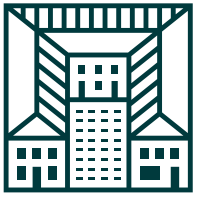


SOUTH
SQUARE



Three Year Business Plan

APRIL 2025 – MARCH 2028



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1. Introduction

Thornton & Allerton Community Association (TACA) is dedicated to improving quality of life for residents of Thornton & Allerton, and wider Bradford.

TACA is the owner of 'South Square Centre' and as such preserves and programmes South Square Centre, a unique venue for arts, heritage and community, in the heart of Thornton village. South Square Centre is Grade II listed building, home to three contemporary art exhibition spaces, 14 affordable spaces for artists & small businesses, lettable community space, local history archive, framers, café and bar, and community garden.

TACA believes in making change through creativity:

- * We believe that culture can support positive changes in local communities on an individual and collective level.
- * We believe that communities should be curious, creative and inspiring. We foster deep connections with audiences and lead with communities' desires at the heart of our decision making.
- * We believe in providing access to creative opportunities for any person at any stage in their creative journey, particularly in semi-rural districts.



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...a hidden gem in Bradford's Cultural Crown

—Local Cllr Richard Dunbar



Our programme reaches out to people across all ages, ethnicities, faiths, genders, sexuality, ability, and socio-economic position. TACA's work is intergenerational, we deliver projects with schools, young people, families, and care homes and ensure activities are accessible to those with long term health conditions and disabilities.

South Square is a historic building originally built as a courtyard of workers' cottages in 1832, and the last surviving example of the unique u-shaped building surrounding a courtyard in the South Pennine area.

...the last surviving example of the unique u-shaped building surrounding a courtyard

Following a period of dereliction, in 1982, Thornton and Allerton Community Association Ltd was formed and pioneered the building's restoration in partnership with Bradford Metropolitan District Council and the Manpower Services Commission. 30 unemployed people and graduates from Bradford School of Art came together with funding to transform the building into galleries, community spaces and artist studios.



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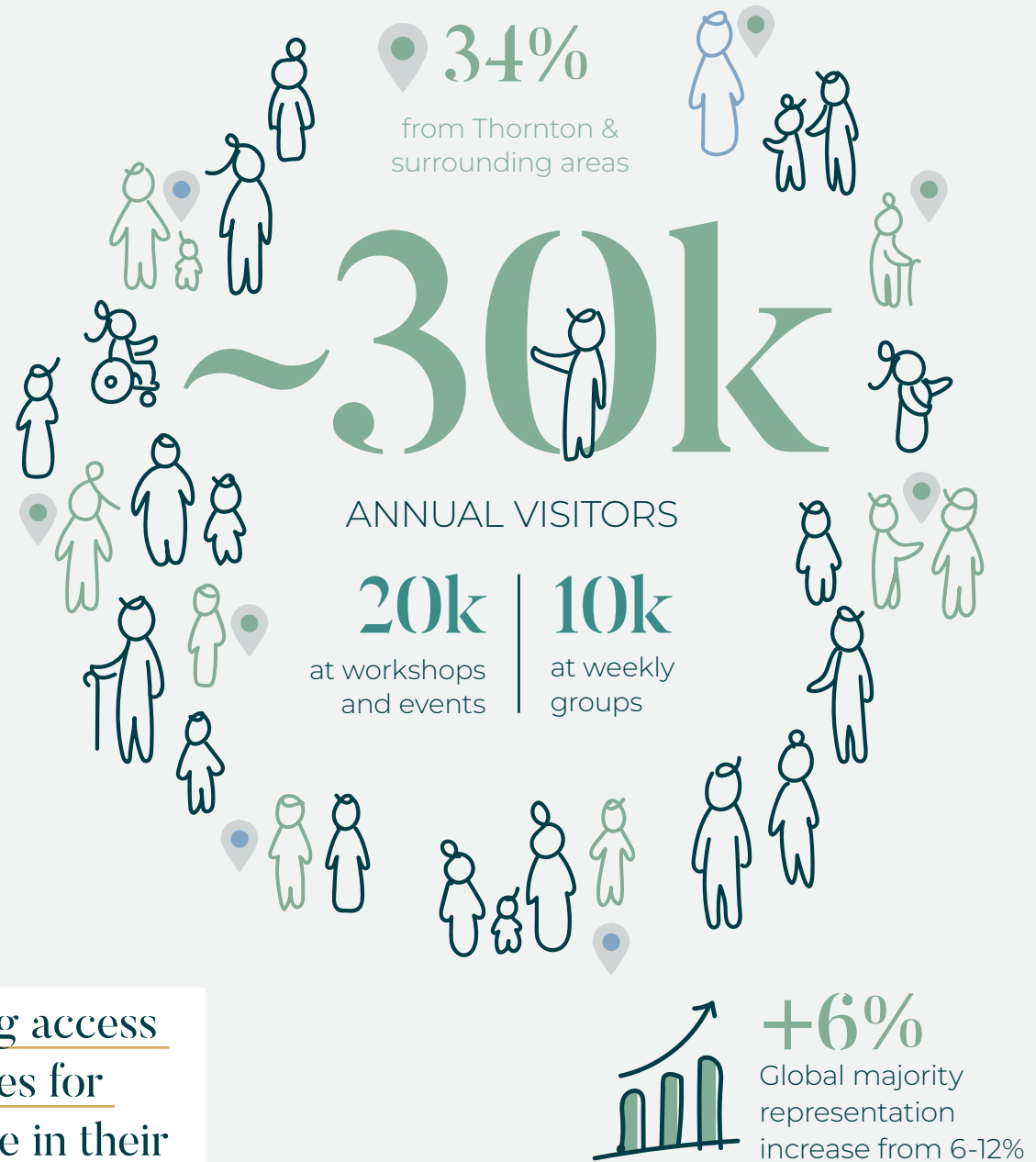
In 2020, the charity raised £1.3m to renovate and refurbish the building, including installing a new roof, insulation, secondary glazing, heating and electrical upgrades and physical access improvements and delivering a 3-year NLHF funded heritage activity programme. As a result, we acquired a community asset transfer of the building, securing a 99-year lease from Bradford Metropolitan District Council.

