focus organisational capacity on developing relationships</b>	Utilise opportunities of professional networks	Now – ongoing	CE	DTA, CIH, CIM, Doncaster Chamber, Doncaster Landlords Assoc’
		Develop relationships with local and regional partners/ infrastructure	Now – ongoing	CE	Bassac-facilitated collaboration programme
		Close working with Doncaster MBC	Now – ongoing	CE	Post-CGI (Corporate Governance Inspection): with Neighbourhoods & Communities Directorate
		Develop relationships with local and regional VCS	Now – ongoing	CE	DTA, CVS, CEN
	<b>Explore approaches for market entry</b>	Evaluate options for securing new business	Mar 2010	HE	Board agreed to focus on Church View in 2010, but now diversifying
		Identify entry points	Apr 2010	HE	Much work on conference / function suite, including collaboration with Minster; market research/feasibility studies
	<b>Demonstrate internal capabilities and ability to procure additional skills / expertise</b>	Utilise opportunities to enhance the brand e.g. articles, papers, conferences	May 2010	HE	Communications review complete: new Comm’s strategy implemented, much media coverage
		Develop a network of professional associates	Now – ongoing	HE	SMT extensive network of contacts throughout the public, private and third sectors region/nationally

Aim	Objectives	Actions	Timescale	Responsibility	Progress
<b>To deliver other local services and enterprises meeting local needs, in collaboration with wider partners</b>	<b>Identify opportunities to develop business potential</b>	Identify strengths, knowledge, relationships and USP to develop enterprise	Mar 2010	HE	Using this SE plan model, we will develop similar plans for CV and Housing
		Consider asset and non-asset related enterprise development ( <i>and respond to opportunities as they arise</i> )	Mar 2010 (amend to Nov '10)	HE	Non-asset-based opp's for enterprise will develop over time; CV is priority
	<b>Carry out high level screening and feasibility</b>	Develop process to screen enterprise options against selection criteria	Apr 2010 (Sep '10)	HE	Completed and ongoing - presented to Board
		Carry out high level feasibilities to identify leading options	May 2010 (Sep '10)	HE	Underway: housing and CV conference centre
	<b>Options appraisal and enterprise selection</b>	Develop process to review enterprise opportunities against organisational objectives, mission, vision and values	Apr 2010 (Sep '10)	HE	Completed SE plan - presented to Board; individual opp's ongoing
		Select favoured enterprises for further development	June 2010	HE	Following process to be agreed by board
	<b>Business planning, financing and launch</b>	Carry out business planning	July 2010	HE	As above – based on this
		Identify and secure financial and non financial resources	Sep 2010 (Nov '10)	HE	RDA board ERDF approval Sep 2010
		Enterprise launch	Jan 2011	HE	Secured <i>Active at 60</i>
	<b>Implement and develop QA system/s</b>	Select appropriate <i>quality assurance, etc.</i> system/s – option appraise based on selection criteria for procurement compliance	Mar 2010	HE	IIP by April 2011 Social accounts by July, audited by Sep 2011 Explore SROI by Feb 2011

### Cross cutting aims

Aim	Objectives	Actions	Timescale	Responsibility	Progress
<b>To achieve best practice in third sector governance</b>	<b>Identify new Directors against skills matrix</b>	Develop recruitment process for co-opted Directors	Feb 2010	CE	Complete: successful – more candidates than places
		Conduct skills audit and report to Board	Mar 2010	CE	Complete
	<b>All new Directors to be</b>	Develop induction plans for new directors and training plans for all	Apr 2010	CE	Complete

	properly inducted and offered appropriate training				
	<b>Review Business Plan and Risk Assessments annually</b>	Schedule review and refresh / implement decisions / escalation planning	May 2010	CE	May 2010 Board reports and risk workshop; 'live' situation for contingencies and escalation with Church View, lobbied MP & RDA
	<b>Implement social accounting &amp; audit in organisation</b>	Schedule for implementation, with training for key staff and Directors who request it	May 2010 (amend to July 2010)	CE	Integrated into Social Enterprise (SE) planning approach agreed in June 2010 – see above
	<b>Implement performance management system</b>	Select best fit system, plan and implement	May 2010 (amend to Sep '10)	CE	SMT investigating models
	<b>Comply with Companies House and CIC regulation</b>	Prepare and submit all required documentation on time	Sep 2010	CE	Complete
	<b>Review company structure</b>	Option appraise structure to maximise growth potential, community benefit and minimise risk	June 2010	CE	Options report from solicitor, advice from accountant; board decision to pursue charitable registration and group structure by Feb 2011

