



Statement of Strategy And Business Plan 2017 - 2022

Balla Community Resources Development CLG
An independent local resource providing the greatest
positive impact on the local Community

Balla CRD Statement of Strategy and Business Plan

Table of Contents

Ref No	Description	Page No
1.	Table of Contents	2
2.	Executive Summary	3
Section 1 Statement of Strategy		
3.	Mandate	4
4.	Operating Environment	6
5.	Strategic Objectives & Goals	9
6.	Strategic Actions	10
7.	Corporate Structure	12
Section 2 Business Plan		
8.	5 Year Business Plan Key Metrics	15
9.	Annual Plan 2017 - 2018	16

2. Executive Summary

We're a constantly evolving organisation which responds positively to the needs of the community of Balla. We're now 22 years old and very proud of what we have achieved in times of great opportunity but also in recessionary years. This new business plan describes our ambitions for the future, and it will guide our work for the next 5 years.

In developing our new plan we have considered a number of factors. We've reflected on what we've achieved since our formation, noted what we've done well and where we need to improve. We've explored new ways we can work which will better meet the needs of the whole community of Balla, and aid our own sustainability.

We've also considered the external environment. We've looked at the needs of our stakeholders and considered the issues which will impact on the communities like our own, such as the need for the provision of care for all age groups.

As part of this work we have refreshed our core values, and how we work as an organisation. We're now satisfied that we are doing the right things for the right reasons and in the right way. New insights, will further inform the development of this new business plan and how we will improve the service to the people of Balla through an inclusive co-ordinated approach with other community groups. Thus creating an enviable mechanism to exploit the opportunities afforded to us from the changing world.

We're confident that we're doing things right and that we have a critical role to play in supporting and working with the local community. Our directors, members, volunteers and staff hold a wealth of experience which we will utilise to provide professional services to all our stakeholders, including our community partners to bring forward the voices of local people in the community.

However, we also understand that it is not an easy time for organisations that support local communities and that there are challenges facing all sectors, which are not to be underestimated. We believe that, as a small community, we are stronger when there are opportunities to exploit for local people to work together on the issues that matter to us all. Our vision is for "community action" to have the greatest positive impact on people. This business plan sets out the role we will play in achieving that vision with you. We look forward to working with all of our partners and the local community over the next five years to achieve it.

Section 1 Statement of Strategy

3. Mandate

It is intended that Balla CRD provides resources for community projects that makes our local community a better place. We want to make sure that it does and that it has the greatest positive impact on everyone. To achieve this we create the support and networks that help people and other local groups and organisations to use their time, expertise and energy effectively. We give voluntary and community organisations the support and platform they need to make a difference to local lives and issues. This includes supporting them in the running of their organisation and ensuring their needs and views are represented. Helping to strengthen their work and amplify their voice. Through the organisation we assist people find meaningful ways to contribute their time, skills and energy to community initiatives across a very wide spectrum.

A strong community is one where everyone works together. That's why we connect local businesses with voluntary and community organisations so they can both benefit from each other's expertise and networks. We also work with the public sector to ensure they connect with local voluntary and community action. The support and networks we create between organisations and people help to build a stronger and fairer community for everyone.

Who we are

We are a membership organisation established to support local initiatives directed towards the generation of enterprise for the benefit and welfare of the Balla community. We are led by a representative, skilled and professional Board of Directors who directly assist and delegate operational responsibilities to a team of volunteers and staff.

Our History

In November of 1991 at a public meeting it was decided that Balla needed a new Community Centre. The Maple Hall as it was known then had previously been upgraded and refurbished following various fund raising activities was not suitable and that a *Community Resource Centre* was needed. As a result of a mammoth fund raising effort £250,000 was raised and the dream of the Community Resource Centre became a reality. In 1995 Balla Community Resource Development (CRD) Ltd was established with a vision of "*Supporting a sustainable Community*". Its primary goal was to provide essential services needed in the community, encourage development and help create employment. Indeed the terms of reference allow it to get involved in any project that will benefit the community. Any member of the community can join the organisation and take part in its development.

