

Stage 3

Full Business Plan template

Name of Organisation

Name of Asset

X Years Full Business Plan

Date prepared: DD Month Year

Prepared by: Name of Author/s

Name of Asset

Address 1

Address 2

Village/Town/City

County Durham

Postcode

Telephone:

Email:

**Please read the accompanying guidance document carefully. The categories below are a guide for you to complete your business plan and there is a brief synopsis for each box.**

**Summary**

*You should complete this element last, as your plan develops it could inform your aims and objectives.*

**Aims**

*What are the aims of your organisation? For example, to provide services and activities to meet the needs of your community; to increase community cohesion; improve the health of the wider community etc. (If you have a constitution, your aims should also come from this).*

*e.g. To provide a place which acts as a focus point for the community and brings people together.*

**Objectives**

*These should be specific, measurable, realistic and time limited E.g.*

- *Develop a robust business plan which will guide the organisation over the next X years*
- *Grow activities to X (numbers/extent) by X (year)*
- *Take control of X asset on a lease of X years*
- *Improve the external appearance of X (Centre) to become an attractive place to visit and take part in activities*
- *Develop a clear plan to identify future requirements and funding needs supported by a clear evidence base to inform future funders*

*Secure capital funding to improve external appearance of the building and attract X new people by July 2023.*

**Overview of the Organisation**

*A brief outline of your organisation (you can detail more in the main body of the plan), what do you do and who uses it. A little of your history. Do you currently use/occupy a DCC Asset? This can include benefits of your centre to your community. Do you serve the immediate area or the wider community/surrounding areas?*

**Organisation/Governance**

**Activities**

**What activities do you currently provide**

*Which sessions, how often, what is the attendance etc. What services do you provide? What is the profile of the users of your building or asset? What age are they or do you have members who have disabilities for example.*

**Current Management/Group Structure**

*Who are your officers/officials and how many do you have? Are your official spaces filled etc.?*

**Legal Structure**

*Do you currently have a constitution (setting out your rules, objectives and how your group is managed)? Do you have any limited liability - are you Charitable Incorporated Organisation or Company Limited by guarantee.*

*Do you have Charitable Status? Provide details/charity number etc.*

**Legal Structure - Future Plans**

*Is the model that you have the best for any change in your circumstances in the future? For example, if you are a charity but have no limited liability, would it better to change to limited company? Detail any future changes, if you have any.*

**Staff - Current**

*Who do you currently employ and what do they do?*

**Staff - Future Plans**

*Do you need anyone else? What would they do?*

**Volunteers - Current**

*How many do you have, what do they do – do they form your committee or provide additional support, how often?*

**Volunteers - Future Plans**

*Where will your volunteers come from? If you need new committee members, how would you attract them? What sort of skills would they need? In terms of succession, do you need to bring younger people into your organisation – will they come from a youth club for example.*

**Members - Current**

*Do you change membership and/or subs now? What is it used for; do they get a discount on hire on your asset if you have one and is this worth it?*

**Membership – Future Plans**

*Are you planning any changes? Do you charge a membership fee or could you in the future?*

**Partners – Current**

*Do you work with any local or national organisations. For example, are you linked to the Area Action Partnership or other services within Durham County Council. Do you link with any organisations such as Durham Community Action who may be able to find volunteers for you?*

**Partners – Future Plans**

*How can you work with others in the future. How can they help develop your asset and can you help them in return?*

## Market

### **Market Research/ Assessing the needs of your community**

*Think about a survey. Think about what you know already about the people who use your asset (and those who don't – why not?). What do they need, where do they live, what sort of times do they want to use the building? What will they be willing to pay? Could your land or building be used during the day or in any other way to bring you additional income? Are there any other sports they would like to do? How do they know about you? Do they use your Facebook page for example? If you don't know this, you need a survey (which we can help you design).*

