

# Robust Business Planning

## Third Sector Workbook 4



Improving support  
for a stronger third sector



LOTTERY FUNDED



**ACTion**

with communities  
in cumbria

## The Third Sector Workbook Series

This publication is one of a series of workbooks that have been developed to help organisations to manage their activities and finances effectively.

The workbooks have been developed by a group of organisations working together. These are:

- Action with Communities in Cumbria
- AWAZ (Cumbria)
- Cumbria Disability Network
- Cumbria Youth Alliance
- Young Cumbria

Their joint work has been funded by Capacity Builders (Improving Reach) and the Big Lottery Fund (BASIS).

Throughout the workbooks we have tried to use some terms consistently. The glossary below should help when you use them.

<b>When we say ...</b>	<b>We mean ...</b>
<b>Third sector</b>	Community groups, charities, social enterprises.
<b>Organisation</b>	Your group, club, society, village hall committee, trust, charity, etc.
<b>Stakeholders</b>	All the people with an interest in your organisation including clients, users, members, staff, volunteers, trustees, committee members and funders.
<b>Governing document</b>	The rules that set out what your organisation can do, who its members are and how it will be run e.g. constitution, articles of association, deed of trust.
<b>Infrastructure group</b>	Organisations, including those involved in developing this workbook, which provide advice and support to other third sector organisations.
<b>Management group</b>	Your managing committee, Board of trustees, directors – those people legally responsible for your organisation and its work.
<b>Activities</b>	Your projects, services, village hall facilities etc.

**Note:** The contents of this workbook are accurate only at the time of writing. Groups are advised to check with the latest good practice guidance from their local infrastructure group or by visiting the Charity Commission Website.

## A quick guide to writing a Business Plan



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## Part 1 - Information

### 1. Introduction to the workbook

This workbook has been produced to help your **organisation** plan its **activities** and produce a business plan.

Planning will help you to be clear about:

- What you are trying to achieve.
- How you deliver your services.
- How you monitor, evaluate and review your activities.
- Your strengths, weaknesses, opportunities and threats.
- What is going on around you and how you interact with other people and groups.

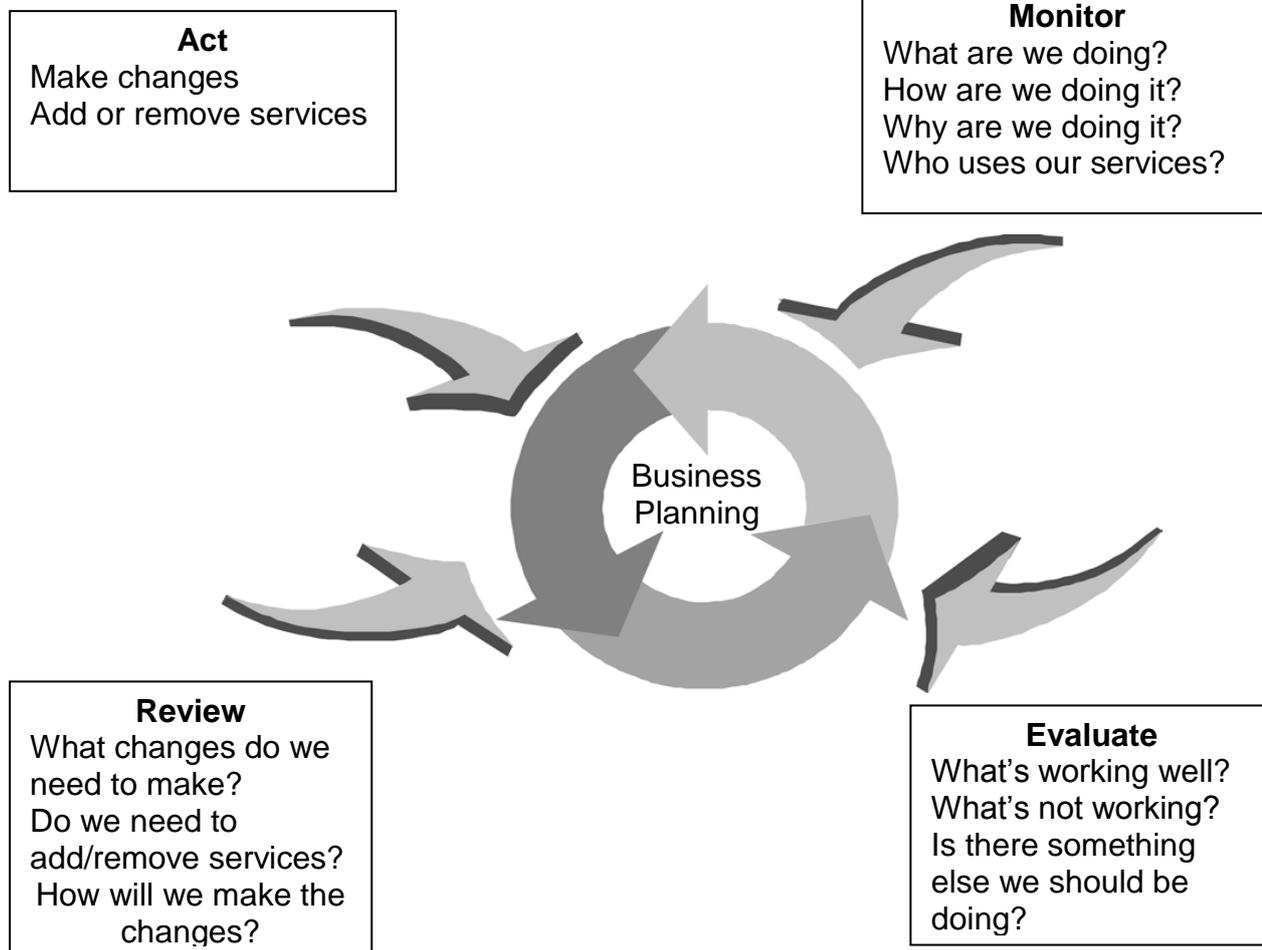
This will help you establish how much money you have to raise to keep your organisation running smoothly and whether your work is sustainable, that is, will you be able to fund all you do in the medium to long term? The planning process also provides an opportunity for you to look at the skills, knowledge and experience you have in place and those that may be needed in the future to meet the needs of the people you serve.

