**Introduction to template**

The following template includes standard sections contained within a comprehensive business plan. You can use this as a guide and tailor your business plan to meet your needs, including the amount of detail that is relevant for each section.

In addition, you may also wish to use some sections of the plan as standalone to focus on a particular element or issue – e.g. your financial position including the relevant financial documents.

This document should be read in conjunction with the How to Guide, ‘Enhanced Business Plan Guide’. We have provided questions, text and other examples in order to prompt your thinking in each section. This text will be included in italics (e.g. *What is the staffing/volunteer structure and what skills are available?)* For more examples and guidance, please see the How-To Guide.

Ideally, we recommend this plan isn’t completed by one person. It should result from discussion, collaboration and problem solving from a few people within your organisation who know it well. Give yourselves plenty of uninterrupted time and, if necessary, split the task into two or three sessions – it is worth investing enough time to make sure you have a realistic and robust plan. To really make the most of the process we **strongly recommend** you get in touch with your Sported local contact or the Sported Member Services department (membership@sported.org.uk) to develop the plan and/or elements of it.

If you have any issues with this template, or further questions, please do get in touch.

Sported Network Services Department

[membership@sported.org.uk](mailto:membership@sported.org.uk)

***Name of your organisation***

**Period the plan covers: (date-date)**

**Private/Confidential Document**

**Contact details:**

**Charity number (*if applicable*):**

**Main contact(s):**

**Main venue:**

***[Picture of your activities]***

**Confidentiality *(Optional)***

This organisation business plan is confidential and contains information that is proprietary to this organisation. The information in this plan may not be reproduced or disclosed to any third party without the express permission, in writing, of this organisation.

**Table of Contents**

1. Executive Summary
   1. Who are we?
   2. Scale
   3. Impact
   4. Values
   5. Target groups
   6. People
   7. Legal structure
2. Where are we now?
   1. Strengths and weaknesses
   2. Who else is in your space?
   3. Local context
3. Where do we want to be?
4. How will we get there?
   1. Aims and Objectives
   2. Risk analysis
5. Action Plan to implement this plan
6. Appendices
   1. Strategies
      1. Partnerships
      2. Fundraising and sustainability
      3. Marketing strategy
      4. Finance
      5. People
      6. Technology
      7. Premises and facilities

**Executive Summary**

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| **Who are we?** | *Summarise what you do here; try to be concise.* |
| **Scale** | *Provide a snapshot of what you are currently delivering*  **Current Activities:** *What activities are you currently delivering?*  **Size:** *Number of participants and sub-groups/sections*  **Location:** *What area does your organisation operate in (local, regional, national)? Provide the main address(es)/location(s) for the delivery of your activities.*  *Detail the facilities you use (e.g. gym hall, pitch, park) and whether you rent or own the space (include lease arrangements, planned asset transfers, etc).* |
| **Impact** | *A single sentence describing the big change you will make. How do you hope your community/target group will be changed as a result of your efforts. Try to describe what your desired environment would look like after a set period of time. You can include phrases such as 'a place where...'*.(*This could also be your vision*). |
| **Values** | *What values and principles guide your work? Choose 3-10 words.* |
| **Target groups** | *Which specific young people, group or specific areas are you looking to target? What are the ages, backgrounds, issues the community is impacted by, etc.* |
| **People** | *What is the staffing/volunteer structure and what skills are available?*   * *Who is involved in running the group?* * *What are their roles? (e.g. management, coaching, admin)* * *Are they full or part time, paid or voluntary?*   *Name: Kathryn*  *Position(s): Chair of committee (volunteer)*  *Experience: 15 years’ experience in running charitable*  *Name: Rehana*  *Position(s): Treasurer (volunteer)*  *Experience: Qualified accountant*  *Name: Evan*  *Position(s): Safeguarding Officer (volunteer)*  *Experience: Safeguarding qualification* |
| **Legal structure** | *How is the organisation is set up?*   * *Legal structure - e.g. constituted club, Charitable Incorporated Organisation, Registered Charity, Community Interest Company. If applicable, provide the number associated with the regulator.* * *Number and relationship of directors - e.g. trustees, committee members, board of directors.* |

**Where are we now?**

**Strengths and weaknesses, opportunities and threats**

*Use a SWOT analysis table to outline the capability of your organisation. Make sure you cover partnerships, funding, marketing, finance, people, technology and premises along with any other issues. You can use the table below:*

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| **Strengths (internal)**  *What are you good at? (e.g. financial position, embedded within the community, staff skills, business model, current local policies)* | **Weakness (internal)**  *What are you not good at? Where do you have opportunities to improve? (e.g. staff shortages, skill gaps, overreliance on grants, technology, administration)* |
| **Opportunities (external)**  *Where do you see possibilities for your organisation? (e.g. trends, new projects, new audiences, new funding streams)* | **Threats (external)**  *What do you see on the horizon as being potentially harmful to your organisation? (e.g. funding shift, demand change)* |

*Following the completion of the table, reflect on how you will capitalise strengths and opportunities while mitigating weaknesses and threats.*

**Who else is in your space?**

*Describe the market you are in and identify any key stakeholders and / or competitors stakeholders for your organisation. It is an opportunity to define your 'unique selling point' or the reason that your activities attract and sustain membership.*

*Describe overlaps and differences with other organisations. In other words, there could organisations competing for the same services or target groups. There could also be organisations that you could partner with.*