#### *Survey Results*

### **Service Users – Profile and Needs**

*This box should show the number of people who currently use your centre, their profile (how many men, women, children, age ranges, race, disability, etc) and what they want from the centre. Do your activities provide health benefits that will help address any illnesses. For example, do you do activities for older people? Is there a problem with ASB and your centre provides diversionary activities? Your survey should provide you with information or you can find out local statistics from here: [www.durhaminsight.info](http://www.durhaminsight.info) and can you show how the activities that you provide help to address any issues that are identified in these statistics.*

### **Competitors or Surrounding Organisations**

*e.g. other community centres, schools, churches for example. They are not just competitors though; they are often opportunities to work together. How much do they charge and why do people use them?*

### **Location**

*A little about your location, any issues (security, parking etc)*

### **SWOT Analysis**

*Overleaf is a SWOT Analysis. The SWOT analysis tool is framework to analyse your organisation and should be the starting point of your business plan. It's often better to do this section first. It*

should be used not only to identify what you do well but also where things could be improved and the barriers that could stop your organisation reaching its aims and objectives.

For example, a weakness may be that your income is lower than your expenditure. Your Opportunity would then be to expand the activities that you provide, could you attract service providers like a local GP surgery to do health outreach (e.g. flu vaccinations)? Your strength might be a strong committee, but weakness may be that they need more skills to manage the asset, e.g. finance training. Your future plan would then include identifying new members with those skills or to find some training to help with them.

Most of the detail that you put in this framework should be referenced in the wider business plan.

<b>Subject of SWOT Analysis: (what is it you are assessing e.g. you're building or the asset)</b>	
<b>Strengths</b>	<b>Weaknesses</b>
<b>Opportunities</b>	<b>Threats</b>

**Developing the Service**

**Activities/ Income Streams**

What are your plans for the asset and the surrounding area, what about parking, would residents support additional parking space? Lighting improvements, security etc.

If you have carried out a community survey, this section should be guided by that, you can then demonstrate you are meeting needs – important if you are looking for funding to do this.

**Pricing Structure**

How much do you charge at present, where are your sources of income coming from and where will they come from in the future. How much will you need and how will you develop that?

### **Equipment/Business Start Up**

*Are you just starting up your business, how long will it take to establish it? What sort of condition is your current equipment in? Do you need any new equipment which you need to apply for funding for? Will you need to buy in any equipment to take on the asset, for example, if you are taking on a park, would you do your own grass cutting or could you pool with other clubs in the area?*

### **PROMOTION**

*How do people know about your asset or business? Write about this here. What do you need to do to promote your service? This section would include sponsorship details; Branding or Advertising; Website or social media; Leaflets, noticeboard, press release etc.*

### **Managing your Asset**

#### **Policies and Procedures (this section is about what you have and what you may need)**

Some policies to consider:

- Membership Policy - membership criteria and membership forms, including additional provisions for junior members
- Equal Opportunities Policy - establishing an equity statement and its implementation through an equal opportunities policy
- Child Safeguarding - procedures to ensure that children, young people and vulnerable adults participate in your centre's activities without risk of abuse
- Vulnerable Adults - procedures to protect any vulnerable adults that may use your asset.
- Health & Safety - covering a range of issues including duty of care, risk assessment, insurance, first aid, emergency procedures, etc. (see Compliance Below)

#### **Licences**

*Please list the licences you will require, for example, if have a TV in your asset etc. or you may require a PRS Licence (Performing Rights Society) to play music at a community event hosted in your building. For more information on Licencing visit [www.durham.gov.uk/licensing](http://www.durham.gov.uk/licensing)*

## **Insurance**

*Your insurance will include public liability etc. Your Asset may be insured by the County Council and an insurance rental re-charged to you. Details of what this will cover can be provided but you can detail other insurance below.*

## **Compliance & Liabilities**

Following transfer of the asset, your organisation will be responsible for the compliance of the asset and take full liability for the site. This means that:

- you will recognise all property related health and safety issues.
- you take appropriate action to minimise any avoidable risks.
- the estate complies with appropriate statutory and regulatory standards.
- you will be adequately insured.
- your responsibilities for health and safety related issues are clearly defined and designated.