Having read this workbook and completed the Action Sheets in Part 2 you will have done most of the work needed to produce a written business plan. This document will explain to others what services you intend to provide and how they will be delivered.

Appendix 1 of this workbook is a template business plan, which will give you a guide to work to, but do feel free to change it so that it is suitable for your organisation.

## 2. What is Business Planning?

Business planning is a process or cycle. You need to look at what you are doing, see how well things are working, decide what you need to change and make those changes. Then you can start the whole process again.



Business planning means taking some time out from day to day work to look at your organisation to see:

- What it does.
- How it works.
- Who is involved in providing your activities.
- Who uses your activities.
- Why people use your activities.
- What resources you need.
- How you will pay for it all.
- What else is happening around you.

When you have done all this work, you need to explain it all to the other people who have an interest in your organisation, your **stakeholders**. This is where your business plan comes in.

## Remember

Monitoring and evaluating your work should be an ongoing process; you can't write a Business Plan every three years then ignore it. Regularly think about how things are going and make changes when you need to.

### 2.1 Why do you need a Business Plan?

A Business Plan is a document written by an organisation to tell people what it does, what services it provides, who benefits, how it is going to manage its activities and, most importantly, what it is going to do in the future and how this will be funded.

There is no law to say you have to write a Business Plan. However, if your organisation has charitable objectives the **management group** does have a duty to ensure that the organisation is pursuing those objectives and managing its activities properly.

In writing a plan you get to:

- Step back from day to day work to discuss things that would not otherwise be on the agenda.
- Show people what you do and why you need their support.
- Look to see if you are doing the work your group was set up to do. If not, you may need to change your plans or amend your constitution.
- See what you do well and not so well.
- Work out what changes you need to make to improve the way you operate.
- See what your members/user groups want from you.
- Formulate ideas and develop new activities.
- Work out how much money you need and where you can get this from.

Writing a plan can demonstrate that you have planned and budgeted for your organisation. The plan may be especially important if you are applying for funding. Many funders insist on seeing a business plan, as they have to decide who to give money to and with organisations competing for the same funds they have to choose between lots of good causes. A good plan can demonstrate:

- Why you should get the money
- Why the activities you offer are needed
- Why yours is the best organisation to deliver these activities

## Remember

If you have not developed a business plan before, all this can sound very daunting. However, a business plan is simply a document that sets out:

- Who you are
- What you want to achieve
- How you are going to achieve it
- How you meet the priorities of your funders

## 2.2 What information should it include?

This workbook provides a business plan template at **appendix 1** so you don't have to start from scratch. This workbook leads you through the process of gathering the information you will need to complete your plan. So don't be put off by all the headings.

The length of your plan will depend, in part, on the complexity of the work you are doing and what you intend to do with the plan when it is completed. The information that a small community group needs may take only a few pages, while a plan for a major capital project, such as a large Village Hall extension, may need to be considerably longer.

When you are involved in an exciting project, you will find you want to tell everyone everything. However, make sure your plan isn't too long, it simply won't be read. Funders don't have time to wade through pages and pages of material – they probably have a small mountain of plans to read. Be as brief as possible, without missing out important information.

