**ORGNAME**

###### [Charity registration no. ]

###### [Company registration no. ]

Address

Tel

email

web-site

**Business Plan [years covered]**

#### Drafted [month of drafting]

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You can right-click on the contents table to update it at any time. This will work as long as you maintain the section heading formatting in the document.

# Using this template

Work your way through, removing the guidance in red type and the yellow-highlighting of the examples as you complete each section.

When you’ve completed the sections you definitely want, you can decide whether to amplify your Plan or discard the sections you don’t want.

# Executive summary

**Write this section last.** Use it to highlight in brief (usually in one page) the main points of your Plan.

You would also use it to highlight any significant changes planned, e.g. growth, down-sizing, merger, new activities, cessation of existing activities, internal restructuring, changes in legal status, relocation.

# History of the organisation

A brief explanation of the origins of your organisation.

# Legal and charitable status

ORGNAME is: e.g. unincorporated charitable association / charitable company / CIC / CIO ;

Add any plans for change of status.

# Objects [and area of benefit]

The objects as set out in ORGNAME’s governing document are:

insert Objects

[The area of benefit as [set out in ORGNAME’s governing document] / [and] [registered with the Charity Commission] is: insert area of benefit

This is a useful reminder at the head of the plan. Your mission statement will usually be more sharply defined than your objects, but it must fit within your objects and area of benefit. Otherwise you have a legal problem!

# Mission statement or statement of purpose

Use whichever name you prefer.

This statement sets out what difference you’re trying to make to the world around you.

The Statement should be:

* Brief (up to 40 words)
* Clear and memorable
* Inspiring
* Achievable
* Stable

The content should cover:

* Why we exist
* What we do
* Who for or with
* Anything else that makes us different (where applicable)

Example (32 words):

**ORGNAME exists to improve the quality of life of carers of older people by identifying gaps in provision, promoting mutual support, delivering direct support services and influencing practice in other public services.**

# Statement of values

This section is optional, but if you are values-driven it’s worth defining those values here. This statement is more inward-looking than the Mission Statement. It’s about how you see yourselves and/or the beliefs that drive you. It can explain both the things you choose to do and the things you choose not to.

Examples (both types of list can be combined):

ORGNAME believes strongly in:

* the right of carers to have a life of their own
* the right of carers to expect effective support in their valued role
* the importance of a safe environment where carers can share personal experiences with honesty and acceptance

ORGNAME sees itself as:

1. Caring and respecting people’s individuality
2. Promoting people’s rights
3. Enabling and empowering people to take action
4. Maintaining people’s confidentiality (subject to safeguarding issues)
5. Valuing the client and their contribution to the service
6. Non-condemnatory, judging situations not people
7. Independent of statutory services
8. Seeking and gaining the respect of professional colleagues
9. Working consultatively and collaboratively
10. Open and communicative
11. Knowledgeable, with a ‘can-do’ approach to problem-solving

# 

# Summary of achievements to date

This section is optional, but it’s a chance to remind yourselves and others of where you’ve come from.

Since its foundation in xxxx, ORGNAME has:

* Insert short list of key achievements to date

# Vision of success

This section is optional. If you haven’t done a visioning exercise there’s probably no point in inventing a vision.

In [year], ORGNAME will still be ...

By [year], ORGNAME will be:

* Insert short list of the things you hope to be or to be doing.

By [year], ORGNAME will have achieved:

* Insert short list of key achievements.

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# Unique selling proposition

This section is optional. Your claim to uniqueness may be quite localised. Don’t make claims you can’t substantiate. It could give the negative impression that you are unaware of other agencies working in the same field.

Examples:

The closest thing Milltown has to a one-stop shop for carers.

The only community-led care service on the Grimshaw Estate.

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# Equality statement

This section is optional, but of frequent interest to funders. It is worth inserting a short summary statement (not something running to several pages). You will then need to make sure that the information you are giving elsewhere in the Plan is compatible with this statement – and that if you mention a Policy then you actually have one!

