



Brief to engage consultant support in the development of a robust business plan for Worcester Community Trust,

Introduction

Worcester Community Trust is a registered charity, number 1112342 creating a big impact in Worcester. We manage 6 community hubs in the heart of the neighbourhoods challenged by disadvantage and inequalities in Worcester City. We deliver a wide range of services that make a difference to the daily lives of people in our communities.

We aim to deliver a diverse programme to ensure we are meeting needs and truly empowering people to make positive changes for themselves and their families.

We are seeking the services of a suitably experienced and qualified consultant to support the Trust to develop a robust business plan, to include:

- A business plan with a 5 year outlook and 24 month detailed financial plan
- Financial assumption modelling for both income and expenditure risks
- Business planning skill development for the senior management team within the Trust

Background

Our formal charitable objectives are

(i) to promote for the benefit of the inhabitants of the area of Worcester city ('the area of benefit') without distinction of age, sex, sexual orientation, race or political, religious or other opinions, by associating together the inhabitants and local authorities, voluntary or other organisations in a common effort to advance education, relieve poverty and sickness and to provide facilities in the interests of social welfare for recreation and other leisure-time occupation with the object of improving the conditions of life for the inhabitants of the area of benefit

(ii) to establish or secure the establishment of a community centre and to maintain and manage the same, whether alone or in co-operation with any local authority or other person or body.

Our published vision is “Bringing People Together”, and is supported by our strategic aims:

- WCT enables children, young people, families & communities to access a wide range of positive activities, opportunities & experiences through supporting families, promoting achievement and aspirations, offering early support and reaching out to those with fewest advantages.
- WCT directly helps individuals, families and communities to have improved physical and mental health, to be safer, happier, more active, less lonely, and to acquire new skills and be better connected.
- WCT supports individuals, families and communities to have a sense of purpose, direction and confidence.

We aim to be at the centre of thriving communities and for our centres to be the hub of community activity to achieve our vision of Bringing People Together.

More details can be found on our website
www.worcestercommunitytrust.org.uk

Further background information (available to applicants on request)

Appendix 1 provides a copy of the recent report completed by Castlerigg (July 2017)

Appendix 2 provides the Trust's latest accounts and annual report

Appendix 3 gives additional financial information about grant funding

Appendix 4 provides our current key programmes and activities

Charity Commission website for information about WCT

<http://apps.charitycommission.gov.uk/Showcharity/RegisterOfCharities/CharityWithPartB.aspx?RegisteredCharityNumber=1112342&SubsidiaryNumber=0>

Business Planning Current Financial position

The Trust has received a diminishing level of funding from Worcester City Council (appendix 3), and in 2016/17 and 2017/18 has requested additional funding from the City council

The Worcestershire County Council grant is secure up to April 2019.

The City Council funded the additional payments in the current financial year with the condition that a robust business plan was developed by the Trust. This commission seeks to develop that business plan. It is noted that all options for the future delivery of the services within the current financial envelope will be considered.

Business Plan Deliverables

We are looking for advisers to support us to produce a robust Business Plan to develop the business at this transformational stage and ensure longer term financial sustainability.

You will work with the senior staff team, Trustees and colleagues from Worcester City Council to translate our vision into practice. We are looking for a process and ultimately a Plan which is

- A robust assessment of the income opportunities for the business
- A robust assessment of the opportunities to manage expenditure
- A comprehensive assessment of the unit costs of the business
- A review of the internal and external risks faced by the Trust
- A review of opportunities available such as mergers and partnerships and plan for our ability to be able to respond to unforeseen opportunities and threats
- A detailed income and expenditure budget for a 24 month period presented with a range of assumptions relating to the key risks identified
- A view on the level of reserves to be held and how to achieve that
- A plan for a performance framework and outcome measurements
- A final business plan with a 5 year outlook, and all associated working documents and a set key performance indicators to be provided to the Trust with operational details in an agreed format
- A presentation of the business plan to both the Trust and Worcester city Council representatives

Timeframe and Budget

- This work is to be carried out during January 2018.
- First draft to be produced by 15th January
- An interim report with indicative figures will be required by 22nd January
- Final Business Plan must be produced by 31st January 2018.
- The available budget is no more than £6,000

Submission Requirements

- A cover letter of no more than 1 page
- A curriculum vitae
- A supporting statement which will:

a) Outline how you would approach this project (maximum of 2 pages)

Including

- full fee structure, including expenses (all fees are to be VAT inclusive)
- project timeline
- capacity to undertake project in the required timeframe

- details of personnel to be engaged on the project (if appropriate)
- b) Demonstrate how you meet the submission criteria below (maximum of 4 pages) including references to similar works performed

Submissions must be received by 5pm on 7th December 2017, by email to helen@worcestercommunitytrust.org.uk

Assessment of Submission

We will interview potential advisers to assess the method, style and approach to be used.

Submissions will need to demonstrate:

- Previous experience and a successful track record in achieving robust business plans for similar or comparable organisations
- A good knowledge of the local community in Worcester that we operate in
- Strong financial planning skills and a good understanding of budgeting and financial management
- A high level of verbal and written communication and interpersonal skills
- Methodology (how the project is going to be tackled, scope of work)
- Time performance (as proposed for the project – likelihood of meeting it)

Interviews will be held on 11th December 2017

Terms of Engagement

The successful provider will be engaged by exchange of letters to complete the work by 31st January. They will be paid on completion of the work agreed in the submission. All information received as part of this tender or during the work must remain confidential.

If you are interested please contact Helen Scarrett, CEO helen@worcestercommunitytrust.org.uk and we will provide background papers including our current draft plan, staff structure, City Council commissioned consultants' report and budget information.