It is usual for a business plan to cover a set period of time. How long this is depends on you. It is quite usual for a plan to look three years ahead because it can be difficult to budget accurately for a longer period of time. However, if you have a project that will take longer to complete, your plan could be for whatever period is appropriate.

## 2.3 Who should be involved in writing a Business Plan?

All those managing the organisation should be involved in the process. It is particularly important for the management group to be happy with the final plan and feel it is relevant to the organisation.

However, documents written by committee tend not to read well so it will be helpful if one person takes responsibility for actually producing the plan. They will need support and you may want to form a sub group of two or three people. Your Treasurer or Finance Officer should be involved as your plan will need to include a budget. Particular parts of the plan can be written by different people, but one person needs to make sure that the style of writing is the same throughout the document.

To get everyone's ideas you may decide to hold a series of workshops, meetings or discussion groups. Inviting stakeholders or external organisations such as **an infrastructure group to participate** could help you establish your strengths and weaknesses. Involving people takes up a lot of time, but it will highlight things that one person, working alone, might miss. Give yourself ample time and breathing space to look into points that come from group discussions.

At this point you might like to complete Action Sheet 1 Planning your Plan 23.

#### Remember

Your final plan needs to be presented to the management group for formal approval. Make sure the approval is noted in the minutes. Any changes you make in the future also need to be formally approved and recorded.

### 3. Gathering information

#### 3.1 Organisational information

Before you sit down to write your plan, you need to gather together key information about your organisation and the context in which you are working.

You don't have to write the plan in one go. You will find that some sections can be completed quite easily, for example information about your organisation's legal status, while you will only be able to complete others when more complicated pieces of work have been done, such as developing the budget for future years. You may find that you change your activities as a result of things you find out during the planning process, so be prepared to be flexible and revisit parts of your written plan as you go along.

You need to provide some basic information right at the start of the written plan including:

- The Name of your organisation.
- The time frame for the plan e.g. 2010 to 2012.
- Registered address and contact details if different.
- Legal status and Registration Numbers where applicable, e.g. Registered Charity No. 123456, Company Limited by Guarantee, Registered in England and Wales Company No. 7654321.
- A brief history of your organisation: when it was formed, key events etc. Keep this short, if you have had a lot of changes you may want to include a timeline as an appendix.

You will also need to consider information about the context in which you are working. These are some of the things that may be relevant:

- Past and planned activities.
- Who is involved in using your activities.
- Where and when activities take place.
- Any charges you make.
- Financial accounts for the last three years.
- Any legal documents including your **governing document**, leases or covenants which may restrict usage or availability of premises (if applicable).
- Minutes of committee meetings, particularly where policy has been set e.g. where

future strategy or activities have been agreed.

- Lists of those who have expressed an interest in joining your organisation in the past.
- Building plans, estimates and schedules.
- Details of funding and its sources such as councils, trusts, community fund-raising and the likelihood of future funding.
- Community/area of benefit population data such as numbers, age, and distance from the organisation.
- Other similar organisations locally.
- A list of members and what voting rights they have.
- Legislation that impacts on your activities or the way that you deliver them e.g. health and safety, safeguarding, licensing, etc.
- Information from the Local Development Framework for the area, produced by the District or Unitary Council, about policies for development.

At this point you might like to complete Action Sheet 2 Relevant Sources of Information see page 24.

### 3.2 Your mission

Stakeholders need to know what you do so include:

- A mission or vision statement.
- Your aims, and where appropriate specific objectives.
- Your values.
- The management structure.
- Who can be a member.

Your mission or vision statement sums up what you do; it provides a sense of common purpose. This leads on to your aims, what you want to achieve and your objectives, the specific tasks you will carry out to achieve your aims. If you run a lot of different activities you may want to provide a summary and include detailed objectives in funding applications. Your values reflect how you treat others; you may want to state those things that are particularly important to your organisation.

The following example illustrates these elements for a fictional youth organisation:

Mission: Improve the lives of young people in Cumbria

Aims: To provide:

- Safe meeting places for young people in Cumbria
- Safe activities for young people in Cumbria

Objectives: Establish:

- Two youth cafés, in each district in Cumbria, by August 2012
- Two youth clubs, for children aged between 6 and 11 years old, in each district in Cumbria, by August 2012

Values We will treat everyone equally and involve young people in the decisions which affect them. We will provide high quality services at minimum cost to our beneficiaries.