Example:

ORGNAME is committed to equal opportunities principles in:

* designing and delivering its services
* recruiting and developing its paid staff and volunteers
* recruiting and developing its Board membership

[This commitment is set out in full in our Equal Opportunities Policy]

# 

# Governance

This section is optional. You may wish to set out:

* structure / frequency of Board meetings
* list of current Board members with summary of day job or professional expertise
* breakdown of Board membership in terms of gender / ethnicity / age / disability

# Quality standards

This section is optional, but of frequent interest to funders. You may wish to summarise any quality marks you have achieved or are working towards; or you may wish to highlight any non-accredited standards that you are consciously guided by.

Examples:

EXAMPLE 1

ORGNAME has achieved PQASSO level 1 and is aiming to achieve level 2 by October 2012. This work is led by ORGNAME’s Quality Group, a sub-committee reporting to the Board.

EXAMPLE 2

ORGNAME uses the King’s Fund quality standards for carers, “How Good is Your Service to Carers?”, approved by the Government as part of the National Carers Strategy. These standards cover:

* Information
* Providing a break
* Emotional support
* Support to care and maintain the carers’ own health
* Having a voice

The essential requirements to be met under this system are:

* Carers are involved in the organisation
* The service works in partnership with all local agencies
* The service is clear about its principles, delivery and monitoring
* All staff are appropriately trained and supported

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# Service user involvement

This section is optional, but of frequent interest to funders. There may be positive things you do which are worth setting out here.

Example:

ORGNAME will promote a strong sense of ownership and influence on the part of its service-users. It will do this partly by ensuring that all staff and volunteers are made aware of the need to maintain a listening and responsive approach. We will do this both at induction stage and through building this into ongoing training events.

In addition, we will:

* convene a quarterly service-user forum
* maintain a suggestions box in a prominent position on site
* encourage service-users to become company members, attend the Annual General meeting and stand for election to the Board

# Marketing strategy

This section is optional, but of frequent interest to funders, in the sense that they want to know how people get to know about your service. A very basic Marketing Strategy might look like the example in the box below. However, you may want to include a more detailed analysis of your different audiences and their communications needs, as suggested in our separate [Marketing strategy template](https://www.manchestercommunitycentral.org/sites/manchestercommunitycentral.co.uk/files/Marketing%20strategy%20template.doc).

ORGNAME will target current and potential service users through:

* leaflets in GP surgeries, hospitals and libraries
* open days and other public events, publicised through press releases to local press and radio
* presence at major events
* visits to schools, Surestart centres and other voluntary groups
* hosting visits by medical and social care professionals
* collaborative working with other groups
* maintaining its own web-site
* maintaining information on other key web-sites [insert names]
* an active social media presence using [Facebook, Twitter, Instagram etc]
* videos posted to [Youtube etc]

ORGNAME will target organisational stakeholders (local strategic planners and funders, operational partners) additionally through:

* inter-agency meetings and networks
* dissemination of the Project’s plans in summary form
* occasional news bulletins
* information-sharing via e-mail list

# Situation Analysis / Environment Analysis

This section is optional. You may well have carried out a SWOT[[1]](#footnote-1) or PEST[[2]](#footnote-2) analysis at some point during your planning process. You may or may not wish to display those in your Business Plan. They are a way of reaching decisions rather than a set of intentions. A middle course might be to place them at the end of your Plan as an Appendix, or you could insert a brief list of the key external factors you have noted in the main Strategic Plan, e.g.:

ORGNAME notes the following key changes in its operating environment:

* personalisation and brokerage in health and social care – with reallocation of existing funding streams
* extension of formal contracting and procurement of public services
* impact of Government spending cuts
* consolidation of the business model of NHS commissioning – purchaser-provider split, demands for “business case”, supply-chain commissioning
* more children surviving with complex needs
* greater focus on complex needs within continuing health care
* people generally living longer but with changing perceptions of care roles
* procurement-led commissioning in Manchester
* the growing administrative burden of regulation
* potential competition from bigger organisations with economies of scale and more effective use of information and telecommunications technology