“South Square is a hidden gem in Bradford’s Cultural Crown” – Local Cllr Richard Dunbar. Visitors describe us as *“Well worth the visit”* *“Extremely welcoming and friendly atmosphere”* and tell us that it *“Lifts their mood”* being at the centre.

Since reopening in 2021, we attract an average of 30k visitors each year, 34% of which are from Thornton or immediate surrounding areas. Global majority representation has risen from 6% to 12% and continues to increase.

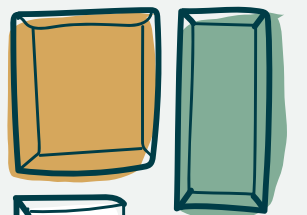
Outreach projects reached 2,529 people in 2023. Weekly groups attract 10,274 people annually, while workshops and events engage another 20,000. We support 14 emerging artists and small businesses with affordable studio space and development support.

We believe in providing access to creative opportunities for any person at any stage in their creative journey





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3

EXHIBITION
SPACES

14

AFFORDABLE
ARTIST STUDIOS

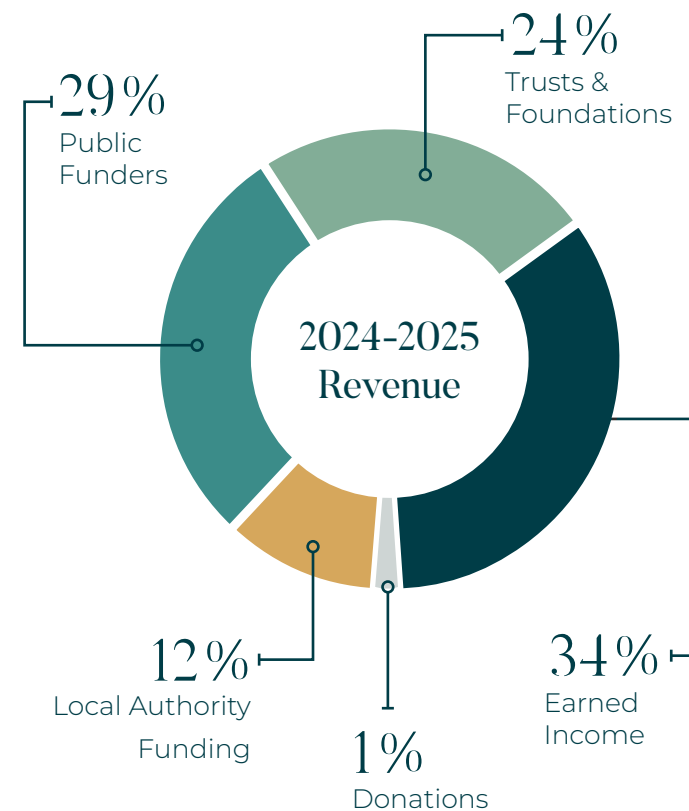


LETTABLE
COMMUNITY
SPACES

CAFE
& BAR



We believe that
communities should
be curious, creative
& inspiring



TACA raises income to support our creative programme and daily operations through a diverse portfolio of revenue including studio and room hire, retail sales (gallery, workshop & shop) events

income (bar) and other income Earned income represents 34% of our overall revenue, with only minimal regular funding from the local authority, representing 12% of income.



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2. Executive Summary



TACA is
ambitious
about it's future.
Our capital
development has
given us tools to
create long-term
sustainability

TACA is ambitious about its future, we are not complacent in our current position. Our capital development has given us new tools, a deeper understanding of our audiences and a building which is fit for purpose. Our vision for 2025-2028 is a clear one, to create long-term sustainability for the centre, cementing our position as a key anchor organisation for the visual arts in Bradford.