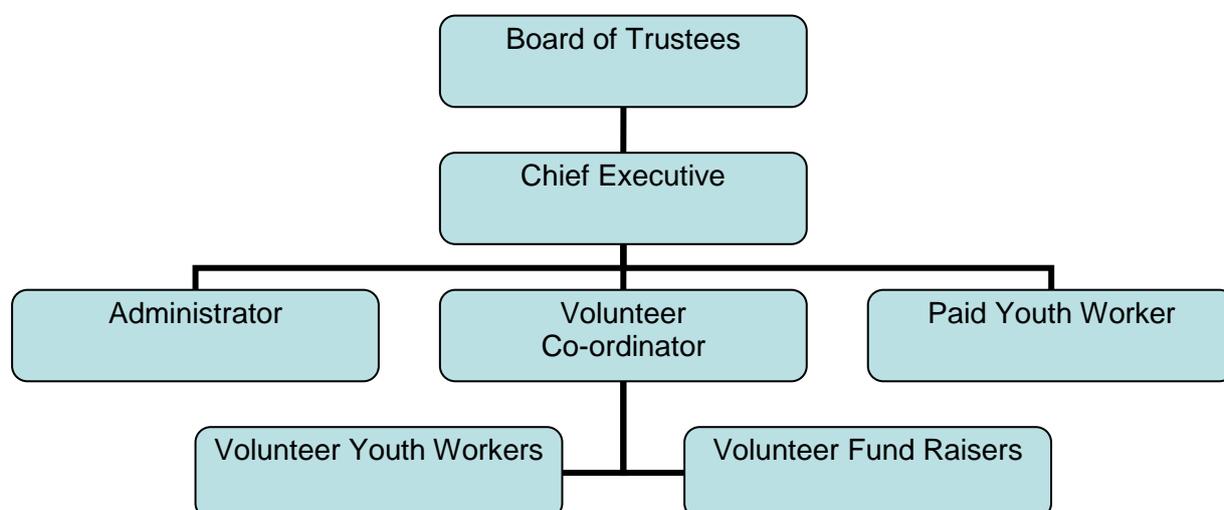
It is easy to get confused between aims and objectives. Aims summarise what you want to do while objectives are very specific, they should include detail which can be measured and a time frame showing when they will be completed.

You may find that you introduce new objectives during the planning process so this is one area you may need to look at several times before your final business plan goes to the management group for approval.

### 3.3 Your organisation's structure

Stakeholders want to know how your organisation is managed, especially if they are going to give you money.

**Staff and Volunteers** - It is important to be clear about who works for your organisation both in terms of employees and volunteers. Your plan gives you a chance to show all the skills your organisation has and why funders should invest in you. If you have lots of staff and different groups of volunteers include an organisational chart as an appendix to show how they all work together e.g.



#### Remember

Funders want to know that the people they give money to have the skills they need to run their activities.

At this point you might like to complete Action Sheet 3 Your organisation's structure on page 24 and Action Sheet 4 Staff Information on page 25.

### 3.4 Your stakeholders

People with an interest in the organisation e.g. members, service users, staff, volunteers, funders are known as stakeholders.

When you are planning your activities it is useful to know, who these people are. To see how they affect your work you can do a 'stakeholder analysis'. Your stakeholder analysis will inform your planning.

At this point you might like to complete Action Sheet 5 Stakeholder Analysis on page 26.

Your business plan needs to include information on who uses your activities, which organisations you work with, and any awards or commendations you have had.

## Remember

Summarise your Stakeholder analysis in the main body of your business plan, include the detail as an appendix.

## 4. Where you work and what's going on around you

### 4.1 Your organisation in context

When you write a business plan you need to look at what's happening in the world around you – your operating environment – and within your organisation.

There are two activities you can do to help with this, a PEST analysis and a SWOT analysis. Both are best done by a group of people working together, this way you generate more ideas and can discuss the points that come up.

You may find it helpful to do your PEST analysis first because this looks at the impact of the outside world on your work and may therefore affect the conclusions of your SWOT analysis of the organisation itself.

A **PEST** analysis looks at a range of external factors to inform your planning. It groups together different issues under four headings: Political, Economic, Social and Technological to see how they affect the organisation. Sometimes people add other groups such as Environmental or Legal, the same principles apply - you want to know how to plan for the affects they have.

**Political** factors include: laws or rules you have to follow e.g. your duty of care to young people and vulnerable adults; licensing laws; Government policies; funding initiatives; environmental issues. Include any relevant national, regional or local strategies that you know about. If you need any help in identifying these contact your Infrastructure group.

**Economic** factors include: the UK economy e.g. recession; market trends; seasonal influences, availability of funding.

**Social** factors include: lifestyles (what are people doing in their spare time, how are they spending their money?); demographics (how many young/old; employed/unemployed people there are, is this changing?); fashions; traditions; cultures.

**Technological** factors include: developments in technology e.g. broadband, the internet, mobile phones.

The example below shows a PEST Analysis for a fictional Youth Group, other examples for different types of organisations are available from your infrastructure group.