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# Evidence of need

This section is arguably essential as it is the sort of information so often required for funding bids, so it is useful to have done your research in advance and have something you can draw on. It will usually consist of two elements:

* what you have gleaned from your desk research (indices of deprivation and other population statistics; the local authority’s Strategic Needs Assessment; any specialist research relating to your field of work, and
* what you have learnt from listening to your service users, past, current and potential. (Be careful that you gather information about needs, not just about how wonderful people think your service is)

If you’ve amassed a lot of information under this heading, you might wish to summarise it here and/or place it in an Appendix at the end of the Plan.

# Aims / Business strategy [years]

Sections on aims and/or business strategy form an important link between your mission statement and your activities. They break down your intentions in a more detailed way than the mission statement, but they are still fairly general.

#### Aims

It can be useful to number your aims, and to cross-reference all your planned activities to them. You should be able to trace each planned activity back to one or more of your aims. If not, you need to question why you are planning it in the first place (unless it is an activity purely for the purpose of net income generation, in which case you need to deal with it in the plan under that heading.) Examples of Aims:

The strategic aims of ORGNAME are:

1. To enable carers to manage their caring role more easily and more effectively
2. To enable carers to manage their own lives more easily and more effectively, and to pursue their own goals and aspirations
3. To enable carers to identify with and support each other
4. To exert a positive influence on the commissioning and provision of services by other agencies which impact on the lives of carers

The strategic aims of ORGNAME are:

1. Improved awareness and understanding of different cultures
2. Personal development through reduced isolation and increased confidence, motivation and self-esteem
3. Improved capacity to influence local mental health policy and services

#### Business strategy

Alternatively (or in addition) think about your business strategy. How are you aiming to flourish or grow or simply survive as a service? Are you planning to expand or down-size or merge or work in a consortium for example? Do you see your work as complete within the life-time of the plan?

Example:

ORGNAME has a two-stage business strategy, to be implemented during Years 1 and 2 of the Plan:

* consolidate and strengthen current service and meet the challenge of commissioning
* seek opportunities for collaborative working and diversification of funding sources

Key priority areas are:

#### Extension of the current core service

* Promote the ORGNAME brand more widely through redesigned web-site, retaining the name through any change of premises
* Try new methods to achieve effective outreach across the City
* (Longer-term) Explore extension of service to other districts

#### Personalisation and Brokerage

* Campaign to ensure core service is not subject to personalisation
* Focus on service-delivery not brokerage

#### Contracting in a Competitive Environment

* Business management: embed policies and procedures in organisational practice; improve data collection and use
* Human resources: strengthen staff training and development
* Networking: get involved in local and regional strategic planning

# 

# Funding strategy

This section is optional. You might include it in your Business Strategy or you might not have one at all. It is an opportunity to spell out in broad terms how you will earn your living as an organisation. Key issues to cover might be:

* diversifying types of funding and/or sources of funding
* charging for services
* preparation for tendering
* targeting grants
* direct fund-raising activities
* any non-primary-purpose trading (small or large scale? trading subsidiary needed?)
* how your values will impact on your fund-raising and income generation (e.g. any types of income you will refuse for ethical reasons)

# Service plan

This section is essential. It contains the practical detail about the services you intend to deliver. Firstly, list your services (if more than one). Example:

The main services offered by ORGNAME will be as follows:

1. Carers’ support service
2. Older Carers’ support service
3. Group advocacy

Then for each service, record the key information that you need to keep clearly in mind:

* which aim(s) does the activity relate to?
* you may wish to include all the key information about funding here (funder, grant / contract, amount, end-date, contact details) or (if that would result in duplication) just insert a brief summary
* it is useful to be clear about your monitoring and evaluation intentions at the outset – they should not be an afterthought; what difference are you trying to make to people’s lives? what would serve as a sign that you are achieving those intended outcomes? how will you actually gather evidence of those signs?

