

## Case Study – BUSINESS PLAN DEVELOPMENT IN A NOT FOR PROFIT ORGANISATION

### *The Company*

A not for profit organisation providing after school care and play schemes.

### *The Business Challenge*



The organisation provides a mix of schemes, some on a commercial basis and others funded by the local council. The organisation had charitable status and strategic direction was provided by a committee of parents, scheme managers and elected members, nominated by the local council. The organisation had grown rapidly but did not have appropriate management structures or business plans in place and was in danger of losing its local authority funding

### *The Solution*

The Andante consultant conducted a strategic review of the aims and activities of the organisation. A number of fundamental issues were identified, including a lack of clear separation of the commercial activity and the local authority funded work, there were no long term business strategy or plans, and unclear terms of reference for the controlling committee. The consultant trained the senior managers in business planning techniques and then assisted them to develop a coherent long-term plan. Clear aims and objectives as well as a new management structure were agreed and the commercial and grant funded activities separated. The commercial arm was converted from a charity to a Limited company as the benefits of charitable status were outweighed by the associated constraints.

### *The Benefits*

The local authority grant of £85,000 per annum was retained and the commercial activities increased by 25%. The organisation has been recognised as an exemplar and is assisting the development of similar organisations in the region on a fee paying consultancy basis.

### *The Andante Mission*

Our professional advisors are committed to enhancing your customer's journey through, your people, your processes and your systems. This is achieved by providing you with best practice, managing change and delivering practical and effective assistance. We have reduced costs, motivated teams and assisted many companies like yours to acquire incremental business, retain customers and lock out the competition. **"Independent, objective, Advice"**

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