Political		Economic	
Issue	Impact	Issue	Impact
Vetting and Barring legislation introduced.	Financial. New procedures.	Recession. Funding opportunities reduced because of recession.	Less money around. Less grant money around, harder to secure funding.
Every Child Matters Framework & Children Act 2004.	Government commitment improve children's lives provide potential leverage for funding.	Higher unemployment.	Increased demand on youth provision e.g. training young people to increase their employability.
Social		Technological	
Issue	Impact	Issue	Impact
More people unemployed.	More time on hands, potentially more volunteers? More young people wanting to join clubs?	Access to resources via the internet.	New activities- media project?
Aging population – 'Cool' to be involved in group?	Fewer young people in coming years? More/less young people want activities.	New ways of delivering services for young people?	Potential to reach more people Problems with accessing Broadband in rural Cumbria.

You can see from this that the groups are linked. The credit crunch can affect the number of people employed, which affects the money available, which in turn affects social habits. Increased unemployment may be an opportunity for increasing volunteers and members. An increase in membership could be a threat if enough volunteers can't be found.

At this point you might like to complete Action Sheet 6 PEST Analysis on page 28.

When you do a PEST analysis you may spot some ways of developing your organisation or some things that could prevent you doing the work you do.

Part of your planning involves taking a critical look at what you do to build on your strengths and take advantages of any opportunities. You also need to take a look at the things that don't work so well – your weaknesses. By identifying problems you can make plans to improve these areas. Nobody expects you to be perfect, but they do expect you to be honest and to try to improve where you can. A SWOT analysis will help you to do just that.

**SWOT** stands for strengths, weaknesses, opportunities and threats. Strengths and weaknesses are all about your organisation – things that **you** can change. Opportunities and threats come from outside your organisation, and your PEST analysis will have helped you to understand what these may be.

The example below shows a SWOT Analysis for a fictional Village Hall, other examples for different types of organisations are available from your infrastructure group.

Strengths		Weaknesses	
Issue	Action	Issue	Action
Large Hall Two smaller meeting rooms Kitchen Disabled Access Car Parking for 12	Use in marketing	Hall in poor repair Rooms not used Old Equipment	Redecorate Improve marketing Replace equipment
Opportunities		Threats	
Issue	Action	Issue	Action
New houses being built – potentially increasing the number of people who want to use the Hall  Reduction in public transport – people find it difficult to get to services, new group may form, may want to use Hall	Distribute flyers  Increase awareness of hall	Number of people living in village is falling  Reduction in public transport – people can't travel into the village	Improve facilities so that those remaining want to use them As above

At this point you might like to complete Action Sheet 7 SWOT Analysis on page 30.

### Remember

Summarise your PEST and your SWOT analysis and include them as appendices in your final business plan.

## 4.2 Your market

To plan your activities you need to know what the people who use your services actually want. Please refer to the workbook on *Sustainable Funding* for guidance on how to show there is a demand for your services.

Consider **all** of your users. Think about:

- How often they use your current activities.
- How often they will use your planned, improved, activities.
- The evidence you have to show that your activities are needed.

As well as showing that there are people who need your services, you must also show that you are aware of other organisations that do similar work to you – your competitors. Ideally you will be offering a different service to other organisations; you need to explain how you are different. If the work you do is identical you will have to show why your organisation should receive funding.

## Remember

Your funders want to know how you know that your services are needed – so be clear about your evidence for this and tell them.

At this point you might like to complete Action Sheet 8 Your Market and Competitors on page 32.

## 5. Your plans

### 5.1 Your activities

You need to be very clear about your activities – the projects, services or facilities that you provide for your users. These must link in to your objectives:

- Exactly what are you doing?
- Where do the activities take place?
- Who are the activities for?
- How often do the activities run?
- What facilities/equipment do you have?

If you are running a lot of different projects link each to the objectives and specific needs that you have identified. You can also mention how they meet the priority areas set by funders. By saying how they fit into national, regional or local strategies you add credibility to your activities.

Include the details of the benefits that people gain from using your activities, you may also want to say what would happen if your activities stopped.

## Remember

Say exactly what you do, service by service, project by project and show how these achieve your vision, aims and objectives.

At this point you might like to complete Action Sheet 9 Your Services on page 32

### 5.2 Monitoring and evaluation

You need to decide how you are going to monitor and evaluate your activities to ensure that you are actually doing what you said you would do. Monitoring your work also creates opportunities to change things that aren't working well.

You should plan to monitor and evaluate the quality of all your activities including:

- Any events or courses you run.
- The performance of your staff.
- Your premises.

Try using feedback sheets, interview people, take pictures, look at how many people are using your services or simply watch to see what's going on. For a large project you may decide to pay a specialist to carry out an evaluation for you. However you record the quality and effectiveness of what you do, include evidence in your business plan e.g. quotes from some of your stakeholders. Describe how you plan to monitor and evaluate your future work.

