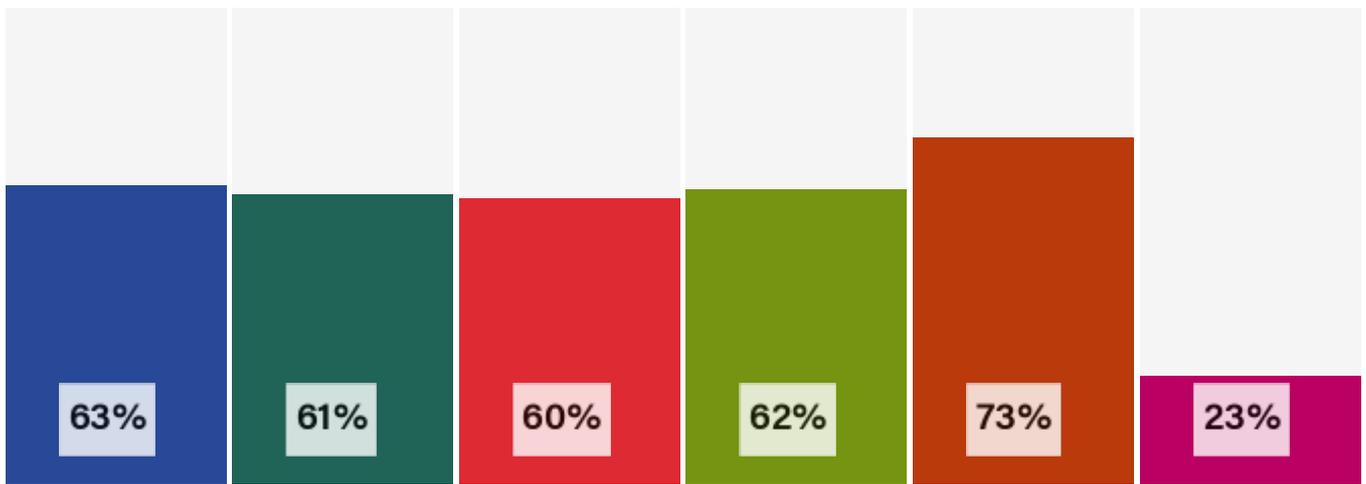


Resilient Heritage Strength Checker Report

Organisation name: **St John's Hoxton**

Assessment completed by: **Rob Quail**

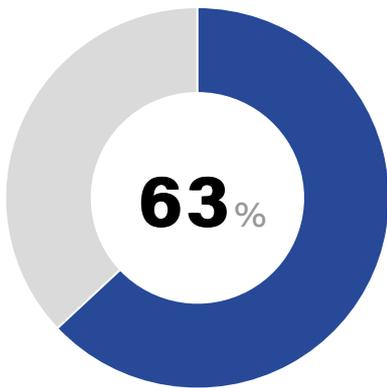
Strength Checker Summary - your 6 key areas



	Sustainability	63%
	Market and opportunities	61%
	Strategy and plans	60%
	Track record and capability	62%
	Quality and impact	73%
	Assets	23%

57%
OVERALL SCORE

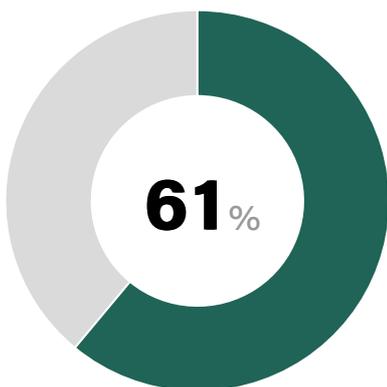
Further details are provided below on your 6 key areas.



Sustainability

Organisations who are sustainable can demonstrate effective leadership and financial management and the ability to change, adapt and reach to funding and market opportunities.

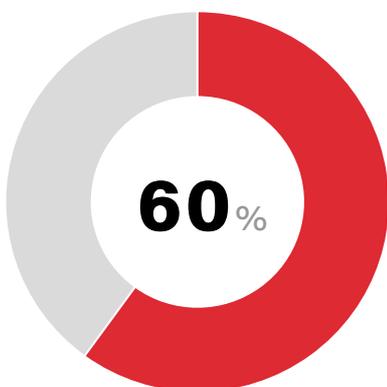
The score indicates some sustainability issues. You should identify the key areas to improve and a plan to implement this. This may require external support.



Market and opportunities

It is really important that the audience and market potential are clearly understood and the opportunity and objectives genuinely achievable.