During the life of this business plan, TACA aims to;

- * Develop a plan for future sustainability for the organisation
- * Grow our staff resources and put in place better systems & processes to support this
- * Extend our reach and deepen our impact in communities



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We are at a pivotal moment to support these changes

Our 3.1 FTE team achieves an ambitious 6-day per week programme at our venue and a newly developed outreach post supports communities which are least likely to access culture in semi-rural districts of Bradford. We know that to be sustainable we must build a bigger delivery team who can enable us to grow our

impact, measure and reflect on this impact, and enable us to share the work that we are doing. We will ensure that our systems & processes are improved to support a growing organisation.

The centre has a healthy reserve foundation and a good track record of attendance growth. We are at a pivotal moment to support these changes. We have demonstrated our ability to grow and with a strong fundraising strategy, this will result in greater numbers of visitors, more diverse audiences and greater impact and enable the organisation to be forward-looking to support future growth and sustainability.





3. Vision

Making
change
through
creativity



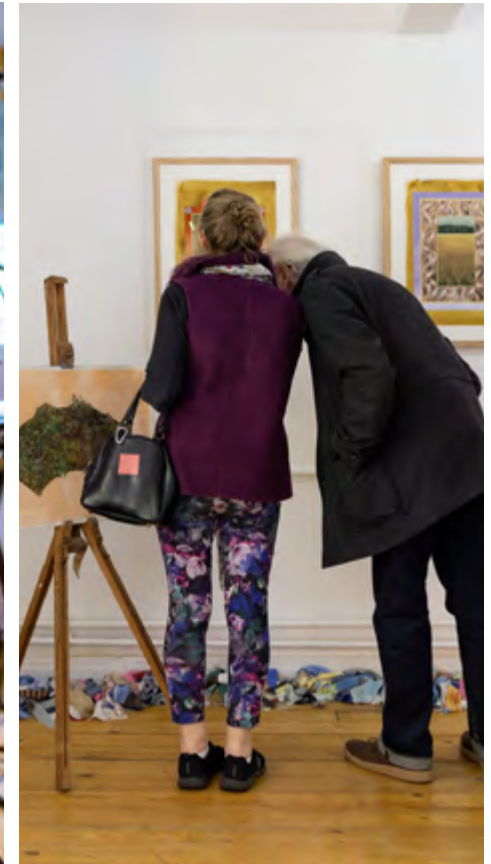
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3. Mission



COMMUNITY

To support communities to bring about positive change in their lives through meaningful connections in Thornton, Allerton, Bradford and beyond.



ARTISTIC PROGRAMMING

To provide high quality creative and artistic programming which supports artists and audiences at all stages of their creative lives to develop and share their work, promoting creative experimentation & play.

PLACEMAKING

To provide a home for art, artists and creativity in Thornton & Allerton and work collaboratively to make this an even better place to live, work and visit, supporting a sustainable local ecology for surrounding neighbourhoods through culture.



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3. Values

3. Vision, Mission, Values

Trust
Ambition
Community
Curiosity
Creativity



TACA puts its **TRUST** in the **COMMUNITY** of Thornton and Allerton. We are **CURIOUS** about working **CREATIVELY** with **COMMUNITIES** to make change through **AMBITIOUS** projects which improve the lives of those here.



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TACA has 5 core values which are present in everything we do:

TRUST

In 1982, the community put their trust in a collective of art graduates, to turn South Square into a sustainable resource, and they have delivered on their promise to the community. Today, TACA puts trust in our community, staff, volunteers, and artists to support and guide the organisations'

work. We trust the community to place value on the work we do, advocate for us and to trust us to provide quality creative programming which can enact long-term positive changes for Thornton & Allerton and beyond.

AMBITION

We are a small organisation with big ambitions to be a visual arts anchor organisation for the district of Bradford. We are a leading centre for community-led co-created arts practice. Since 2021, our visitors have grown from 21,000 to 30,000 and our staff team reflects this

(growing from 1.3 FTE – 3.1 FTE). Our work is not bound by the limits of our building, it extends out through outreach and regional partnerships which will strengthen the arts & culture sector.

CREATIVITY

Since the founding of the activity programme, creativity has always been embedded in what we do. From building giant papier mâché Eiffel Towers & Icebergs, Titanic themed events and hosting gigs in care homes; we have a unique approach to creative programming. Creativity is



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CREATIVITY CONT

woven not only through our activity programme, but also in our relationships with the community and our approach to building a sustainable cultural hub, ensuring that we respond to challenges with innovative approaches.

CURIOSITY

TACA is ever curious about the ways that we can improve our working methods through evaluation & monitoring. Our building can come with barriers (physical / economical / psychological) and we are actively trying to understand how we can support access to those with barriers to taking part in creative opportunities. We

are curious about how TACA can better reflect its changing communities. South Square is a place for learning, providing annual traineeships for emerging arts professionals. TACA approaches challenges with curiosity, flexibility and adaptability and is not afraid to try new approaches to achieve our objectives.

COMMUNITY

Community is at the heart of how we operate. TACA works in collaboration with many different iterations of community: artists, residents, studio holders, audiences. We make decisions which are led by and in the interest of communities and this ensures that we are relevant and accountable to our

users. TACA is championed by a board of 10 trustees bringing expertise from a broad spectrum of industries. Our goal is for 50% of the board to be BD13, BD14, or BD15 residents to represent our local communities.

