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Success Club CIO

Overview of the organisation: Success Club CIO is a small, growing charity which was founded in 2014 and became a registered charity in 2018. Working with primary and secondary schools in the London Borough of Enfield and expanding into Islington, it runs six to ten week extra-curricular wellbeing, personal development, and growth mindset interventions for vulnerable young people to equip them with the skills, beliefs, and attitudes to fulfil their potential and improve their life chances. It works with young people from the 10-20% most deprived wards nationally, with high rates of English as an additional language and free school meals entitlement. In 2022 it supported over 700 young people in 11 primary and three secondary schools. 86% of pupils reported increased emotional well-being and resilience; 88% reported being more focussed and motivated in class; 85% reported increased confidence. In July 2023 it was awarded the London Youth Bronze Quality Mark. It is run by the dedicated founder, and has three part-time staff and two freelance facilitators. There are seven trustees with expertise in finance, business, and education.

Overview of the problem: The strategic objectives in its business plan 2023-25 are to increase the amount of people it works with, expand into new areas, and introduce a volunteering programme. The need for growth is there: the pandemic and cost of living crisis has resulted in an increase in young people experiencing mental health and school engagement issues. Organisationally it is at a strong point for growth, with an excellent local profile and partnership links with Enfield Council, more than 14 schools, and local mental health services. However, the growth can't be realised as the Founder/CEO's time is taken up delivering the programmes, which prevents him from developing and scaling the organisation.

Request for funds: £30,000 over two years to increase the Business Development Manager's hours from 0.2 to 0.8 FTE (4 days a week) and increase freelancer capacity on an ad-hoc basis.

Impact on the organisation: Increased capacity of the Business Development Manager would enable the brokering of relationships with new schools, broaden the funding base, enable the development and implementation of a marketing plan to increase profile, and allow for the updating and implementation of the volunteering plan developed 18-months ago. Additional freelance capacity would enable Success Club to work in new schools, increasing the number of beneficiaries; currently five schools want to run its programme but they don't have the capacity to do so. Approximately six to eight days per month of the CEO's time would be freed up, enabling him to focus on growing the organisation and diversifying funding using local corporate opportunities. New partnerships to improve referral pathways into and out of mental health and wellbeing organisations are a key priority, with the aim of reducing the other services' waiting times. Over two years, these measures would increase the project number of beneficiaries to 1,000 (40% increase), increase earned income from schools by 50% (from four extra schools each year) and have the fundraising aim of securing £273,000 through grants over the two years.

Financial situation:

<i>Financial Year Ending</i>	<i>Historic Nov - 20</i>	<i>Historic Nov - 21</i>	<i>Historic Nov - 22</i>	<i>Forecast Nov - 23</i>	<i>Forecast Nov - 24</i>	<i>Forecast Nov - 25</i>
Unrestricted Income	135,147	82,463	99,230	153,057	170,000	189,000
Restricted Income	34,697	79,049	138,411	89,943	95,000	100,000
The Fore Grant					15,000	15,000
Total Income	169,844	161,512	237,641	243,000	280,000	304,037
Wages and Salaries	99,688	105,465	160,000	165,000	195,000	203,000
All Other Expenditure	52,527	47,589	54,349	60,000	65,000	70,000
Total Expenditure	152,215	153,054	214,349	225,000	260,000	273,000
Surplus/Deficit	17,629	8,458	23,292	18,000	20,000	31,037

Note: Success Club currently has unrestricted reserves of £35,000 and £10,000 restricted reserves.

THE FORE

Specific targets:

- Year 1: (1) Increase earned income from schools by 25% by expanding into four new schools (two in Enfield, two in Islington); (2) Increase number of beneficiaries by 20%; (3) Submit three multi-year bids to trusts and foundations, with the aim of fundraising £127,000; (4) Update volunteer plan; (5) Develop three new partnerships.
- Year 2: (1) Increase earned income from schools by 25% by expanding into four new schools (two in Enfield, two in Islington); (2) Increase number of beneficiaries by 20%; (3) Submit three multi-year bids to trusts and foundations, with the aim of fundraising £146,000; (4) Implement volunteer plan and onboard six to eight volunteers; (5) Develop four new partnerships.

Recommendation: £15,000 to be paid immediately and £15,000 in Year 2, subject to review of progress by The Fore.

Strategic support: Marketing; Business planning.