

Harborough Innovation Centre Performance Review

Executive Summary Year 2 end

- Year-end profit performance finished ahead of business plan making a loss of -£69,037 against the planned -£76,491
- All years cumulative loss is -£187,225 against the business plan figure of -£243,231
- All Key and Strategic Performance Indicators met except for the conferencing income although considerable growth seen from year 1 and throughout the year.

Table 1 Summary of Performance versus Business Plan and Annual Forecast (year start)

Mar-13	Year 1			Year 2			
	Business Plan (BP)	Actual	Variance (BP)	Business Plan (BP)	Annual Forecast	Actual	Variance (BP)
Average occupancy							
<i>Month</i>				53%	66%	57%	4%
<i>Cumulative</i>	18%	18%	0%	42%	51%	44%	2%
Income							
<i>Month</i>				£33,737	£33,748	£29,267	-£4,470
<i>Annual Cumulative</i>	£95,102	£83,879	-£11,223	£324,287	£311,258	£263,139	-£61,148
<i>All Years Cumulative</i>				£419,388	£395,136	£347,018	-£72,371
Expenditure							
<i>Month</i>				£35,655	£35,555	£37,796	£2,141
<i>Annual Cumulative</i>	£261,842	£202,067	-£59,775	£400,777	£405,974	£332,176	-£68,601
<i>All Years Cumulative</i>				£662,619	£608,041	£534,243	-£128,377
Profit/(Loss)							
<i>Month</i>				-£1,918	-£1,807	-£8,529	-£6,611
<i>Annual Cumulative</i>	-£166,740	-£118,188	£48,552	-£76,491	-£94,717	-£69,037	£7,454
<i>All Years Cumulative</i>	-£166,740	-£118,188	£48,552	-£243,231	-£212,905	-£187,225	£56,006

Notes

- Business Plan (BP) is the original business plan prepared for the ERDF grant
- Forecast is also known as the operating budget a new version is prepared at the beginning of each financial year to better reflect the expectations of the actual running costs and revenue generation for the centre for that year
- Actual is actual reported performance
- Variance is a comparison of the actual performance against the original ERDF business plan