The aims and objectives of Balla CRD are:-

- (1) To provide vital local services for the community of Balla and be seen as important resource in the community
- (2) To act as the hub and the catalyst of development for all local groups
- (3) To promote awareness and thus increase the usage of our current resources (premises, equipment etc.)
- (4) To provide worthwhile work experience and employment opportunities
- (5) To generate income to ensure future viability of the Centre and create a development fund which would support future community initiatives

Our Mission: why we exist

We are a catalyst in creating networks; resources and support that enable the Community of Balla reach their full potential in the development of dynamic and vibrant community initiatives that enrich people's lives

Our Vision: A desirable picture of Balla CRD in the future

We want to be seen as the first port of call, and an independent local resource providing the greatest positive impact on the people of Balla

Our Values: principles we will work within

- We are creative and find new ways of making our actions effective
- We are dynamic and work with purpose to get things done and to achieve lasting impact
- We challenge our own limitations, promote inclusion and diversity, and dream the impossible
- We are friendly and make everyone feel welcomed and supported
- We are an independent voice for Balla community

4. Operating Environment

Although Balla CRD has been established for over 20 years in many people's eyes it is still regarded as the "Hall Committee". In a recent questionnaire Directors stated that the purpose of Balla (CRD) Ltd was to create a vibrant, well maintained and "*modern centre*" open to the whole community in a sustainable manner.

Needless to say that it has some major achievements on the way but most of them have been achieved from a local need arising and not from a strategically formulated and structured business planning processes.

Due to the inward looking of many it has not realised the full potential, nor is it seen by the local community as the vehicle to exploit the opportunities that would enhance the quality of life of all ages of the community. However some people feel that a more strategic approach will facilitate the growth of the Company into catalyst for change and enterprise.

It is also ideally placed to provide leadership to other local organisations in order to co-ordinate the activities of the groups to work together to achieve much more than each could achieve on their own.

Internal & External Factors

In summary as with all businesses there are strengths, weaknesses, opportunities and threats and it is how the business considers these and makes plans to learn from them that determines its ultimate success and sustainability;-

Strengths

- The terms of reference of the organisation as outlined in the Memorandum of Association and Articles of Association enable it to support any initiative directed toward the generation of enterprise for the benefit and welfare of the Balla Community.
- It has a talented group of Directors and members capable of facilitating the development of the organisation to exploit future opportunities
- It is currently financially robust and well managed, with activities that will ensure its continued financial viability
- It has a proven track record of initiating and completing many different types of projects
- It has proved that it has the skills and competences to bring complex projects to successful conclusion
- It has the support of the locally active community
- It is supported by a number of local and county wide organisations:-
 - Community Council
 - Heritage Group
 - Tidy Towns
 - Festival Committee
 - Drama Group
 - GAA
 - Golf Club
 - Balla Traders and Businesses
 - Mini Mi`s Early Learning Centre
 - Foroige
 - Market and Lights Committee
 - Town Parks
 - Local Schools

Weaknesses

- As an organisation it is inward looking and does not have a vision of its future
- Whilst it manages its regular activities well it does not plan for the future and its continued organisational development
- Meetings are generally short operational meetings dealing with current activities and tasks and in the main does not manage the future
- Directors see themselves as a Hall Committee
- It does not evaluate and review its activities with a view to continually improve how it operates
- There has been no Statement of Strategy or Business Plan to guide the business forward and assist it to grow.
- A full range of policies and procedures are not currently in place
- There is a tendency to operate in the “urgent” in other words reacting to external pressures and deadlines that require immediate attention rather than focussing on the important things such as planning, vision, prevention and development
- There is a need for marketing and promotions strategies to ensure that service provision can be communicated in the immediate and wider community.
- Monthly financial details should be available and discussed at Management Team Level to ensure profitability and long term viability of its offerings

Opportunities

- Realising the potential of the organisation
- Developing a more strategic method of operating the company, working towards a shared vision of the future
- Communicating and engaging with the local community and organisations to gain buy in
- An organisational management structure to be put into place to oversee the development of the business
- Creating, initiating and executing strategic and business plans that exploit future opportunities and facilitate the growth of the Company
- A more central role for Balla CRD in supporting and assisting local community groups in the many projects identified
- Develop closer links with local companies in working towards project partnerships
- Develop a closer working relationship with Mini Mi`s

Threats

- Not having a sustainable organisational structure with active commitment of the Directors and members
- A lack of continuity and succession planning especially at Board level
- Clearly defined roles and responsibilities of Directors etc.
- Not working towards a vision of the future will stunt the growth of the business and limit its potential success and long term sustainability.