Monitoring your spending is equally important. Make sure you have a system in place to track your expenditure and compare this regularly with your original budget. Be prepared to take early action to resolve any significant variations.

### Remember

Funders usually ask for a report on how you have spent your money so you need to record this carefully and consistently.

If you find you need to change your budget part way through a project, speak to your funders first to make sure that they will allow you to make the change.

## 5.3 Planning for problems

It is impossible to plan for every eventuality – you can't be sure what is or isn't going to happen over the next three years. What you need to do is to think about the things that may happen, which would stop your project working as you'd like. You can then plan for those circumstances. What would you do, for example, if you fail to secure all the funding you need, too few clients take up the new opportunities you provide, volunteers don't come forward or key staff leave part way through, etc.

In your business plan you need to summarise the main risks and say what you are doing to manage them. At this point you might like to complete Action Sheet 10 Managing Risks on page 33.

## 5.4 Legal issues

When you are preparing your business plan you need to make sure you know about any legal issues that affect you. If you have done a PEST analysis you will have identified some areas already. You will probably have some policies in place already e.g. insurance, health and safety, safeguarding, equal opportunities etc. Please refer to the *Policies and Procedures* workbook for more guidance on the types of policy you may need.

### Remember

Include a list of policies as an appendix in your business plan; tell people that they can have a copy of each policy if they want one.

If you have been asked for a particular policy as part of a funding application, include it with the bid.

At this point you might like to complete Action Sheet 11 Legal Issues on page 33

## 5.5 Marketing

Keeping your stakeholders informed is important and you need to decide how you are going to do this. Funders may be particularly interested in knowing how you will show that they have supported your activities so include a summary in your business plan. Please refer to the *Marketing* workbook for guidance on developing a marketing strategy.

## 6. The finances

It is inevitable that the changes you are planning to make and are describing in your business plan will have a financial impact. This needs to be demonstrated in comparison to the previous years.

Your business plan will need to include some detailed information about two particular aspects. These are:

**A Budget** – you will need to set out in some detail the costs of the activities that you are planning for the future and be prepared to explain clearly how you have arrived at the costs indicated.

**A Funding Strategy** – an overall picture of how the work of your organisation is funded and how you plan to pay for the proposed future activities.

There are two separate workbooks in this series that will help you with the detail of each of these. Please refer to *Developing Your Budget* for the ins and outs of the budgeting process and to *Sustainable Funding* for guidance on developing a funding strategy.

The key elements to consider in your business plan will be:

- Showing that you have managed your organisation on a sound financial basis over the past years – it will be important to be able to refer to evidence from audited accounts, perhaps for the last 3 years
- Illustrating a good understanding of the cost of future activity
- Showing that you have thought carefully about different ways in which your work can be funded including fees from users, income from contracts or grants and the effective use of any assets your organisation may have (reserves, space to let, etc.)
- Are you able to show that the proposed activity will lead to a more secure or sustainable financial future for the organisation?

Use a consistent and simple way to present your financial information and don't try to break down your information into lots of categories.

It is important to explain any large variations in turnover that may have occurred and be careful not to use such one-off variations as a basis for establishing long term trends.

In your budget think about salaries, insurance premiums, additional security requirements, caretaking, maintenance and marketing.

In your funding strategy don't forget that the approach you decide to adopt may have particular implications. For example, if you are taking out a loan to fund your plans, the projection of receipts is particularly critical because you will have the interest and capital to re-pay. This may require you to adopt a much longer planning timescale.

### Remember

Most people feel quite pessimistic about the battle to find funding for group/ community projects. However, there are sources of funding available and there are people who can help you to identify them.

For specific projects you may find it is useful to make a note of funding secured and trading income, in order to keep track of where you are up to with your applications for funding and the percentage of the budget that they represent. Some funders will respond more favourably if match funding is already in place or if you can demonstrate that you are generating a part of the cost from internal sources.

## 7. Putting it together

### 7.1 The management summary

**First impressions count!** A brief review of your plans for the future, set out at the beginning of the document is essential. You need to summarise all that you have written in the main plan **so write this last** even though it sits at the beginning of your plan.

You need to capture the readers' attention to stand out from the crowd. If your plan has been written to support a fund raising application this section must explain in a couple of paragraphs

- What you are doing.
- Who uses your activities.
- Why your organisation is the best one to deliver those activities.
- Why you should be funded.

#### Remember

This may be the only section someone reads - if it is will they understand what you are going to do and how you will do it?

### 7.2 Action Plans

If you are writing your business plan because your organisation is planning some big changes, you may find it helpful to develop appropriate detailed action plans. An action plan should provide specific information about:

- Who will take responsibility for specific actions.
- Timescales - when activities will be completed.
- Milestones - significant points within the project.

The remainder of this workbook is made up of a series of papers that we hope will help you to write a good business plan.

