

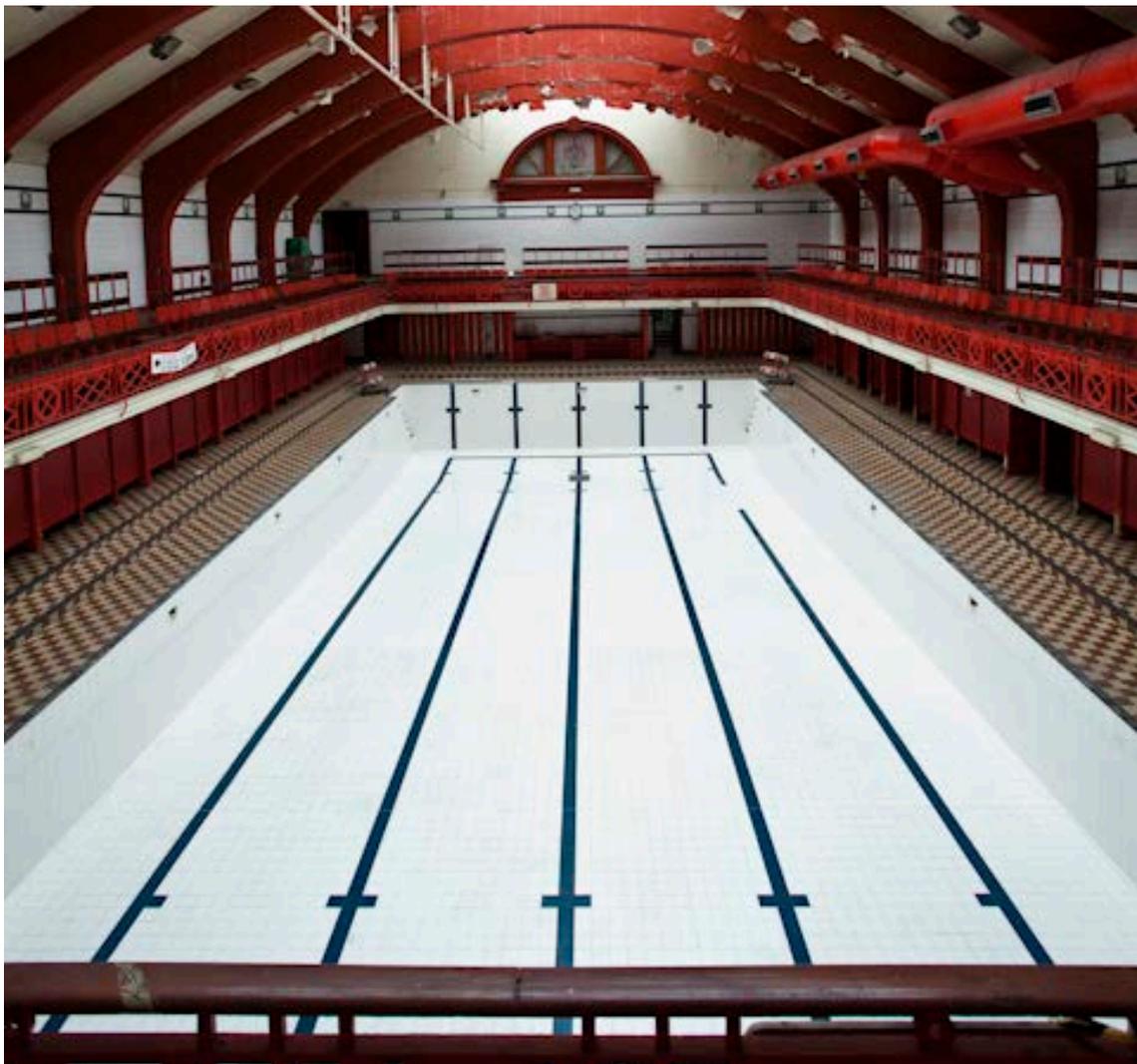


Business Planning - Exercise 1

Background

Govanhill Baths is a major capital heritage regeneration project in Glasgow, Scotland. The project, to save the Grade II* Edwardian bathhouse and bring it back into use as a wellbeing centre, is being carried out by the Govanhill Baths Community Trust. The Trust's aim is to:

Re-open the baths as a Wellbeing Centre and at the same time contribute to the wider social, cultural and built regeneration of Govanhill as a community through a range of activities. The Centre will be run by the community for the community in association with a local voluntary and statutory partners.





The Exercise

The project has been a complex one with lots of steps required at different stages.

Overleaf are some of the various steps the Trust have taken to help make them ready to take on the project, and to put together the funding to support the capital works. However, they are in the wrong order! As a group cut out the steps and decide on the best order of the tasks to ensure the successful reopening of the Baths. You will notice that there are some steps that are repeated – this is deliberate!

The aim of this exercise is to get you thinking about what actions come where, and in what order, and therefore when they might need to be funded.

Submit funding applications for capital work

Submit funding applications for development work

Register as a charity

Negotiate access to the building

Procure the professional team for the capital works

Appoint new project staff (eg. Project Director, Learning and Outreach Manager)



Appoint new operations staff (eg. Cleaners, Pool Attendants)

Procure a Measured Survey

Develop Fundraising Strategy

Develop Activity Plan

Procure an Asbestos Survey

Develop a Brief for an Options Appraisal

Secure funding for the Options Appraisal

Procure the professional team for the capital works

Organise a governance workshop

Have initial conversations with funders

Consult with the community



Consult with the community

Consult with the community

Consult with the community

Arrange meanwhile uses of the building

Advertise for new Board Members

Decide who is opening the building and ask them

Develop Communications Strategy

Procure the Business Plan consultants

Procure the capital works contractors

Carry out value engineering on the scheme

Carry out value engineering on the scheme



Review Business Plan

Review Business Plan

Review Business Plan

Develop a Project Brief

Develop the capacity of the Board to take on the project

Figure out the VAT implications of the project

Decide on an operational governance structure

Consider the Business Case