- Legal requirements are constantly changing and the business needs to ensure it meets its legal obligations
- Lack of sustainable income generation (over-dependence on Bingo)
- Not having an agreed *Code of Governance*

Our stakeholders: *who we will connect with*

How Balla (CRD) Ltd integrates with its various stakeholders will ultimately determine its own success. It must include them in its business planning, in the identification and execution of projects and in its conversations. It must develop systems that embraces the diversity of opinions of its stakeholders, take account of its feedback seek a win-win mentality in times of conflict or difference.

Our stakeholder partners include:-

- Community of Balla
- Community Council
- Tidy Towns
- Town Parks
- County officials
- Funding agencies
- Heritage Group
- Festival Committee
- Drama Group
- GAA
- Golf Club
- Balla Traders and Businesses
- Mini Mi`s Early Learning Centre
- Foroige
- Market and Lights Committee
- Local Schools

Summary

We have not reached our full potential because of not having a clear understanding of the purpose of what Balla CRD is or was. The directors and members became inward looking seeing themselves as running a Community Resource Centre and indeed often refer to themselves as the hall committee. We therefore focussed on things within the walls and did not see the big picture of what was possible. Our task now is to have a vision of our possible future horizon in which Balla CRD becomes an integral part of improving community facilities and enriches the lives of the whole community.

5. Strategic Objectives and Goals

The vision for Balla CRD is of an organisation that offers a wider provision of services to the local community and stakeholders. Its challenge is to create an organisation structure that provides the leadership and management competence to realise the organisation's full potential by:-

- Creating a Statement of Strategy that includes a shared vision of the future of the organisation that appeals to the directors, members, local community and various stakeholders
- Creating an organisational structure capable of developing and executing the strategic direction and the business plan
- Creating a dialogue with local community groups to form long lasting partnerships in the provision of new and unique resources for the local community
- Creating a dialogue with the wider community to gain buy-in and active support in the delivery of future projects

Our Strategic Objectives: what we will achieve

- a) Stronger community organisation for now and for the future
- b) Stronger and more diverse base for community activity
- c) Partnerships which improves opportunities for local people
- d) Stronger more sustainable organisation

Our Strategic Goals: the measure of success

1. Balla CRD Statement of Strategy agreed by the Board by December 2017
2. Five year Statement of strategy and Business Plan operational by January 2018
3. Balla CRD Organisational Structure in place and operational by February 2018
4. Board of Director Roles and Responsibilities agreed and in place by Feb 2018
5. A formal process for regular engagement with stakeholders developed and agreed by September 2018 to include:-
 - a. Inclusive communications process
 - b. Feedback mechanisms
 - c. Project / Activities Co-ordination Process
 - d. Disagreement / Conflict resolution process
 - e. Meeting frameworks
 - f. Process for listening to stakeholders and the local Community
 - g. Partnership agreements in place
6. A manager recruited with the responsibility of helping the Board to bring the *Statement of Strategy* into effect and successfully achieving the business plan
7. A team responsible for the marketing of Balla CRD and growing the membership of the organisation.

6. Strategic Actions

To achieve our objectives the following actions have been developed:

1. Operational – To create a proactive organisational structure that facilitates the successful implementation, execution and evaluation of our Statement of Strategy and Business Plan by the end of 2018. These mechanisms enable the organisation to reflect and learn to amend and shape the organisations efforts. Integral to this is the appointment of a Manager for Balla CRD whose role will be to implement and deliver on the Statement of Strategy and Business Plan. As part of the role he/she will be responsible for ensuring that an organisational structure is agreed, and also how it will operate, within the first six months of their appointment. Not only will this enable the organisation to develop and put the appropriate policies, procedures and practices in place but will also require the manager to become familiar with all aspects of the organisation, community partners / groups and above all have a sense of the community needs. In order to recruit the “right person” a Job Description and Person Profile needs to be developed appropriate for the role.

Without the appointment of a manager it is difficult to see how the successful implementation of the Statement of Strategy and Business Plan can be achieved. Many of the Directors at present find it difficult to spare time for there role with Balla CRD.

I would also encourage the Board to identify a “mentor” for the newly appointed Manager to work with. I feel this would be invaluable to the new manager in the early months. An ideal “mentor” would be someone, possibly a Director, who has a thorough grasp of the Statement of Strategy and Business Plan and has the time to spend with the new recruit.

