



Community &
Voluntary Services
cheshire east

Business Planning

session 3

Take away task feedback

- What was difficult?
- Any surprises?
- Did you identify new stakeholders and ways to communicate with them??



Aims and Outcomes

To equip you and your organisation to plan for the future, and understand where your services fit in the wider sector

By the end of this session you should have increased:

- Confidence to complete a SWOT analysis
- Ability to demonstrate organisational competencies
- Understanding of the cultural web

What we'll cover today:

Internal factors.....

- SWOT Analysis
- Joint CV
- Competency Tree
- Cultural Web



Other Internal Analyses

You could try....

- The Capacity Assessment Grid
- McKinsey 7-S
- Appreciative inquiry
- Portfolio analysis

SWOT analysis

- Strengths
- Weaknesses
- Opportunities
- Threats

	Strengths	Weaknesses
Opportunities	Options for using strengths to take advantage of opportunities	Options for overcoming weaknesses that prevent pursuing opportunities
Threats	Options for using strengths to reduce likelihood and impact of threats	Options for addressing weaknesses that will make threats a reality

Strengths and Opportunities



Weaknesses and Threats

Threats
Competitors

Weaknesses
loss funding
Reliance People
Reactiveness

The image shows a handwritten diagram with the words 'Threats' and 'Weaknesses' in large green letters. 'Threats' is positioned above 'Weaknesses'. The word 'Competitors' is written in smaller green text above 'Threats'. The word 'loss' is written in smaller green text to the left of the 'e' in 'Weaknesses', and 'funding' is written in smaller green text to the right of the 'e'. Below 'Weaknesses', the words 'Reliance People' and 'Reactiveness' are written in smaller green text, stacked vertically.

Scenario

The 'Young Knutsfordians' youth club meets in a school hall, in the town centre. It covers the age group 11-16 and meet on a Friday evening. The organisation has been running for over 30 years, but is always looking for grants and donations to keep going. It has a dedicated team of staff and volunteers.

The club has indoor games, crafts, cooking etc. It uses surplus food from the local supermarket, and often sell crafted products locally.

Strengths

Staff and volunteer commitment
 Only youth group in town
 Has a good reputation
 Is well attended by young people
 Has good stakeholders

Weaknesses

Static in delivery methods
 Overly reliant on volunteers
 Needs funding
 Only open for a limited number of young people (space / funding)

Opportunities

Could run more sessions
 Could open to different ages
 Sustainable funding – through charging model
 Town has lots of families

Threats

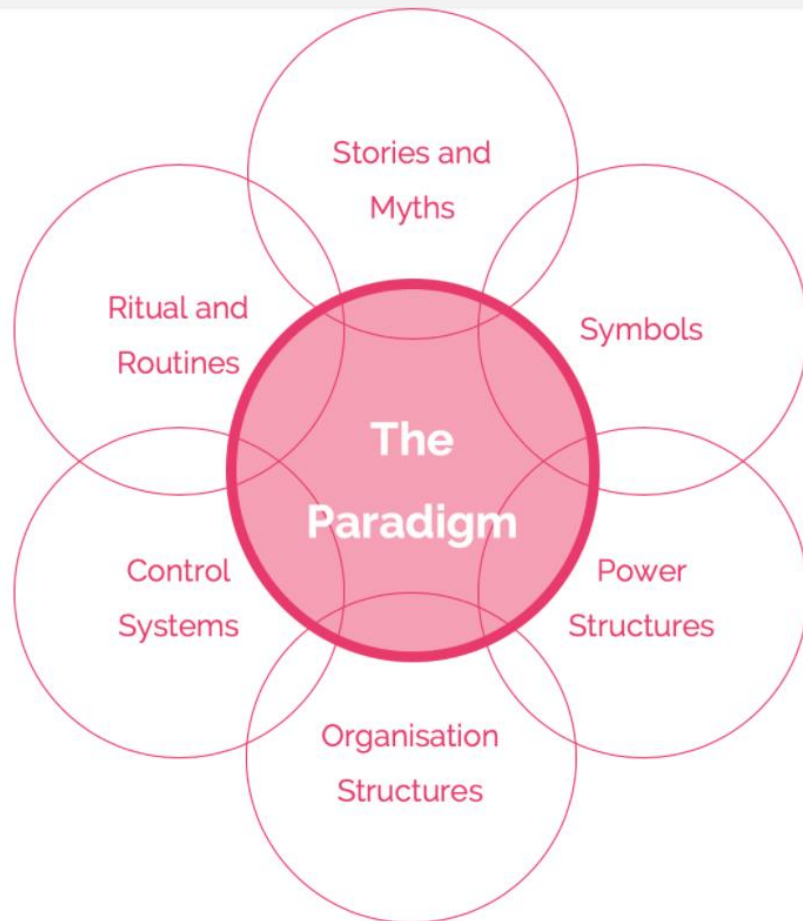
A new youth group could start - competition
 Staff or volunteers could leave
 Young people could get bored and leave
 Stakeholders could become disinterested

Break

Back in 5.....