Figure 1; Monthly Performance 2012/13

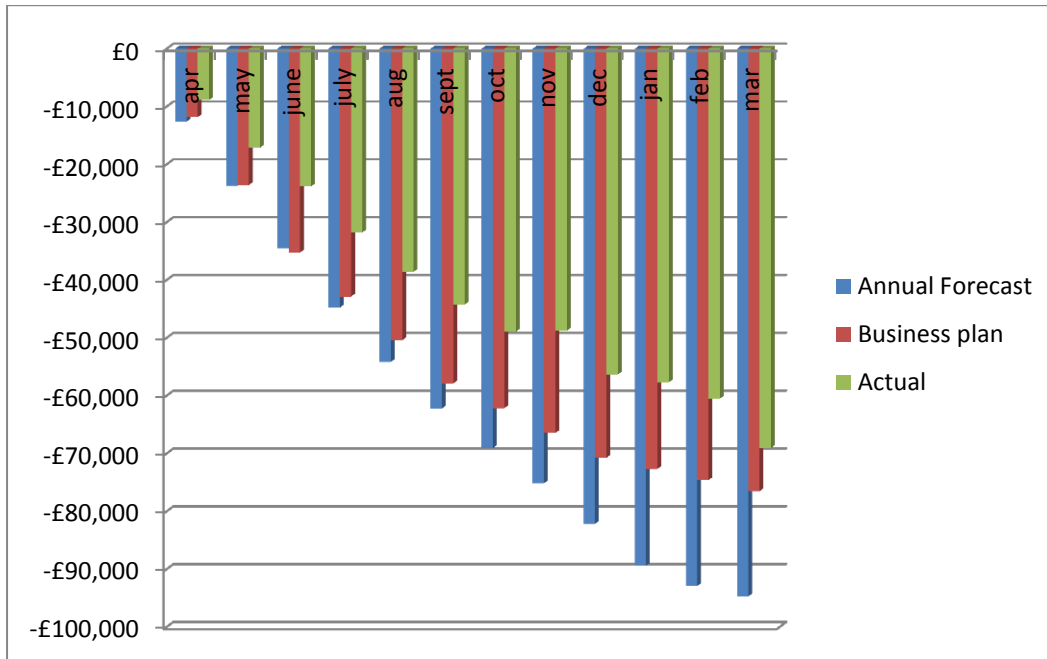
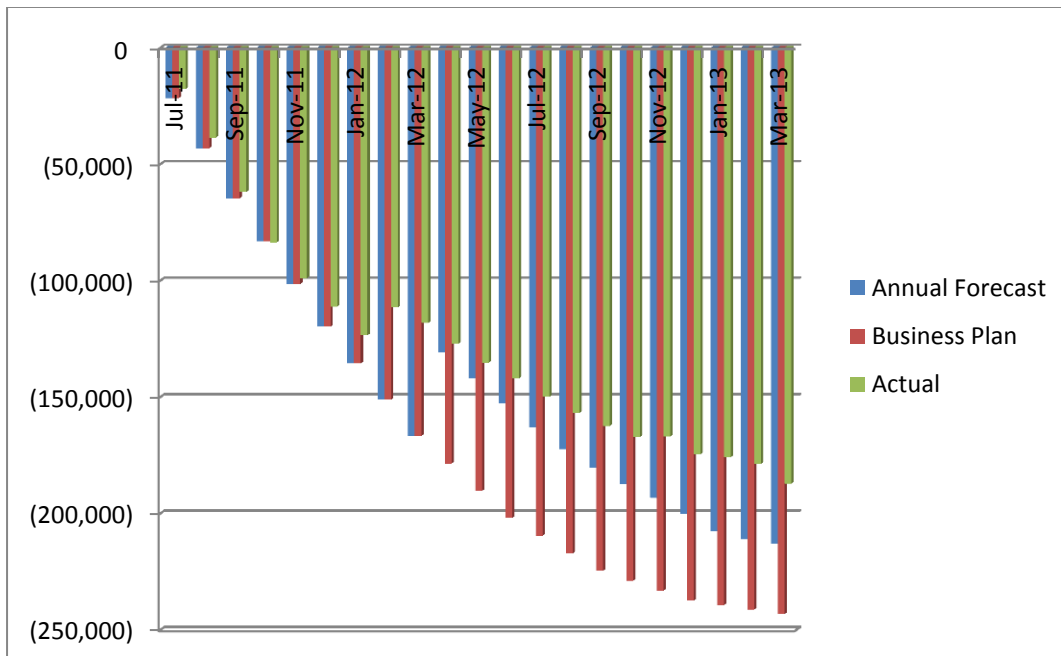


Figure 2; Monthly Cumulative Performance – project to date



Key Performance Indicators (contract)								
Occupancy (of net lettable 18ksqft)	Business plan yr2 end 53%	Monthly Occupancy report	40%	38%	49%	57%	57%	
Av Square Foot Price	£23.63 during year 2 (up 5% /yr)	P&L	£25.11	£25.48	£24.74	£24.96	£25	
Surplus/Profit	Break Even point reached in Year 3	P&L (£k)	-	-	-	-	-	BP (- £76,491)
Conference Revenue	£45,700	P&L	£4,248	£7,232	£15,331	£26,519	£26,519	
Jobs created -ERDF	16	HIC Monthly ERDF Report	3	0	2	17	22	
Businesses created & attracted -ERDF	7.2 created/attracted to EM in Yr2	HIC Monthly ERDF Report					8	
Jobs created or safeguarded -SP	2.4 jobs created or safeguarded Yr1	HIC Monthly ERDF Report	3	8	20	23	54	
New business growing at 12 mnths & attracted to EM -SP	4.2 business growing at 12 months	Annual reporting commencing Yr 2					5	VIP, contra, codestring, eluxi, evogue
Other Performance Indicators								
Graduation Of Tenant Businesses	One in Yr4, rising to 3 in Yr6	Contract Management						N/A
Number of virtual customers	15 at Yr2 end	Occupancy report	9	10	12	14		
Customer Satisfaction Level - all	80% (tbc March 2013)	Annual customer survey					99.6%	
Conversion rate - qualified enquiries	30%	Contract Management	40%	40%	40%	45%	>40%	
# customers using business support	5 businesses during year 2	Contract Management	2	3	5	5	5	
Customer Satisfaction - bus support	80% - to be completed Sept 2012	Annual customer survey					91.0%	
Number of events at the centre		Contract Management	11	7	8	14	40	
Number of FTE jobs within the centre		Contract Management	40	37	92	103	103	
Annual Business Success Rate		Annual reporting					93%	52/54
Businesses expanding in centre		Annual reporting					2	
Business with high growth potential;	> 5 staff /3 years, 10% TO growth	Annual customer survey						