2. Stakeholders – We will seek to promote the benefits of an integrated approach by highlighting the range and diversity of the different group’s abilities and the impact this has in meeting the needs of our local community. Joint working, inclusion, adaptability and effective response at a local level must become a major strength that we will utilise through closer cooperation and partnerships with other groups and statutory partners. This will also target areas that involve community participation to promote a greater degree of self -help and responsibility.
3. Growth – Will come as a result of the commitment we all give to our **Statement of Strategy** and our inclusive approach with our partners and stakeholders. One of our key goals is to create a Corporate Structure that challenges the status quo and seeks to find unique and innovative solutions to community and stakeholder issues. To this end we must create *Leadership* which gives all stakeholders internally and externally a line of sight between them and Balla CRD. The board’s principle goal is to provide a clear strategic narrative about where the organisation

is going and why. To drive the vision and aims of the organisation forward requires a management team who by their actions and dedication bring the vision and aims to life and through to fulfilment. This requires *Adaptive and Flexible Managers* – who are capable and responsible for driving the effort on a day to day basis. They ensure that work is designed efficiently and effectively in line with the Statement of Strategy and Business Plan.

4. Marketing - Our mission is to be “a catalyst in creating networks, resources and support” with the capability, capacity and confidence to shape the future of a strong and thriving Local Community, enhancing the quality of life for the people of Balla. To help achieve our objectives a Marketing, Promotion & P.R. Strategy must be developed. There is not enough time or money to do all the marketing activities that we would generally see in a large organisation. Therefore, the effective use of our limited resources is essential to allow us to understand our partner’s and community’s needs and wants, build rapport and establish good communication, and offer the sort of service that they deserve. We will need to have a robust public relations strategy to raise our profile. Additionally, all staff, the Management Team and Board Members, as leaders of Balla (CRD) must be conscious of promoting the work of the Company. We must learn to use Social Media to our Advantage - Social Networking Website, Face book, Text Groups, MySpace and Twitter are quickly becoming one of the best ways to reach our community.

The key messages that Balla CRD seeks to communicate are:

- Balla CRD is the principal point of contact for all matters relating to the local community and environmental initiatives
- What Balla CRD has to offer towards:-
 - The formation and development of community initiatives
 - The formation and development of social enterprises
 - Supporting the local community can influence and contribute towards community planning

8. Corporate Structure

The success and long-term sustainability of Balla CRD involves getting the “right” people focused on the “right” things engaging in collective effort. We all have to be aligned to the organisations goals, willing to “go the extra mile” and act as advocates for our organisation at every opportunity. Becoming more involved in building an inclusive and engaging environment, as a unified team. Addressing the future development and growth of Balla CRD has never been more important. This *Statement of Strategy and Business Plan* is the start of a process of addressing the development of the Company. The tone of the *Statement of Strategy and Business Plan* is positive and forward looking and developed to address change from within and will require a

great deal of good will and determination of everyone at all levels in the organisation to ensure its success comes to fruition and is maintained.

If all Board Members committed to a minimum of 1 hr per week just imagine what might be achieved.

Board Members

There are currently 17 Directors who come with a range of skills and experience in the voluntary, public and private sectors. By 2018, Balla CRD aims to structure the Board of Directors in such a manner that each Director will have an explicit role and responsibility. The resources and experience offered by these Directors include; expertise in funding, accounting, the voluntary sector, experience at working at a strategic level, business acumen, organisational and HR Skills. In addition, other areas of support offered by board members are; partnership working, providing representation and the offer of advice and guidance to the Management Team. By 2019, the Balla CRD Board will have broadened its representation to include other groups e.g. sports, arts and culture. The Board of Directors will always strive to have both a highly skilled, representative and competent Board.

20% of the Board of Directors must retire every year.