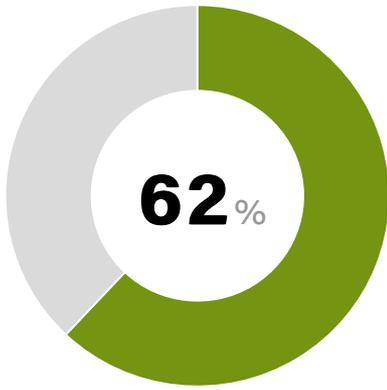
Whilst there is some clarity over the market, opportunities and target audiences, it is still an area that you should review and consider opportunities for strengthening.



Strategy and plans

Having up to date, realistic and relevant strategic plans are vital. Such plans include overall direction and objectives for the organisation and how these will be met.

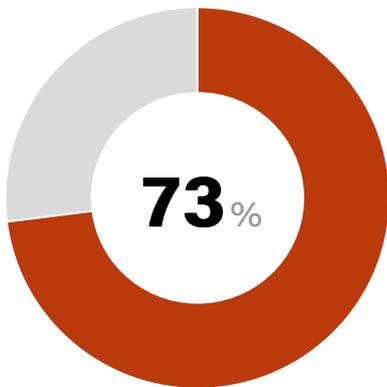
There are a few areas where the strategy and plans of the organisation could be updated and strengthened and hence an important area to review.



Track record and capability

This is about the performance of the organisation up to the present and its capability and readiness for the challenges ahead including its effectiveness in delivering services and in managing within its financial constraints.

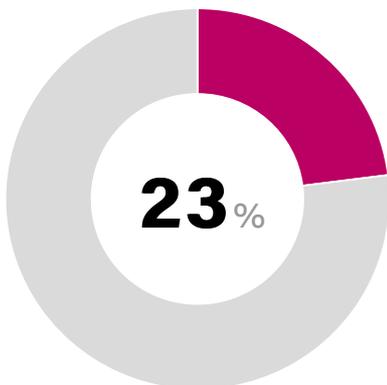
This indicates a reasonable track record, although there may have been or still are some key areas that can be improved.



Quality and impact

This covers both the quality of services provided and the impact of the organisation to its audience, in its community and/or its customers.

Overall the organisation demonstrates a strong track record and performance in the areas of quality and impact although it may still be worthwhile looking at any weaker areas that may be highlighted by the questions.



Assets

This shows the organisation's experience and strength in the ownership and management of both heritage and non-heritage assets. Such assets may include land and buildings, collections, parks and other fixed assets.

The answers indicate a need to strengthen expertise and capacity for asset acquisition, development, management and/or restoration. An action plan should be developed.

Organisation sustainability - strengths and areas for development

Below shows how the organisation compares with 15 key sustainability indicators. These provide a different and slightly more focused way of understanding your current situation, and are intended to complement the 6 key areas shown above.

Where a green is indicated, this is a key strength, whilst an amber or red show a key area to improve and may form part of a plan for what you need to change.

The percentages (above or below) are to give you feedback on your overall strengths.

1	The organisation manages its costs within its means	74%	
2	Income is stable or growing	60%	
3	Short term income is secure	66%	
4	Financial systems are delivering good quality financial information for board and management	69%	
5	There is over reliance on one or two people	35%	
6	Board is effective and strong leadership in place	55%	
7	Appropriate skills in the organisation for the business activities, heritage needs, services and managing assets	46%	
8	The organisation has sufficient liquidity	75%	
9	The organisation has sufficient and stable levels of useable reserves	58%	

10	There is a clear and viable offer to the organisation's audience, customers and stakeholders	84%	
11	Levels of borrowings and debt are affordable and sustainable	83%	
12	The organisation has strong relationships with its audience, partners and stakeholders	76%	
13	The organisation's activities are true to its mission and core objects	79%	
14	Services meet the needs of customers and/or audience and are of high quality	58%	
15	The organisation has a strong asset base (heritage and/or non-heritage assets)	46%	

Listed below are some questions that based on your answers you may wish to review as a priority as they are the five that will make the most difference in your score. They are shown in order of the weakest score first.

Section 4. The People in your Organisation | Which of the following describes the specific business skills that at least one Board member brings to your organisation? | **Business Development**

Section 4. The People in your Organisation | Which of the following describes the specific business skills that at least one Board member brings to your organisation? | **Fundraising**

Section 4. The People in your Organisation | Which of the following describes the specific business skills that at least one Board member brings to your organisation? | **Marketing**

Section 3. How you manage your finances | **Which statement best describes your last audit, independent examination or completion of year end accounts?**

Section 7: Land, buildings and other assets (heritage and non-heritage) | **Asset Details**

As this is an initial assessment of the strengths and areas for development of your organisation, you may find it useful to contact one of the support organisations, as stated in the Further Reading section. They may be able to help you with any improvement work your organisation identifies as a result of this report.