4. Context: Why we are needed





Thornton & Allerton Community Association works across Bradford, particularly within Thornton and Allerton.

The area (pop. 18,520) is a semi-rural district 5 miles west of Bradford City Centre. 60% of households are deprived in one or more dimensions. The IMD rank is in the 3rd decile and the 1st decile for crime. The area is cut off from the centre of Bradford due to poor transport links and 26% of people do not have a car. 40% of residents are not economically active.

Thornton has a large proportion of elderly residents 19.3% (70+) and residents with long term health conditions make up 25% of our audience at South Square. Thornton's population is 12% global majority, in contrast in Allerton 49% of people

**55% of
Bradfordians
have 'low
engagement'
with the arts
compared
with 35% for
England**

identify as global majority.

Bradford is the youngest population in the UK with 29% under 25's inhabiting the city. Thornton is populated by 20% aged under 15yrs (26% in Allerton),

and families with dependants make up 29.6% of the households in the area. Thornton Beckfoot, our closest secondary school has the highest level of pupil premium in the district.

A significant proportion of artists in Bradford identify as having additional barriers. 29% identified as neurodivergent, 17% as d/Deaf or disabled, 23% are carers to someone other than children, rises to 55% including carers of children. 58% in the cultural sector are freelancers (compared to 33% nationally)

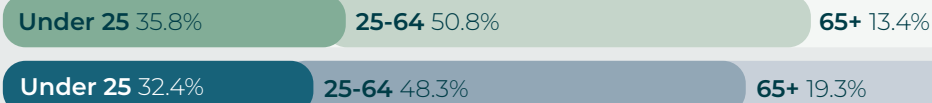


"Arts Council England data suggests that 55% of Bradfordians have 'low engagement' with the arts compared with 35% for England. These areas of lower engagement match our poorest communities – and this includes some of the most diverse communities in the UK." – Culture is Our Plan; Bradford's Cultural Strategy 2021-2031.

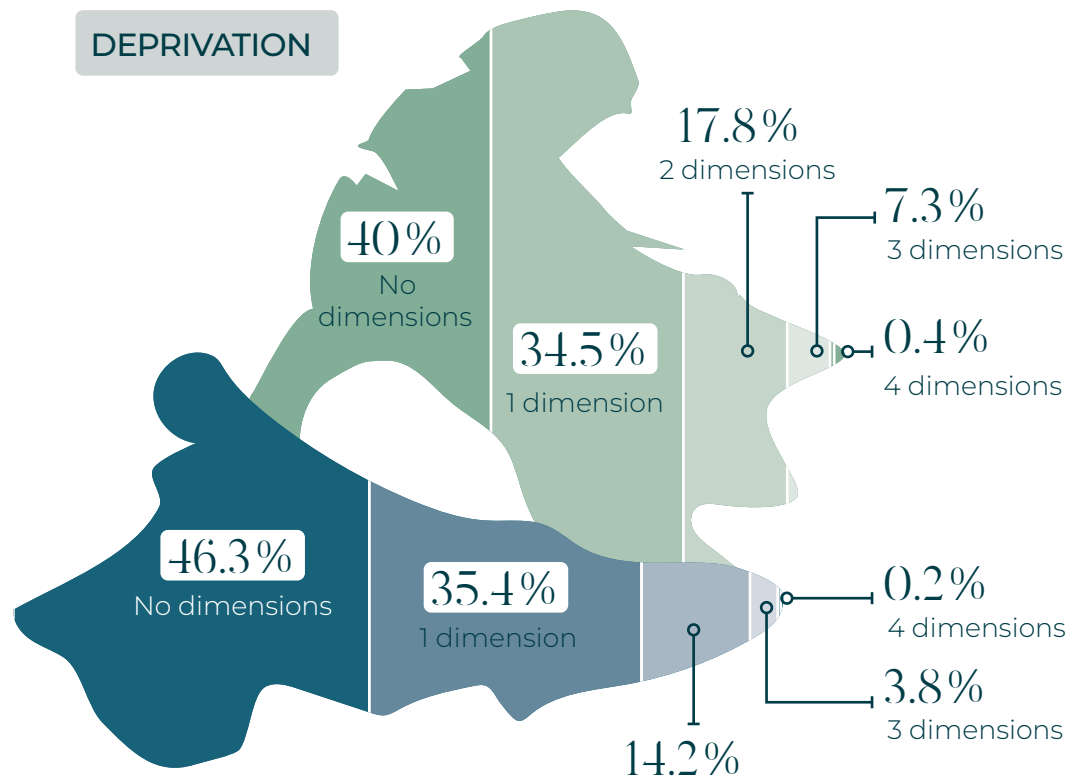
Bradford visual arts sector has been radically underdeveloped and underinvested in with little feed in from Higher Education and currently only has one dedicated visual art National Portfolio Organisation. South Square is a grassroots cultural centre which excels in community-led contemporary arts practice, developed over 40 years of working in collaboration with the local community.