Board Member Profiles

Balla CRD Board of Directors			
Donagh Gilmartin	Chair	Balla	Publican
Nessa Maloney	Secretary	Pullavaddy	School Principle
Derek Duffy	Treasurer	Balla	Teacher
Father Denis Carney	Director	Balla	Parish Priest
John Ryan	Director	Ballyclogher	Balla Community Council
Christina Killeen	Director	Pullavaddy	Business Manager
Kenneth Lynskey	Director	Churchfield	Teacher
Joe Vaughan	Director	Balla	Balla Town Parks
Geraldine Durkan	Director	Church View	Balla Tidy Towns
Elaine Broderick	Director	Balla	Doctor
Tommy Griffith	Director	Brownhall	Business Manager
Estelle Fahy	Director	Churchfield	Housewife
Kathy Lyons	Director	Prizon	Photographer
Annamarie Doherty	Director	Ardcronan	Business Manager
Mark Basquille	Director	Elm Gardens	Mayo County Council
Patsy Burke	Director	Ballyclogher	Engineer
Danny Roche	Director	Balla	Supermarket Owner

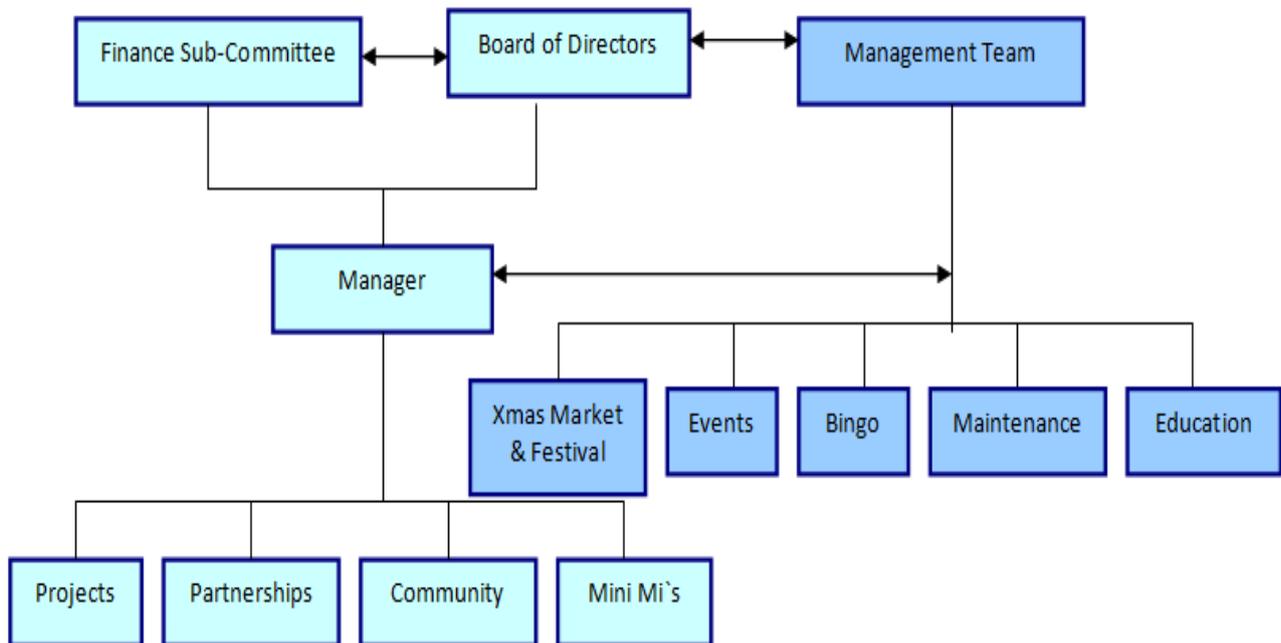
Role of the Board of Directors

The primary role of the directors is to set the direction of the company and see that its members fulfil their obligations in line with the mission, vision and values. The directors also have the responsibility to appoint a manager / management team or

committees to undertake operational duties within the company. However, the Board of Directors have the power to appoint any person as a Director at any time.

The Board of Directors will meet a minimum of four times per year with one meeting being an Annual General Meeting where the finances of the Company shall be agreed together with the election of new Directors and appointment of auditor.

Structure Diagram



Management Team

The manager's ultimate responsibility is to work closely with the Board of Directors, management team and working groups in making the Statement of Strategy become a reality. It is a very important position within the organisation and one that will need a great deal of determination, tenacity and leadership qualities. The leadership qualities will be most needed in shaping the Management Team and ensuring it together with the various working groups are carrying out the business plan and communicating its results among the various stakeholders. The development of a competent and effective Management Team will determine the organisational growth of Balla CRD and its future relevance to Balla Community. The spirit of the people of Balla have in the past have shown that dreams can become a reality and it is up to everyone involved with the organisation to give of their best in helping it to reach its full potential.