Aim	Objectives	Actions	Timescale	Responsibility	Progress
<b>To ensure the financial</b>	<b>Review annual financial performance</b>	Develop & review robust finance management process	Nov 2009	HA	Review completed with support from DTA. New policy & procedures. Letter

<b>viability of the Trust</b>					of approval of systems from auditor 2010
		Develop good relationships with key finance people: accountant, auditor, bank	Nov 2009	HA	Accountant: very close; auditor, see above; bank – periodic meetings in 2010
		Prepare and approve annual budget	Feb 2010	HA	Budget approved at May Board meeting, post-NDC DP; by March in 2011
		Address weaknesses / deficits	Mar 2010	HA	Report to July Board meeting, then quarterly
	<b>Maximise return on assets and enterprises</b>	Establish close relationship between finance planning, management and enterprise development	Now - ongoing	HA / HE	Line management clear; streamlining for end of NDC prog' and Trust sustainability in 2011
		Review rent and service charge policies	Nov 2010	HA	Sustainable Housing board agreed policy April 2010 Church View policy agreed July 2010
		Review and consolidate bad debt	Nov 2010	HA	No current bad debt Policy agreed for housing, model for other areas
	<b>Review development opportunities</b>	Explore financing options to further purchase / develop assets and grow enterprises / respond to new opportunities	June 2011	HA / HE	Feasibility study commissioned in Dec 2010: report by Feb 2011

<b>Aim</b>	<b>Objectives</b>	<b>Actions</b>	<b>Timescale</b>	<b>Responsibility</b>	<b>Progress</b>
<b>Strategic Partnerships</b>	<b>Confirm strategic contribution to LSP / LAA</b> <del>[delete]</del>	Joint presentation to LSP with other DTs	Feb 2010	CE	Complete May 2010 Next step in context of Big Society agenda
		Contribute to Waterfront and Minster Quarter Partnership Boards and take positions on other forums when strong link to mission and values	Nov 2009	CE / HA	HA lead on Minster Quarter meetings; CE on Waterfront but currently suspended by DMBC due to recession, etc.
		Consolidate strategic links with key partners	Now –	CE	DTA larger trusts

		and participation in networks	ongoing		Doncaster trusts Chartered Institute of Housing, Y&H Social Enterprise Y&H
	<b>Raise profile regionally &amp; nationally to achieve objectives</b>	Attend and contribute to key events and forums	Now - ongoing	CE	Includes: CE represents Y&H on NDC Network Management Group; DTA policy symposium 2010; RSA Big Society event 2010
		End of NDC programme event to share learning and celebrate achievement	Oct 2010	CE	Complete: 8 Oct. 2010 – chaired: Deputy Dir' NDC National Evaluation Team
		Host local / regional and contribute to national events	Now - ongoing	CE	NDC Network meetings, March 2010 and 2011

Aim	Objectives	Actions	Timescale	Responsibility	Progress
<b>Marketing</b>	<b>Review and strengthen the marketing strategy</b>	Raise internal awareness of the scope and depth of 'marketing' – whole organisation activity (internal & external) top priority	Nov 2009	HE	Revised marketing strat' approved. New contract commissioned May 2010; senior manager training preparing for 2011
		Develop the brand via marketing materials, including website, social networking, 'viral' methods, orthodox media work and judicious paper-based products	Now - ongoing	HE	church-view.org working very well; doncastercdt.org and doncasterndc.com radical improvement on previous websites; Social marketing project report received: May '10; stakeholder event, Sep '10
	<b>Develop the social marketing approach</b>	Co-operate with partners to extend and further develop the social marketing approach piloted under NDC	June 2010 (amended to Sep '10)	HE	Post-stakeholder meeting action awaiting DMBC, NHS and partners decisions on post-cuts landscape...

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**Key:**

CE – Chief Executive

HA – Head of Assets

HE – Head of Enterprise

A Balanced Scorecard of DCDT is attached as an appendix.