Appendix 1 sets out a template that you can adapt to meet your particular needs.

This is followed by Action Sheets that you can use to help you gather together the information that we have described.

Once you have worked through these you should have a well thought out business plan.

Good luck!

## Appendix 1 – A Business Plan Template

This appendix sets out a template that you can use to guide the development of a business plan. Depending upon the size and type of your project and the funding that you are seeking you will not necessarily need to include all of the items that we suggest. Use the template as a way of checking that you have included relevant information at an appropriate level of detail.

You may also like to consider the following list of **key tips** as you set out to complete your business plan:

- Use the structure below to guide your work
- Use headings and sub-headings but to a maximum of three levels to help readers find the parts they are particularly looking for.
- Avoid large paragraphs and long lengths of text.
- Use bullet points, lists and tables to set out special items.
- Check arithmetic carefully in financial work. Accountants dislike rows and columns that don't add up.
- Some readers will prefer a graph rather than tables of figures so include both.
- Use colour when possible in those copies going to other organisations but don't use too many different ones.
- A picture of the premises and its location (if relevant) may help particularly to illustrate key points such as the need for repairs, proximity to danger, area for the children's playground.
- List the trustees/committee and get the signatures of your Chairman and Treasurer show their agreement to the plan.
- Make sure contact details are included on the cover so a reader can get further details or information easily.
- Keep information concise and to the point in each section
- Get somebody who is not a committee member to read it and give you his or her impressions.
- If an outside consultant/facilitator has been used - ensure that they review the document.

## Business Plan Template

<b>Front Sheet</b>
Name of Organisation Title (Business Plan / Project Plan / Development Plan) Dates (Month/Year) Contact Details (Picture)
<b>Contents Page</b>
<b>Executive/Management Summary</b>
This is the most important part of the document. It contains the essential elements of the Business Plan, you need to summarise all that you have written in the main plan <b>so write this last</b> . You need to capture the readers' attention to stand out from the crowd. <b>First impressions count!</b> If your plan has been written to support a fund raising application this section must explain in a couple of paragraphs – <ul style="list-style-type: none"> <li>• what you are doing</li> <li>• who uses your services</li> <li>• why should you be funded</li> </ul>
<b>Organisation</b>
Legal Structure Organisation's history ( a brief summary of important events, include a timeline or milestone of achievement in an appendix if necessary) Area of operation
<b>Mission</b>
Mission Aims Objectives Values
<b>Structure</b>
Management Staff Volunteers Members Main strengths, weaknesses, opportunities, threats Organisation's capacity and limits
<b>Stakeholders</b>
Service users Partner organisations (contracts, agreements, collaborations) External recognition (awards, commendations, etc.)
<b>Context</b>
Area of operation – geographical and specialism Relevant political, economic, social, technological points Relevant evidence from e.g. indices of deprivation, needs analysis, etc. Reference to feasibility study or other exploratory activity Relevant strategies – areas of work that have been recognised as being important that you are doing
<b>The Market</b>
Market needs – why do people need what you are going to provide Users / customers Competition

**Products / Services if you are running more than one project list them separately to match you objectives**

Description of service

- what will you be providing
- how and where will the activity(ies) / project(s) /service(s) run
- how does this address the needs identified
- how does this match your objectives
- who is involved in each project

Benefits / impacts

Premises (specification, description, cost, needs, etc.)

Equipment (requirements, cost, lifespan)

Suppliers (research into prices, can items be sourced locally, etc.)

Risk analysis

Monitoring

Evaluation

**Legal Issues**

Permissions required

Health and safety

Risk assessment

Insurance

Safeguarding/CRB checks

**Marketing**

How you will let people know what you do

**Budget**

Highlights from pervious year and/or pilot activity

Forecasts including income, expenditure, cash flow

Profit and loss

Sources of funding including applied for/secured funding, trading forecast etc.

Funding needs (e.g. the shortfall being sought)

**Possible Appendices**

- Action Plans
- Organisational chart
- Legal certificates, insurances
- List of the organisation's policies and procedures
- Latest audited accounts + Accounts for previous years
- Detailed financial projections
- Map of relevant area
- Key milestones

## Part 2 – Action Sheets

### 1. Planning Your Plan – see pages 7-10



#### Action - Make a note of

How often you will report back to the committee/trustees:

Who will be involved in writing your plan:

How you will involve them:

The best times to meet:

Where you will meet:

The questions you want to ask; you can circulate these before the meeting so that everyone has a chance to think about the subject beforehand:

How you will record all the ideas:

The name of the person responsible for producing the finished plan:

## 2. Relevant Sources Of Information – see pages 10-12



### Action - Make a note of

Any information that you think could be of use e.g. your charity/company number, address, legal structure/governing documents, minutes, accounts, booking records, building plans, funders, local population, parish plans, other local organisations:

## 3. Your Organisation's Structure – see page 12



### Action - Make a note of

Who makes decisions e.g. management committee, trustees, directors include: their names; their profession; what skills/experience/local knowledge they bring to the management group; how they have been selected:

How often they meet:

Any sub groups that take responsibility for certain tasks:

Who audits your accounts:

Who your members are and what rights/benefits they have e.g. do you have to be a member to use the service/facility provided if so how do you become a member e.g. is there an annual subscription or waiting list?