The Finance-Sub Committee

Is ultimately responsible to the Board of Directors and is responsible for:-

- a) Ensure financial expenditure is in line with our mission, vision and values
- b) Agreeing the budgets contained in the business plan
- c) Identify and source external funding
- d) To see that we meet our legal financial responsibilities
- e) Reviewing expenditure and the compliance with budgets of the various working groups

Staff and Volunteer Training and Development

As we continue to grow our organisation it is essential that we grow our staff and volunteers. We must ensure our staff and volunteers have the skills and knowledge required to operate at the highest level.

In all our undertakings we must ensure we meet applicable employment and equality legislation. It is with this in mind we must ensure we have the appropriate practices, policies and procedures in place.

SECTION 2

5 YEAR BUSINESS PLAN – KEY METRICS

2018

- a. Sign off on the Statement of Strategy and Business Plan
- b. Establish Corporate Structure including Code of Governance
- c. Appoint Manager and develop Management Team
- d. Create Stakeholder Partnerships
- e. Source €100,000 external funding to establish a development fund
- f. Implement Marketing and Promotional Plan

2019

- a. Source €100,000 of external funding
- b. Develop a process for the involvement of ARA in agreement with Mini Mi`s
- c. Create a data base of identified community needs
- d. Identify 3 community projects in excess of €100,000.00 e.g. Unused facilities at Secondary School

2020

- a. Source €150,000 of external funding
- b. Establish the Community Resource Centre as an “Academy of Learning” incorporating National Qualifications
- c. Establish appropriate educational partnerships

2021

- a. Source €150,000 of external funding
- b. Identify 3 community projects which will provide an income for the future
- c. Carry out comprehensive needs and resource survey of the area involving all the community

2022

- a. Source €200,000 of external funding
- b. Develop a future Statement of Strategy and Business Plan for next 5 years
- c. Identify one life changing project to be completed in the next five years

2018 Annual Business Plan

Introduction

Assuming that the Statement of Strategy and Business Plan is agreed by the Board of Directors, much of 2018's planning is about putting into place a structure that will facilitate the organisation's development as an organisation in meeting its mission and desired vision.

Fulfilling the key metrics for 2018 will be a significant challenge for the organisation but their achievement will provide a solid foundation for Balla CRD to make serious strides towards its ultimate dream.

The following Business Plan has been developed in line with the Key Metrics for 2018 and the tasks identified for each metric. The priority rating range is 1 – 3 with 1 being the most important.

2018 Business Plan

1. Sign Off of the Statement of Strategy and Business Plan

Priority	Task	Completion	Responsibility
1	Draft copy of the Statement of Strategy and Business Plan completed	December 2017	N. Dawn Donagh
1	Board Meeting to discuss and agree the Statement of Strategy and Business Plan	December 2017	Donagh Nessa
2	Amendments to the Statement of Strategy and Business Plan completed	December 2017	N. Dawn
1	Statement of Strategy and Business Plan signed off by each Board Member. Board members to pledge their active support in its implementation	December 2017	Directors
2	Statement of Strategy and Business Plan presentation Board members to determine target audience Invites sent to members and guests Rehearsal and presentation date set	January 2018	N. Dawn Donagh Nessa
2	Feedback from presentation sought and analysed	February 2018	N. Dawn

2. Establish Corporate Structure including Code of Governance

Establishing a corporate structure is a critical activity in developing a framework compatible to the needs of the organisation. It should reflect its size and be suited

to its operating environment. However, the structure must be capable of assisting it meet its future vision.

Priority	Task	Completion	Responsibility
1	Agree the role of the Board of Directors and Directors responsibilities	January 2018	Directors
2	The Board to determine how many times it will meet outside of the Annual General Meeting and the agendas of the meetings. In addition the Board must determine how units will report to the meetings.	January 2018	Directors
1	Agree and establish corporate structure including the Management Team	February 2018	Directors Manager
1	Develop a Code of Governance.	February 2018	Directors Manager
2	Establish individual work units which will operate to agreed Terms of Reference	March 2018	Manager Operating units
1	Develop a common communications plan	March 2018	Manager

3. Appoint Manager and Establish Management Team

The appointment of a manager is a key factor in the development of Balla CRD. Therefore, the appointment must be undertaken in attracting the right person for the job. The recruitment process should be indicative of how the organisation will operate in the future. The manager's role will include 3 important duties:-