4. Context: Why are we needed

AGE

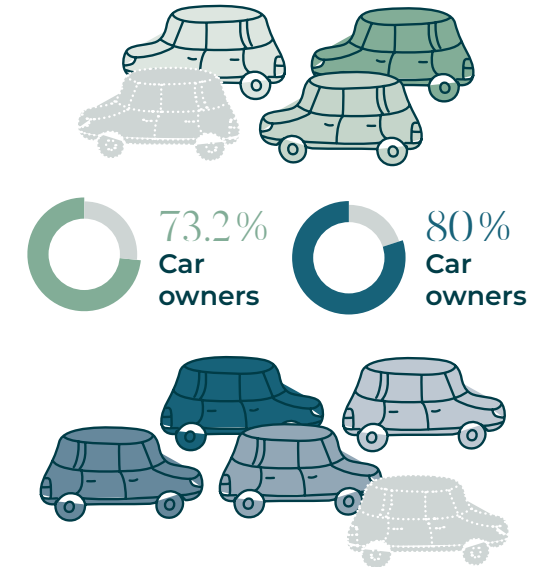


DEPRIVATION

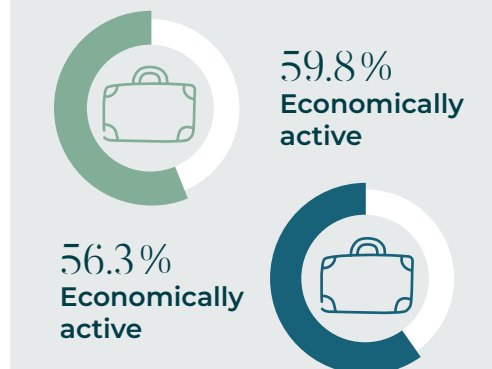


- ALLERTON
- THORNTON

CAR OWNERSHIP



ECONOMIC ACTIVITY



5. SWOT





5. SWOT

Strengths

Programme and engagement with professional artists

- Longest running independent visual arts organisation in Bradford
- High quality exhibition programme
- Sell out workshops
- BD25 projects to support young people
- Lead on Turner Prize Fringe Festival
- Work with artists in caring, considerate and constructive ways

Audiences and community engagement

- 31,000 visitors per annum
- Return visitors
- Open, accessible and inclusive- working with people across age ranges and people from the global majority
- Our reach extends beyond Bradford and into Calderdale
- We work with communities in genuine, professional ways
- Strong reputation within the community

Building and the place

- The Square itself has benefitted from capital funding
- The Square is its own little community
- The heritage aspect of the building

Organisation

- Flexible and responsive team
- Self-generated income
- Healthy reserves
- Big name funding support – ACE/ Garfield Weston/ BD25
- Regular funding from the local authority
- Diverse board members with broad skillsets

Weaknesses

Programme and engagement with professional artists

- Limited space for programming
- Limited space for risk and for training (young curators)
- Becoming disconnected from national culture sector

Audiences and community engagement

- Travel from Allerton and surrounding areas a barrier
- Balancing contemporary art and accessible events
- Physical building can be a barrier
- Audiences connected to small team and individual personalities

Building and the place

- Limited non-commercial space
- Parking
- Grade II listed building needs continual maintenance
- Building could be more environmentally sustainable
- Some studios still without central heating

Organisation

- Small team, need more staff capacity
- An increase in the size of operation by design will increase overheads.
- Increasing overheads from team size increasing & cost of living increases
- Flexible and responsive team can be taken for granted
- Lack of diversity in team does not reflect Bradford audiences
- Limited digital capacity & knowledge both organisationally and in terms of programme
- Finance function – need more support



5. SWOT

Opportunities

Programme and engagement with professional artists

- Joan Day painting bursary is finishing – what's next?
- Makers/ designers/ crafts people who are all part of our community
- Visual artist development programme modelled on the one run by The Tetley in Leeds
- Heritage projects

Audiences and community engagement

- Opportunity to market to the people who will come to Bradford to experience BD25
- Diversifying audiences through expanding access

Building and the place

- Bronte heritage connection
- Additional trading at South Square Centre
- Ways to partner with the Bronte Birthplace eg there will be letting rooms which could be used for artist and writer in residency projects
- The ongoing development of Thornton
- Further capital redevelopment of South Square (eg a lift) taking out community room staircase, rescoping room use.
- Consider expansion of this site to create more facilities
- Consider branching out beyond the square

Organisation

- Developing a clear vision and business plan will give us a strong foundation on which we can build

Threats (external)

Programme and engagement with professional artists

- Competition from organisations in Bradford
- Rising freelance rates means less ambitious programme

Audiences and community engagement

- Impact of Brontë Birthplace draws audiences away from South Square.
- Cost of living puts pressure on audiences' disposable income
- Community Centre expanding offer to gain resilience
- Audiences fatigued by Bradford 2025 and number of cultural opportunities

Building and the place

- Extreme weather events becoming more common, South Square particularly exposed to weather
- Location is poorly served by public transport – this has a limiting effect on footfall.
- New housing development being built around Thornton, greater population and higher demand for services.