#### 4. Staff Information – see page 12



##### Action - Make a note of

Details of paid employees include: job titles; number of hours worked; main duties and responsibilities; specialist skills and expertise:

The number of volunteers involved in your organisation, include: how often they help; what they do; what skills and expertise they bring:

Any training your staff and volunteers need:

## 5. Stakeholder Analysis – see pages 12-13

Identifying your stakeholders

To understand how all the people/organisations with an interest in your activities affect your **organisation** you need to:

- Identify them
- Rank them in terms of the power they have to affect the decisions you make e.g. the management group has a lot of power while an individual who takes part in your activities may have very little power
- Rank them in terms of the level of interest they have e.g. both the management group and an individual who takes part in your activities both have a high level of interest in your **organisation**

As it can be difficult to decide where to place your stakeholders you may decide to do this as a group activity



### Action - Make a note of

All your stakeholders:

The ways in which each stakeholder affects the decisions you make:

How much power this gives them, use a simple scale 1 – 4. 1 equals low power, 4 equals high power :

The level of interest each **stakeholder** has, use a simple scale 1 – 4. 1 equals low interest, 4 equals high interest :

**Transfer the stakeholders details into the template provided**

Stakeholder Analysis Template

<b>High</b>	<b>Keep satisfied</b>	<b>Manage closely</b>
	<b>Monitor</b>	<b>Keep informed</b>
<b>Low</b>		
	<b>Low</b>	<b>High</b>
	<b>Interest</b>	

## 6. Pest Analysis – see pages 13-15



### Action – Take four pieces of paper:

On the top of each sheet write one of the following headings:

- Political
- Economic
- Social
- Technological



### Action - Under each heading list:

As many things as you can think of, put everyone's suggestions down, discuss why you think each belongs where you've put them. You will probably find that some things are closely linked:



### Action - Make a note of

The positive impact each items has on your organisation. How you can use any good opportunities:

The negative impact each items has on your organisation. How you can reduce any bad effects:

**Transfer this information into the PEST analysis template.**

**PEST Analysis Template**

<b>Political</b>		<b>Economic</b>	
<b>Issue</b>	<b>Impact</b>	<b>Issue</b>	<b>Impact</b>
<b>Social</b>		<b>Technological</b>	
<b>Issue</b>	<b>Impact</b>	<b>Issue</b>	<b>Impact</b>

## 7. SWOT Analysis – see pages 13-15



### Action – Take four pieces of paper:

On the top of each sheet write one of the following headings:

- Strengths
- Weaknesses
- Opportunities
- Threats



### Action – Under each heading list:

As many things as you can think of, put everyone's suggestions down, discuss why you think each belongs where you've put them:



### Action - Make a note of

Actions you can take to build on your strengths:

Actions you can take to improve weak areas:

Actions you can take to take advantage of good opportunities:

Actions you can take to reduce any threats:

**Transfer this information into the SWOT analysis template.**

**SWOT analysis template:**

<b>Strengths</b>		<b>Weaknesses</b>	
<b>Issue</b>	<b>Action</b>	<b>Issue</b>	<b>Action</b>
<b>Opportunities</b>		<b>Threats</b>	
<b>Issue</b>	<b>Action</b>	<b>Issue</b>	<b>Action</b>

## 8. Your Market and Competitors – see page 15



### Action - Make a note of

All the other organisations who do similar work to you:

Your differences:

Any organisations you work with:

## 9. Your Services – see pages 15-16



### Action - Make a note of

All your activities:

Which objective each meets:

How you know you need to provide this service:

## 10. Managing Risks – see page 17



### Action - Make a note of

The things that would stop you carrying out an activity:

How likely it is that each thing would happen:

What you can do to reduce the chance of this happening:

## 11. Legal Issues – see page 17



### Action - Make a note of

All the policies you need:

All the policies you have:

Any policies you need to write:

Please note that the following workbooks are also available:

Third Sector Workbook 1 – Getting Going.

Third Sector Workbook 2 – Policies and Procedures.

Third Sector Workbook 3 – Sustainable Funding.

Third Sector Workbook 5 – Developing Your Budget

Third Sector Workbook 6 – Marketing.

Third Sector Workbook 7 – Working with Volunteers.

If you require this information in another format, please contact 01768 840827 and we will do our best to meet your requirements.

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