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**Local context**

*Why is there a need for your organisation / project? What are the issues impacting on the local community and/or your specific target group? How have you identified this need?*

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**Where do we want to be?**

*Based on the above, 'Where are we now?', list the key issues/opportunities (aim for between 5-7 ) that your organisation has to focus on over the next 12 months . Remember, these are the really important things that you must deal with and they may take more than 12 months to complete.*

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| *Issue/Opportunity 1:*  *Rationale:*  *Issue/Opportunity 2:*  *Rationale:* |

**How will we get there?**

**Aims and Objectives**

*The first step in putting together a plan is turning your main issues/opportunities into actionable aims, as well as shorter term objectives for the next 12 months. The objectives are effectively the actions you will take.*

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| Issue/Opportunity | Aim | Objectives |
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**Risk analysis**

*Summarise any risks that you have identified throughout the business plan or through a risk assessment process. Explain how you intend to minimise or control the risks identified.*

[*Sported risk register template available.*](https://thehub.sported.org.uk/resource/risk-register-template.html) *Can either include in this section or attach as an appendix.*

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| **Risk** | **Consequences** | **Risk Level** | **Mitigating Actions** | **Early Warning Signs** | **Other** |
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**Action Plan to implement this business plan**

*In order to make this plan happen, you must put together an Action Plan. First, transfer the aims and objectives from the “Aims and Objectives” section into the first two columns in the table below. Then complete timescale, resources, responsibility and desired outcome.*

[*Sported action plan template available*](https://thehub.sported.org.uk/resource/action-plan-template.html)*. Either include directly in this section or summarise or attach as an appendix.*

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| --- | --- | --- | --- | --- | --- |
| **Action Plan from *[Date]* to *[Date]*** | | | | | |
| **Aim (transferred from above)** | **Objectives**  **(transferred from above)** | **When – target completion date** | **Resources required – people, finances etc.** | **Responsibility** | **Desired Outcomes=** |
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**Appendices**

***The appendices include anything that supports or expands on other sections, allowing you to keep the main body of the business plan clear, brief and logical.***

***A very common appendix is a strategy linked to specific actions mentioned within the business plan. We have outlined a number of common strategies that are included within a business plan, along with available templates.***

***Strategies***

*Partnership Strategy*

*Are there are any partners that you intend to work with in order to develop your organisation and/or achieve your objectives. Briefly describe the rationale for working with them, and what the partnership will involve.*

*Highlight any risks associated with relationships and describe how you intend to mitigate this risk.*

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*Fundraising and Sustainability Strategy*

*Map out how you are going to fundraise for the additional funds required to develop your organisation. Whether this is for internal developments relating to staff or for extra delivery costs, you need to think strategically what you will be doing differently or additionally versus what you have done in the past.*

*If you have developed a full fundraising strategy with Sported, use this section to complete a summary and attach the full plan as an appendix.*

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*Marketing Strategy*

*Outline a marketing strategy to support your aims and objectives. How will you promote the work of your organisation or this project? It is important to consider which mechanisms/channels will help you reach your target groups and what will be your key messages for this audience.*

[*Sported marketing plan template available.*](https://thehub.sported.org.uk/resource/marketing-plan-template.html) *Include a summary and attach the full plan as an appendix.*

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*Finance Strategy: Costs & Income*

*You should write a brief (and positive) outline of your financial position. This can include an overview of your costs (expenditures) and the income you forecast for the coming years.*

*Costs*

*Input a summary of your main expenditure costs and timescales here. When thinking about your costs, it’s helpful to refer to “fixed” costs e.g. rent, insurance and “variable” costs e.g. minibus petrol and parking. Use this section to focus in on the short to medium term view and include extra detail within supporting documents.*

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*Income*

*Summarise both secured and forecast income over the business plan time-period. Where you have been successfully awarded or received notice of a grant, reference the details so that it is evident you have secured the income. Likewise, separate and distinguish forecast income, such as participant fees or refreshment sales for the next season.*

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[*Sported cash flow statement template available*](https://thehub.sported.org.uk/resource/cash-flow-statement-example.html)*. Include summary and attach statement as an appendix.*

*People Strategy*

*Outline any recruitment and/or development of staff and volunteers you will need to do to meet your objectives.*

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*Technology Strategy*

*If you need to utilise or update technology in order to deliver your objectives, then add in here (e.g. website, electronic registers apps, virtual streaming platforms)*

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*Premises and facilities Strategy*

*If there is any need to adapt/refurbish or consider alternative/additional venues then outline this here.*

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*You may also wish to include other supporting documents - examples include:*

*Income Statement (*[*template available*](https://thehub.sported.org.uk/resource/income-statement-template.html)*)*

*Cash Flow Statement (*[*template available*](https://thehub.sported.org.uk/resource/cash-flow-statement-example.html)*)*

*Balance Sheet (*[*template available*](https://thehub.sported.org.uk/resource/balance-sheet-example.html)*)*

*Risk Register (*[*template available*](https://thehub.sported.org.uk/resource/risk-register-template.html)*)*

*Project Plan*

*Safeguarding Policy*

*Equal Opportunities/Diversity Policy*

*News articles featuring your group*

*Research*

*Weekly timetable*

*Governing document*

**For any issues accessing the appendices or for clarity on any section included within this report, please contact *name, email and phone number*.**