Organisation

- Risk of reserves dwindling without exploring long term financial sustainability
- Competition for ACE funds is tight
- Decrease in funding following BD2025, research suggests T&F funding decreases following capital of culture investment
- Increased costs for small businesses (e.g minimum wage and employers NI)



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6. How we will Deliver the Mission



KEY

-  Prioritised activity – core
-  Additional activity that requires extra capacity/funding



Aim: To support communities to bring about positive change in their lives through meaningful connections in Thornton, Allerton, Bradford and beyond.

6.1 Community

2025/26 Objectives	2026/27 Objectives	2027/28 Objectives
Delivering high quality events & workshops developed with community members. Supporting community groups & young people to access creative expression and lead their own creative projects. Operating an accessible community venue. Building partnerships to further our community impact.	Delivering high quality events & workshops developed with community members. Supporting community groups & young people to access creative expression and lead their own creative projects. Operating an accessible community venue. Building partnerships to further our community impact. Reconnecting with local schools & care homes to deliver against the communities needs.	Delivering high quality events & workshops developed with community members. Supporting community groups & young people to access creative expression and lead their own creative projects. Operating an accessible community venue. Building partnerships to further our community impact. Reconnecting with local schools & care homes to deliver against the communities needs.



6.2 Creative & Artistic Programming

Aim: To provide high quality creative and artistic programming which supports artists and audiences at all stages of their creative lives to develop and share their work, promoting creative experimentation & play.

2025/26 Objectives	2026/27 Objectives	2027/28 Objectives
Delivering a high-quality exhibitions & events programme for our 6-day per week gallery & venue space.	Delivering a high-quality exhibitions & events programme for our 6-day per week gallery & venue space.	Delivering a high-quality exhibitions & events programme for our 6-day per week gallery & venue space.
Supporting early career artists & arts professionals through traineeships & development opportunities.	Supporting early career artists & arts professionals through traineeships & development opportunities.	Supporting early career artists & arts professionals through traineeships & development opportunities.
	Integrating Heritage into our programme through the development of a creative heritage project.	Integrating Heritage into our programme through the development of a creative heritage project.

6.3 Placemaking

Aim: To provide a home for art, artists and creativity in Thornton & Allerton and work collaboratively to make this an even better place to live, work and visit, supporting a sustainable local ecology for surrounding neighbourhoods through culture.

2025/26 Objectives	2026/27 Objectives	2027/28 Objectives
Operating & managing secure studio space artists & small businesses.	Operating & managing secure studio space artists & small businesses.	Operating & managing secure studio space artists & small businesses.
Delivering a high-quality exhibitions programme with opportunities for artist & makers to sell their work.	Delivering a high-quality exhibitions programme with opportunities for artist & makers to sell their work.	Delivering a high-quality exhibitions programme with opportunities for artist & makers to sell their work.
Partnering and supporting intergenerational community-wide events which support broad participation.	Partnering and supporting intergenerational community-wide events which support broad participation.	Partnering and supporting intergenerational community-wide events which support broad participation.



CONTENTS

7. How we will run the business

KEY

- | Prioritised activity – core
- | Additional activity that requires extra capacity/funding





7.1 Marketing & Communications: Telling our Story

Aim: We will raise TACA and South Square's profile, encouraging engagement both in person and online. We will go from being a hidden gem to the jewel in the crown.

2025/26 Objectives	2026/27 Objectives	2027/28 Objectives
Understanding our audiences through collecting new baseline data and embedding data collection through our programmes. Raising our profile & sharing our 2025 programme, delivered through a new part-time marketing post. Developing a forward-looking strategy & budget for marketing & communications.	Delivering a new marketing strategy aimed at growing our audiences & raising our profile, supported by a dedicated team member. Harnessing new relationships to support our marketing & communications strategy.	Demonstrating growth in our audiences, in person & online.

7.2 Fundraising Development: Securing our future

Aim: We will raise funds to build staffing capacity and to sustain the artistic programme.

2025/26 Objectives	2026/27 Objectives	2027/28 Objectives
Developing a 3yr fundraising strategy which will support long-term growth and more staff resources. Designing robust systems for managing greater levels of funding. Exploring Corporate Sponsorship opportunities within our programme.	Delivering a 3yr fundraising strategy which will support long-term growth and more staff resources. Improving our systems for managing fundraising in line with growth. Diversifying our funding streams through development of individual giving, legacies, corporate sponsorship.	Delivering a 3yr fundraising strategy which will support long-term growth and more staff resources. Diversifying our funding streams through development of individual giving, legacies, corporate sponsorship.



Aim: We will have greater clarity about our systems and processes and we will use more digital infrastructure to support our work.

7.3 Operations: Keeping our house in order

2025/26 Objectives	2026/27 Objectives	2027/28 Objectives
Streamlining our operations to support better productivity. Supporting tenants' needs through clear communication & feedback channels.	Streamlining our operations to support better productivity. Investing in digital infrastructure to support smoother customer journeys & increase sales. Reviewing internal systems to support staff productivity.	Streamlining our operations to support better productivity.