Example:

|  |  |
| --- | --- |
| SERVICE | **Carers’ support service** |
| Reason | Aims 1 and 2; quality standards 1, 3 and 4 |
| Activities | Telephone help-line (Monday to Friday 10am – 3pm)  Daily drop-in (Monday to Friday 10am – 3pm)  Home visits  Professional advocacy |
| Outcomes | Improved well-being of parent-carers  Increased self-esteem of parent-carers  Parent-carers have been helped to care for their learning-disabled child / relative  Family relationships have been sustained and breakdown prevented |
| Indicators | Carers report that these things are true  Cared-for person says care relationship has improved  Social worker says care relationship has improved |
| Evidence | Carer’s self-assessment by questionnaire  Carer’s joint assessment with ORGNAME staff  Carer’s assessment by social worker  Cared-for person’s assessment by social worker |
| Resources | Paid staff … Volunteers … Building … Telephone lines … |
| Funder 1 | Manchester City Council; contract no. xxx; £50,000 pa to 31/03/20; Jill Doe 234 9999 |
| Funder 2 |  |

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# Method of delivery

This section is optional, but of frequent interest to funders. Invitations to tender usually ask for this information specifically. You may need one explanation for your whole organisation or separate explanations for distinct services. Example (in brief):

Our paid staff members carry out an initial needs assessment on each new client before allocating a volunteer befriender to visit the client at home and provide the following forms of support (specifically excluding personal care and any lifting and handling): ...

# Partners and competitors / Other players

This section is optional, but of frequent interest to funders. It is an opportunity to list the key agencies whose work impacts on yours. As the same agency can represent both a partner and a competitor in different circumstances, it often makes sense to tabulate them together. Example:

|  |  |  |
| --- | --- | --- |
| AGENCY | PARTNER ROLE | COMPETITOR ROLE |
| Carers UK | Provides information briefings | No |
| Connexions | Takes referrals re disabled people in transition | No |
| Milltown Care Service | Refers parent-carers; takes referrals re respite and domiciliary care | Could be looking to diversify |
| Help the Elderly | Advice and information |  |
| Snodgrass Community Association | Sharing good practice (similar work on Snodgrass Estate) | Could be looking to expand its area of operation |
| Manchester Adult Placement | Takes referrals re disabled people and housing; makes referrals re disabled parent-carers | No |
| Manchester CC area social workers | Refer carers, social workers, social work students | No |
| Manchester CC Contact Centre | Takes referrals re needs assessments for disabled people and carers | No |
| University of Manchester | Makes placements of social work students | No |

# Marketing and communications plan

You may wish to set this out as a distinct section of the plan.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Marketing tool / Action | Timing - when | Who does it | Audience | Message / content |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

# Key objectives [year(s)]

This is where you can list some of the key things you’re intending to do, at least in Year 1. Remember that objectives should be SMART:

* Specific
* Measurable
* Allocated (to someone)
* Realistic
* Timetabled

Example:

|  |  |  |
| --- | --- | --- |
| WHAT | LEAD RESPONSIBILITY | BY WHEN |
| Develop older carers group | General Manager | April 2022 |
| Redesign & relaunch web-site | Administrator | April 2022 |
| Review book-keeping systems | Service Co-ordinator and Administrator (with accountant support) | May 2022 |
| Review volunteering strategy | Board | June 2022 |
| Wind up unincorporated charity | Company Secretary | July 2022 |
| Develop advice referral protocol | Development Manager | October 2022 |
| Develop city-wide outreach plan | Development Manager | October 2022 |
| Develop marketing plan | Development Manager | October 2022 |
| Develop plans for discrete help-line | Development Manager | January 2023 |
| Re-tender for current and related services as necessary | Development Manager (with consultant support) | To be determined by procurement timetable |