- Implement the Statement of Strategy and Business Plan in conjunction with the Board.
- Establish an effective Management Team to oversee the running of the organisation
- Ensure the organisation meets its legal responsibilities

Priority	Task	Completion	Responsibility
1	Agree job description, role profile and salary for manager	January 2018	Directors
1	Agree training and mentoring plan for the manager	January 2018	Directors
1	Agree recruitment process	January 2018	Directors
1	Select ideal candidate	February 2018	Directors

4. Create Stakeholder Partnerships

This is probably one of the most challenging to achieve as each stakeholder is likely to have different perspectives, desires and motives in discussing and agreeing an integrated approach. Balla CRD's approach needs to be an inclusive process that truly allows for the diversity that exists in its stakeholders.

Priority No	Task	Target Completion	Responsibility
1	Establish a working group (including Manager) to identify a process for the integration of stakeholder groups with a mandate from the Board	April 2018	Manager
2	Stakeholder meetings take place to identify a shared understanding and agreement of how the integrated approach will work. Agree Balla CRD Statement of Strategy and Business Plan	June to October 2018	Manager Identified stakeholders

5. Source €100,000 external funding to establish a development fund

The organisation is ideally placed to source external funding from a variety of agencies. As the organisation progresses its ability to identify and avail of external funding will be critical.

Priority No	Task	Target Completion	Responsibility
1	Identify and exploit external funding	February 2018	Finance Committee
2	Standardisation of an effective application processes identified to maximise potential for success	March 2018	Manager
1	Applications submitted to meet €100,000 target	March 2018 ongoing	Manager

6. Implement Marketing and Promotional Plan

If Balla CRD is to reach its potential and meet its objectives a marketing and promotional strategy is essential. Consequently, the Management Team must take responsibility for its development.

Priority No	Task	Target Completion	Responsibility
1	A marketing, promotional and public relations plan to be developed and implemented following an agreed strategy	May 2018 ongoing	Manager
2	Maximise ICT usage to optimise resources	June 2018 ongoing	Manager

Financial Analysis and Projections 2017 to 2022									
Income	2014	2015	2016	2017	2018	2019	2020	2021	2022
Bingo Receipts	11808	20089	36406	37500	38000	38500	39000	39500	40000
Functions	575	260	951	1500	2000	3000	3500	4000	5000
Rent of Premises	13379	16312	20381	21000	22500	24000	25000	26000	27000
Classes	450	0	2280	3000	3500	3750	4000	4500	5000
Donations	90	0	2020	0	0	0	0	0	0
Fundraising		0	15285	0	0	0	0	0	0
Other Income & Grants	810	2481	15058	15000	17000	18000	18500	19000	20000
Total Income	27112	39142	92381	78000	83000	87250	90000	93000	97000
Expenditure									
Manager	0	0	0	0	25000	26000*	27000*	27500*	27500*
Training	437	0	1290	1300	1300	1400	1400	1500	1500
Bingo	11100	13662	14572	14800	14900	15000	15200	15300	15500
Service Charges	1085	1201	780	800	800	800	800	800	800
Insurance	6618	5260	1657	3500	3600	3700	3800	3900	4000
Light and Heat	6881	7389	3166	3100	3200	3300	3400	3500	3500
Repairs & Maintenance	4533	5862	25870	5000	5000	5000	5000	5000	5000
Printing, Postage & Stationary	256	429	3697	500	600	700	800	900	900
Advertising	393	172	-	500	500	500	500	500	500
Telephone	803	796	676	500	500	500	600	700	800
Legal & Professional	1164	1620	2153	1500	1500	1500	1500	1500	1500
Accountancy Fees	1845	1000	1000	1000	1000	1000	1000	1000	1000
Bank Charges	112	126	73	100	100	100	100	100	100
Staff expenses		615	392	500	500	500	500	500	500
Fundraisers & Functions	1660	-	10153	0	0	0	0	0	0
Miscellaneous	370	638	2045	2000	2000	2000	2000	2000	2000
Depreciation	2411	2562	9644	9000	9000	9000	9000	9000	9000
Total Expenditure	39668	41,332	77168	44100	69500	71000	72600	73700	74100
Profit(Loss)	(12556)	(2190)	15213	33900	13500	16250	17400	19300	22900
Bank Balance	41286	40138	63361	50000	50000	50000	50000	50000	50000