If your asset includes a building there will be associated costs for compliance testing which may well include emergency lighting, fire alarm maintenance and testing, asbestos management, fire extinguishers etc. along with those checks without cost implications such as first aid information, fire drills, etc. Advice and guidance is available on this from DCC and there may be an opportunity purchase a Service Level Agreement (SLA) to have some of the testing carried out. How will deal with these risks:

## **Grounds & Building Maintenance**

*Consider the implications of maintaining the outside area of a building or the perimeter of a site that you will be responsible for. Do you know the costs and who will carry out the work. You may already have volunteers that do this for you but if you will need to take on contracts, who have you approached or agreed details with? What are the costs?*

## **Training and Enhanced DBS Checks**

*Please detail training information e.g. coach training, welfare officer training, first aid etc.*

## **Risk Assessments**

*Which Risk Assessments do you carry out and what is the frequency*



## Finance

### Current Charging v Future Charges

*You detailed earlier how much your charges are but how much will you need to charge to be sustainable. Think about your regular outlays and meeting the costs of items such as compliance or pitch maintenance, along with regular purchases. Remember you will need to set aside a building maintenance fund if you have a building with your asset, for future repairs. This will need to match with your cashflow forecast. Detail below what the main challenges will be and how you will meet them. This should tie in with your cashflow forecast.*

### Grants

*Do you currently receive any grant funding and what could you get in the future (for example, are you supported by your Local Parish Council?) Bear in mind that reliance on grant funding is not sustainable, and that your activities should be able to support the efficient running of your building.*

### Funding Applications

*Do you have any applications in at present, and what could you consider in the future.*

### Financial Forecast

Year	Total Income	Total Expenditure	Balance (+/-)
2021 - 2022	£	£	£
2022 - 2023	£	£	£
2023 - 2024	£	£	£

## A separate Excel Spreadsheet can explain your forecast.

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It is useful to explain your income and expenditure in your Notes to the Cashflow so that everyone reading your plan understands where it has come from and is going to.

### Sources of Income may include:

Subscriptions	Details of expected number of hires plus projected income
Asset Hire to other	Details of any additional income your asset will raise
Other Membership Fees	Details of expected number of memberships plus projected income
Fundraising	Details of expected income from fundraising and events planned
Neighbourhood Grant	Details of any funding from Councillor's Neighbourhood Budgets
Parish Council	Details of any funding from Parish Councillor's Budgets
Other Grants	Details of other grants secured/expected with sources and amounts. Show months of payment on the cashflow forecast.

### Expenditure

Utility & Rental Costs	Electricity	£ and month paid
	Gas/Oil	
	Water Rates	
	Business Rates	
	Lease Rental	
<b>Insurance Costs</b>	Contents	
	Buildings (if applicable)	
	Public Liability	
	Employers	
	Personal Accident	
<b>Licences &amp; Registration</b>	TV Licence	
	Premises Licence	
	Alcohol Licence (if applicable)	
<b>Maintenance Costs</b>	Pitch or Track Maintenance / Marking	
	Pitch Furniture Maintenance	
	Building Maintenance	
	Floodlight Maintenance	
<b>Fees &amp; Registration</b>	League Registration/Affiliation Fees	
	Referees Fees	
	Training & Coaching	
	Auditor Fees	
<b>Staff Wages</b>	Staff Wages	
	Staff NI (if applicable)	
<b>Equipment Costs</b>	Kit	
	Balls & Other equipment	
	First Aid	
<b>Compliance</b>	Legionella Service	
	Emergency Lighting	
	PAT Testing	
	Fixed Electrical Testing	
	Fire Alarm Testing	

	Automatic/Roller Shutter Doors Servicing	
	Abestos Checks	
	Gas Servicing	
<b>Marketing &amp; Promotion</b>	Website Fees/App	
<b>Cleaning Materials</b>		

- Administration Costs – Details and amounts
- Marketing/Promotion Costs – Details and amounts
- Social Events/Trophies – Details and amounts
- Stationery – Details and amounts
- Catering supplies – Details and amounts
- Bank Charges – Details and amounts