The Cultural Web



The Cultural Web

Stories and Myths

Rituals and Routines

Symbols

Control Systems

Organisation Structures

Power Structures

The Cultural Web

Analyse the current
situation



Analyse the ideal
situation

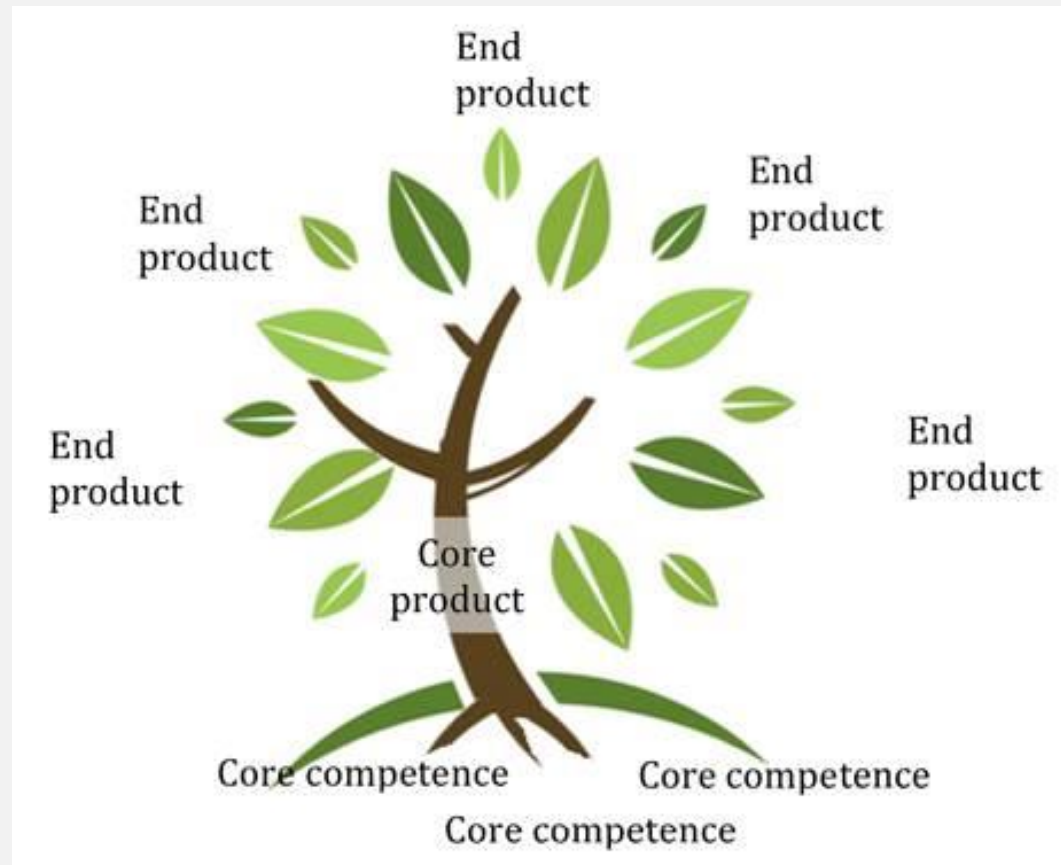


Map the differences



Address the differences

Competency Tree



Core Competencies

Types of competencies

- Experience
- Qualifications
- Professional Bodies
- Quality Marks

What is a business plan?

Component Parts

1. Executive summary
- ✓ 2. About your organisation
- ✓ 3. What we do
- ✓ 4. Our market
5. Market research and testing
6. How we reach our market
- ✓ 7. Market analysis
8. Operational plan
- ✓ 9. People, management and governance
10. Our impact
11. Cost and income structure
12. Financial forecasts
13. Risk map

Questions

- Take away task
- Future Weeks
- Offers of expertise