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# Internal policies and procedures

This is where you can keep track of:

* the policies you’ve got and when they’re due for review
* the policies you haven’t got and when you’re aiming to do something about it

Example:

We will keep policies updated covering the following areas:

|  |  |  |
| --- | --- | --- |
| POLICY AREA | Adopted | Action / Review |
| Adult safeguarding | Oct 2019 | Review if and when Protection of Freedoms Bill is enacted |
| Business continuity | - | Develop by Nov 2022 |
| Child safeguarding | Oct 2019 | Review if and when Protection of Freedoms Bill is enacted |
| Complaints | Jan 2020 | Review Jun 2025 |
| Confidentiality | Jan 2020 | Review Jun 2025 |
| Conflicts of interest | Oct 2019 | Review Jun 2025 |
| Corporate social responsibility | Feb 2020 | Review Jun 2025 |
| Criminal records | Oct 2019 | Review if and when Protection of Freedoms Bill is enacted |
| Equal opportunities (see CSR) | Feb 2020 | Review Jun 2025 |
| Financial administration | Jan 2020 | Review Jun 2022 |
| Financial reserves | Oct 2019 | Annually in October |
| Health and safety | Jan 2020 | Annually in October |
| Lone working | Jan 2020 | Review Jun 2025 |
| Quality assurance | Jan 2020 | Annually in October |
| Recruitment and selection | Oct 2019 | Review Jun 2025 |
| Staff handbook | Oct 2019 | Annually in October |
| Training and personal development | Jan 2020 | Annually in October |
| Volunteering | - | April 2022 |
| Written statement of employment particulars (template) | Oct 2019 | April |

# Staffing

It’s useful to be able to see the key information at a glance. Template for each post:

|  |  |
| --- | --- |
| Job title |  |
| Post holder(s) |  |
| Supervising |  |
| Supervised by |  |
| Grade equivalent |  |
| Contract type | Indefinite / fixed term to ... |
| Hours |  |
| Outline job description |  |

# 

# Volunteers

You could use this section for information such as:

* volunteer roles
* volunteer numbers and hours
* estimated monetary value of volunteer input

# 

# Insurance

You could use this section to summarise the key information. It helps you to check that your insurance cover matches your methods of delivery. Example:

|  |  |  |
| --- | --- | --- |
| TYPE | LEVEL | Renewal date |
| Employer’s liability | £10m |  |
| Public liability | £5m |  |
| Professional indemnity | £1m |  |

Activities covered by Professional Indemnity Policy:

* information and guidance
* emotional support

Activities not insured:

* lifting and handling
* counselling
* handling of medication

# Premises

You could use this section for information on current premises (and/or a specification for new premises if you are seeking a move), such as:

* location
* transport links
* physical access
* size
* cost
* facilities
* purpose and usage
* premises specification(s) if you are looking to move

# Budget and Strategic risk assessment

You will need a budget with all your figures in.

Remember that the biggest cost is likely to be staff salaries, and this is likely to have the most impact if you calculate it wrongly. The most common error is either to ignore the cost of employer’s national insurance contributions or to calculate them wrongly.

There are various ways of pasting, linking and embedding spreadsheet information into your plan, but they are all, to some degree, accident-prone. you may prefer to keep the financial plan in a separate spreadsheet and cross-reference numbered versions of plan and budget. You may wish to use our [budget template for a business plan.](https://www.manchestercommunitycentral.org/sites/manchestercommunitycentral.co.uk/files/Budget%20Template%20-%20Business%20Plan%20-%20May%202020.xlsx)

Macc also has a [template with guidance on risk assessment](http://www.manchestercommunitycentral.org/managing_risk) that you may find useful. you may wish to make this a sheet within your financial plan spreadsheet.

1. Internal strengths and weaknesses related to external opportunities and threats. [↑](#footnote-ref-1)
2. Political, economic, social and technological trends impacting on your work. [↑](#footnote-ref-2)