Aim: We will ensure that our staff, volunteers, tenants and wider community are appropriately supported by TACA.

7.4 Human Resources: Looking after our people

2025/26 Objectives	2026/27 Objectives	2027/28 Objectives
Ensuring policies and procedures are fit for purpose and compliant. Improving our approach to EDI and knowing how we can improve. Implementing smoother processes for volunteer recruitment & training. Supporting staff through training & development opportunities.	Ensuring policies and procedures are fit for purpose and compliant. Developing a strong regular volunteering base. Ensuring our organisation is well equipped to welcome a bigger staff team.	Ensuring our organisation is well equipped to welcome a bigger staff team.

7.5 Buildings: Looking after our heritage asset – South Square Centre

Aim: We will preserve and maintain the South Square Centre building by planning ahead.

2025/26 Objectives	2026/27 Objectives	2027/28 Objectives
Ensuring the building is fit for purpose, exploring capital improvements and taking a forward planning approach to building improvements. Understanding our energy efficiency and how we can improve this. Being open to the possibility for external studio capacity off site.	Ensuring the building is fit for purpose, exploring capital improvements and taking a forward planning approach to building improvements. Reviewing our physical accessibility and how we can improve this. Ensuring our studio space rents reflect current overheads & energy usage.	Supporting the council objectives to improve the local district. Securing capital funding for building & energy improvements.

7.6 Governance: Doing the right thing

Aim: We will enable and support TACAs compliance with the law and relevant regulations while promoting a culture in which everything works towards fulfilling the charity's vision.

2025/26 Objectives	2026/27 Objectives	2027/28 Objectives
Embedding our Vision Mission Values & Business plan into everything we do Developing our governance practices ensuring they are fit for purpose. Supporting trustees to better lead the organisation.	Reviewing our business plan in line with developing goals and ambitions. Developing our governance practices ensuring they are fit for purpose. Supporting trustees to better lead the organisation. Reviewing our organisation's structure to ensure it is fit for purpose.	Developing our governance practices ensuring they are fit for purpose. Supporting trustees to better lead the organisation.

7.7 Environmental Sustainability: Looking after our Planet

Aim: We will develop a greater understanding of our environmental impact and embark on a journey to become a net zero organisation by 2040.

2025/26 Objectives	2026/27 Objectives	2027/28 Objectives
Understanding our environmental impact and how we can reduce our impact through a board sub-group. Communicating our environmental plan & targets to tenants & stakeholders. Gaining training & support where necessary to support our environmental sustainability goals.	Reviewing the buildings environmental impact and how this can be improved. Reducing our environmental impact developing a net zero strategy.	Implement plan to take the organisation to net zero by 2040. Sharing our positive environmental actions and plans to improve our sustainability.

7.8 Finance: Taking care of the pennies

Aim: We will build the capacity of the TACA finance function to ensure that it is fit for purpose as the organisation grows..

2025/26 Objectives	2026/27 Objectives	2027/28 Objectives
Developing systems for managing larger & more complex revenue streams with greater staff resource to support. Review our Reserves Policy and designated funds for building / mitigating factors. Planning ahead through robust 3yr financial forecasting and reviews of income streams.	Developing systems for managing larger & more complex revenue streams with greater staff resource to support. Planning ahead through robust 3yr financial forecasting and reviews of income streams.	Developing systems for managing larger & more complex revenue streams with greater staff resource to support.

8. Budget & Financial Forecast





8. Budget & Financial Forecast

Income	2025/26	2026/27	2027/28
Local Authority - Bradford Council	£28,000	£26,000	£26,000
Public Funders; ACE, NHLF, CDF	£97,500	£110,000	£120,000
Trusts & Foundations	£70,980	£92,000	£103,000
Sponsorship	£5,000	£10,000	£15,000
Earned Income	£78,352	£83,052	£88,052
Donations	£840	£2,000	£5,000
TOTAL	£270,672	£303,052	£357,052
Expenditure	2025/26	2026/27	2027/28
Direct Activity Costs	£143,792	£150,000	£160,000
Cost of Sales	£6,982	£7,331	£7,698
Core Salaries; Director, PM, BM + Cleaner	£60,669	£63,702	£84,161
Activity Salaries; Outreach + Trainee	£15,770	£31,106	£31,106
Administrative Costs	£48,468	£50,891	£53,436
Bookkeeping & Marketing	£14,700	£20,500	£21,525
TOTAL	£290,381	£323,530	£357,926
SURPLUS / DEFICIT	£-9709	£-428	£-874

9. Risk Analysis





9. Risk Analysis: What could go wrong?

'Likelihood x Impact = Risk rating. The top risks for 25/26 are set out below:

