

Name of organisation	[Charity name]		
Project title	Business Plan	Project No.	40XX
Project Sponsor	[Name], Chair of Trustees		
Key Project Contact	[Name], CEO		
Cranfield Trust Project Manager	[PM name], Project Manager for [region] [email address]		

Background

[Charity name] is a private company limited by guarantee (number XXXXXXXX) and registered charity (number XXXXXXXX) which supports vulnerable young people in one of the most deprived areas of [region].

[Charity name]'s services are operated out of a charity shop premises in [town]. The lease on the shop runs out in November 2020 so a decision needs to be made as to whether to stay or move. The charity is funded mainly through grants and donations with core funding coming from Children In Need (who have just entered into their second 3 year grant to the charity) and [name] (the shop's landlord, who credits a grant against the shop's rent), as well as counselling delivered to a local school which they charge a fee for.

The charity provides weekly drop-in children's groups on Mondays, Tuesdays and Thursdays 3-5pm with free crafts and food; a peer counselling group on Fridays; free outings in the school holidays; free counselling to children aged 5-18; free mentoring to children aged 8-16; and counselling in a local school at a reduced fee.

The charity's aim is to provide a safe and happy space where vulnerable children can thrive, and specifically to:

- reduce children's sense of isolation and increase a sense of belonging
- help children feel more positive about themselves and the future
- help children achieve physical and emotional well-being.

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More detail is available from the charity's website at [insert link to website].

Income for the year ended 30 September 2019 was approx. £150K and the charity currently has 3-6 months of free reserves.

The charity heard about Cranfield Trust via another Cranfield Trust charity client, [name].

Organisation

The charity is overseen by a board of seven Trustees: [insert list of Trustees, their roles and brief biography, if available].

The charity has 5 paid members of staff including the CEO. The CEO is a qualified youth worker and counsellor. She also has many years of experience working in community development. She is paid for 27 hrs a week and does 9 hrs a week on a voluntary basis. The other staff are paid between 2-6hrs a week. One member of staff also volunteers at the children's groups; another provides counselling at a local school; two provide mentoring to children and help run the children's groups; and another helps run a children's group. The CEO manages and delivers the children's programme and provides counselling at a local school. Additional volunteers in the business include local parents.

Scope of project

The charity has asked Cranfield Trust to provide assistance with writing a Business Plan by the start of the next calendar year (January 2021). Although the charity has been running since 2014, they have found it difficult to build their Board of Trustees and most of the governance of the organisation is carried out by the CEO, and they realise that this is not sustainable in the long term. The charity would like to grow their Board by two members and increase the capacity of the management structure so that they have the resources to grow their work. A Business Plan outlining the organisation's aims and objectives, activities and outcomes, and projected costs was written when the charity was set up but it has not been updated. The charity would like the volunteer consultant to attend a couple of meetings with the Board to discuss options with them about how to work on the Business Plan with the CEO.

Expected Benefits to the Organisation

The charity hopes to achieve a more established and effective Board and management structure and clearer objectives and goals. The consultancy support from Cranfield Trust will have a positive impact on the lives of over 200 local children. Demand for the charity's services is higher than ever with the lack of capacity within other similar youth charities and services locally.

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Expected Deliverables (pre-project)	Achieved Deliverable (incl. others that were not expected at project start) (at close of project)	Qualitative Impact (at close of project)	Quantitative Impact (at close of project)
Business Plan to include guidance on establishing a more effective Board and management structure			

Volunteer timescales

The charity would like to start the project as soon as the right volunteer is available. There are no key dates or deadlines to factor in apart from the target date for the deliverable of January 2021, although attendance and an update at each Board meeting during the process would be helpful. Board meetings are currently monthly.

The time scale for the project is between 3-6 months, depending on the availability of a volunteer consultant. Cranfield Trust estimates an approximate commitment of 8-10 volunteer days in total.

The charity is flexible about days of the week for meetings with the volunteer [although at the time of writing this Project Brief, Cranfield Trust are not recommending face to face meetings due to the coronavirus outbreak, so meetings will take place remotely over the phone or Skype (or similar).]

There will be some “homework” for the charity between sessions to gather information and do some focussed research, and the consultant will advise on the best approach at each session, but this is expected to consist of the following (actual dates and deliverables to be agreed between the volunteer consultant and the Key Project Contact):

- an initial introductory kick off meeting with the Key Project Contact and Project Sponsor, to discuss the work already done in this area, to agree the appropriate action plan for the project, the process and timetable to completion, and the roles and responsibilities of staff, the Board and the Cranfield Trust volunteer

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- 1-2 meetings per month as needed, with interim emails to discuss progress, provide any missing information and ensure the project is on track for completion by the agreed date
- updates to the Board as needed to review the draft plans and obtain feedback
- a wrap up meeting to review the plans as completed prior to presentation to the Board by January 2021.

The charity can share their current Business Plan and other documents with the volunteer as background reading.

Should an additional standalone project result from the process, this will be treated as a new project and subject to availability, could be managed by the same volunteer or another volunteer if such a project requires different specialist skills.

Resources to implement the project

The charity has sufficient resources to carry out this project and continue the day to day work of the organisation. The charity appreciates that the project will require the time commitment of the Key Project Contact and Project Sponsor. The charity has agreed to reimburse the reasonable expenses of the volunteer consultant.

Accountability and involvement

The Key Project Contact for the volunteer consultant will be the CEO, [name], and the Project Sponsor will be [name], Chair of Trustees. Other members of staff and the Board will be involved as needed in the project. No other consultancy projects are ongoing at the charity at the moment so 100% focus can be given to the Cranfield Trust project.

Contact details

[Charity name]

[Name], CEO

Address

Email:

Telephone:

Website:

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AGREEMENT OF CHARITY

Publicity

The Cranfield Trust uses general write-ups of projects carried out by its volunteers for publicity purposes in fundraising and recruiting new volunteers. Detailed descriptions of client charities or the content of the projects are not made public. Please let us know if you would prefer your organisation or project not to be mentioned in their “client list” or in other material (e.g. newsletters).

BOARD AND CEO DECLARATION

I can confirm that the Board/Chair of Board of the Charity have read the final Project Brief and agree that it is accurate and that the scope of the project, tasks and deliverables are in line with the desired outcomes required by the Charity.

The Directors are aware of the time input required by the Charity staff and/or volunteers to achieve a successful outcome from the project and agree that this time should be committed to the project.

Chair of Board – confirmation of agreement

Signature _____

Print _____ Date _____

CEO – confirmation of agreement

Signature _____

Print _____ Date _____

Please return completed and signed final Project Brief to admin@cranfieldtrust.org