## **4. RISK MANAGEMENT PLAN**

### **4.1 Summary of key risks to achieving business objectives**

Our key risks revolve around three key areas. The first is in relation to our asset portfolio. This is because (i) our buildings are relatively newly acquired, (ii) **Church View's refurbishment will not be completed by the end of the NDC programme** and (iii) marketing. Whilst we are confident that our buildings meet local need and address **market failure and** gaps in the market, we are realistic in recognising the difficulty of letting **particularly commercial** buildings in the current economic climate. These risks are fully assessed and mitigated.

The second set of risks involves skills and partnership working. Despite early inertia in the NDC programme we are confident that DCDT can be treated as a new organisation with new skills and a commitment to work in partnership to improve the quality of life for local residents. We believe these risks are minimised as a result, but can also be further mitigated by branding the new organisation and establishing its credibility via a sound track record of delivery, as we are currently doing, for example with Grassroots Grants and the targeted Support Fund, for OCS.

The third set revolve around issues largely outside of our control such as the recession, the financial markets, local disturbances and major incidents. Our risk strategy indicates how we intend to mitigate and minimise the effect of these issues on our business, even though we cannot control their occurrence.

### **4.2 Risk Management Register**

Our risk management strategy relates entirely to the development and operation of the Doncaster Central Development Trust CIC. Obviously this has overlaps with the NDC succession strategy. This version of the risk strategy is crucial to this business plan – see appendix.

## 5. TEN YEAR FINANCIAL PLAN

### 5.1 Budget setting process

The budget is set annually and agreed by the Board in advance of the new financial year, which begins on the 1<sup>st</sup> April each year. The budget is set by reviewing performance in the previous year, and by assuming likely increases or decreases in both income and expenditure. Staff costs are assumed to increase by 3% per annum, as are running costs. Income targets are included, but the budget is set principally against known income and expenditure, with the aim of creating a balanced or profitable budget each year.

The budget will be monitored via management accounts by staff on a monthly basis, and by the Board on a quarterly and annual basis. Under performance is noted and staff are required to construct contingencies or alternative financial plans to mitigate losses or under performance. Unplanned or unforeseen deficits may be dealt with through emergency board meetings.

### 5.2 Ten year financial projections

The ten year business plan is based on an income from rents and non-asset-based income, which is 'pessimistic'. Of the four scenarios we have presented, the default is the most pessimistic one (ie. Plan A, where Church View is mothballed indefinitely, no assumption that clawback is lifted and hence no additional investment in housing, and modest 'non-asset based' income – see Appendix 1) whereas:

- We are actively working on investment for a phased renovation of Church View.
- We have plans to develop new housing, which will be implemented as soon as clawback is lifted.
- Projections of non-asset based income is on a track record to date pro rata basis; whereas, as explained above, securing additional service delivery contracts is a key aim. We also do not assume to cover our core costs from grants – even on a transitional basis – and will operate as a **sustainable enterprise from day one**.

So the likelihood is that the business will be much more successful than this, but we have adopted the most pessimistic outlook for Plan A.

On the assumptions above, the cash flow is positive from year 1, with a trading surplus achieved from year 3. The 'pessimistic' trading by year 10, based on stated assumptions in Appendix 1, delivers a cumulative surplus of **£315,579**.

The [four financial scenarios](#) are appended, with additional spreadsheets to back up assumptions for each cost centre.

### 5.3 Marketing plans

The Trust is employing a marketing specialist in Q4, 2010-11 to explore options regarding scenarios for Church View. The aim will be to sustain the very successful social media and viral marketing (e.g. [www.church-view.org](http://www.church-view.org)) that we have developed to date, during the hiatus.

The Trust's website (and the NDC website, which will contain the NDC archive and merge / link to the proposed national NDC / regeneration electronic archive) has been transformed and offers a broad platform to further develop the Trust, its products, services and those of its partners, including e-commerce.

Our sustainable housing programme will be marketed on a more local level, [via our website](#), [our lettings agent](#) and by networking with the local authority and other social housing providers, [for appropriate referrals](#).

The Trust itself will review its [brand](#) and place within the borough and the region, and will use this regular review to refine the marketing strategy. It will also review website usage figures and income levels against budget projections, to inform changes in marketing plans.

## 6. CONTACT DETAILS

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