Risk	Risk Rating	Mitigation
Mission Drift – Lack of overall direction of the organisation including reactionary mission drift in response to opportunities not aligned with the charity.	9	A new 2025-2028 Business Plan will hold the charity accountable to its mission. Procedures for holding ourselves accountable to the Business Plan will be agreed and followed.
Staffing – Risks that staff changes impact the progress of the organisation due to training & recruitment time. Risks that key personal leave, taking connections & knowledge with them	12	Staff have regular reviews with trustees and access to training & development budget. Notice periods reflect seniority. Regular staff reviews support progression of staff. Business plan includes reviewing process documents to support knowledge transfer. Robust recruitment practices lower staff turnover.
Staffing – Risk that the team capacity does not reflect what we aim to achieve within our business plan.	8	Reviewing business plan / programme goals against capacity.
Tenants – Risk of losing major commercial tenants will cause financial instability.	8	Regular meetings with commercial tenants ahead of lease renewal date.
Tenants – Risk of losing studio tenants can cause risk of not meeting income targets. Loss of tenants might mean loss of connections, custom, reputation, and volunteer support.	5	Tenant representative role supports the needs of tenants. Tenant review enables tenants to give feedback to board to lower turnover of tenants and provide ways for tenants to support South Square Centre.
Major Incident – Risk of natural disaster, infection, major event such as fire, wind damage, terror attack etc.	6	Regular safety checks & evacuation procedures practices. Robust insurance covers major incident. Maintaining reserves for responsive maintenance.
Building – Building is not fit for purpose; degradation of the building is quicker than expected due to environmental factors.	6	Maintaining restricted reserves for building maintenance. Capital review identifies needs of the building in next 5 years.



9. Risk Analysis: What could go wrong?

Risk	Risk Rating	Mitigation
Finance – Cost of goods & services increases to unmanageable levels. At risk of not meeting financial targets.	3	Business Plan includes targets to increase generated revenue yearly. Maintaining flexibility to scale back programme if necessary. Maintain a good level of reserves.
Finance – Major changes to funding landscape, local authority funding ceases. At risk of financial instability.	6	Staying aware of changes in the funding landscape through good relationships with funders & local authority. Good relationships with sector & partnership organisations. Business plan includes aims to increase generated revenue streams. Maintaining flexibility to scale back programme if necessary.
Reputational Damage – Incident causes major reputational damage, risk to relationships with community, external funders, local authority.	3	Maintaining relationships with local community organisations. Continue to use accountable processes.
Legal – Staff or Stakeholders raise legal dispute	1	Maintaining relationships with staff & stakeholders. Maintain healthy reserves to tackle legal disputes. Bright HR covers employment disputes.
Accident / Injury – Major accident or injury to staff, visitors or volunteers whilst on site.	3	Staff have H&S and First Aid training. Robust insurance policy. Safety checks & evacuation procedures.
Security – Major security breach or break-in. Digital security is compromised. Risk to data and information being misused.	6	Business Plan includes looking at burglar alarm. Review security procedures. Digital security to be reviewed.
Access – Limited parking to site, risk that bus connections cease. Risk impact to audiences and access.	2	Maintaining relationship with BDMC / local councillors. Discuss extension of cycle route.



9. Risk Analysis: What could go wrong?

Risk	Risk Rating	Mitigation
Higher Demand for Services – Increased footfall causes high demand for services. Risk of centre outgrowing its footprint.	2	Discussing offsite / additional capital to expand offer. Being flexible with spaces and responding to needs of the business.
Competition – Not enough demand for services through competing organisations.	3	Networking with existing and new organisations. Strong audience development plan is in place.
Bradford 2025 – Risk of being overlooked (visitors & stakeholders) due to not being in the city centre. Risk that Bradford 2025 will exhaust local funding opportunities.	6	Strong audience development / comms plan in place with Bradford 2025. Maintaining relationships with 2025 team. Fundraising strategy to mitigate risk to local T&F's being drained, focussed on legacy of 2025.
Not meeting goals of Business Plan – Risk of not achieving goals in the business plan.	3	Regular reviews of business plan progress at board meetings.



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10. Monitoring & evaluating this plan





CONTENTS

10. Monitoring & evaluating this plan – How will we know we are on the right track?

The Plan will be agreed and adopted by the Board of Trustees. (March 25) following sign off. The trustees are implementing a schedule of reporting to ensure that the staff are following the business plan. These actions include:

- The board will take part in a 'Business Plan Pub Quiz' scheduled for the July Board Summer Social.
- The Vision, Mission & Values will be written at the top of internal documents.
- Targets throughout the business plan will be scheduled into work agendas and planned in on calendars.
- Quarterly finance reviews with staff will take place to review targets.
- Staff Monthly Objectives must include targets which contribute to the business plan aims & ambitions
- Finance reviews with trustees take place every 8 weeks.
- The Director will report against the objectives in the plan at each 8-weekly board meeting, through a bespoke monitoring form which is updated periodically.
- The Director and the Board will update the plan annually.

SOUTH
SQUARE



THORNTON AND ALLERTON COMMUNITY ASSOCIATION (TACA)

Three Year Business Plan

APRIL 2025 – MARCH 2028

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SOUTHSQUARECENTRE.CO.UK

The South Square Trust is a registered charity (Charity Number: 1184905) run by Thornton and Allerton Community Association (TACA) and is located at Thornton Road, Bradford, BD13 3LD.