



Community &  
Voluntary Services  
cheshire east

# Business Planning

## session 6

# Take away task feedback

- What was difficult? Any surprises?
- Do you have a budget – have you explored full cost recovery?
- What income generation methods might you use?



# 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 managing risks
- Understanding of the SOSTAC framework
- Confidence to complete your business plan

# What we'll cover today:

- Risk management
- SOSTAC Framework
- Recap of business plan components
- Writing your executive summary



# Managing Risks

- Are you a risk taker – or risk averse?
- Identify
- Determine Appetite
- Analyse
- Prioritise
- Reduce and Control
- Give Assurance



# Identifying risk

- Governance
- Organisational
- Regulatory
- Financial
- Reputational



# Analysing and Prioritising risk

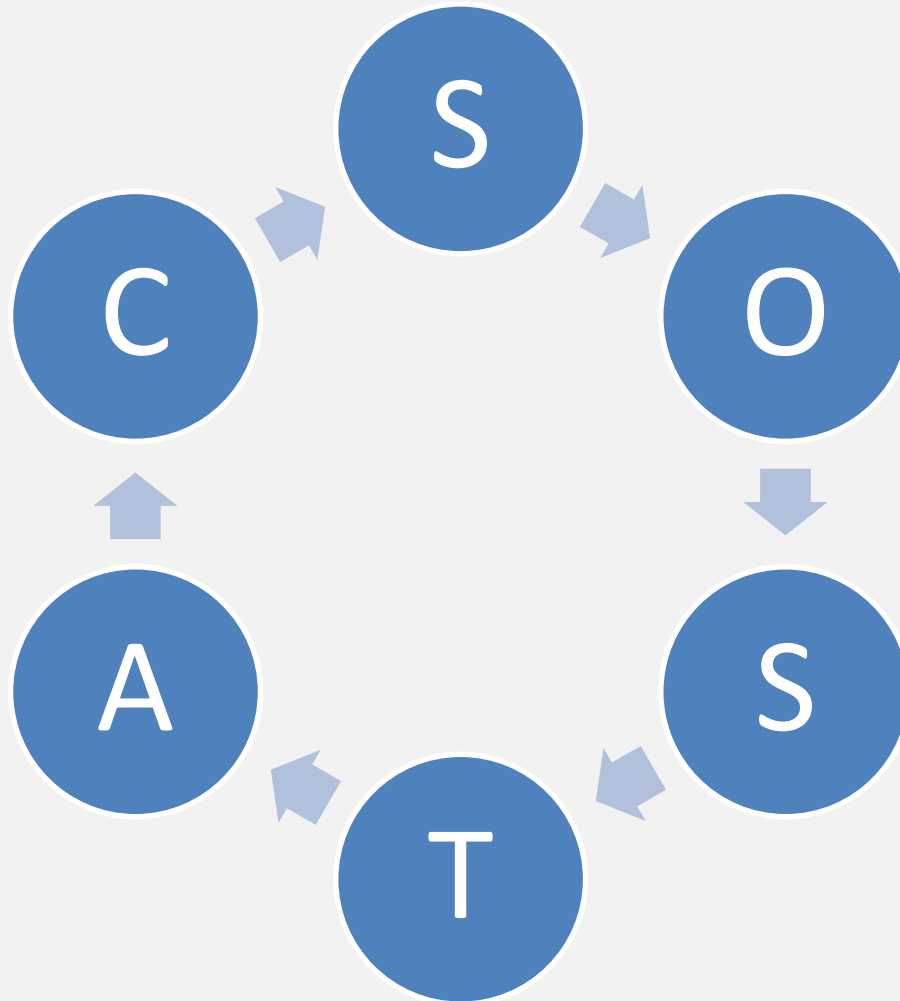
<b>Impact</b>	Extreme/ Catastrophic	5	10	15	20	25	30
	Major	4	8	12	16	20	24
	Moderate	3	6	9	12	15	18
	Minor	2	4	6	8	10	12
	Insignificant	1	2	3	4	5	6
			1	2	3	4	5
			Remote	Unlikely	Possible	Probable	Highly Probable
			<b>Likelihood</b>				

## Reduce, Control and Give Assurance

- By having sensible internal controls – good financial management, policies & procedures, trustee code of conduct
- Everyone in the organisation is clear about their role and responsibilities
- By having insurances which help to manage against the main risks – public liability, employers liability, professional negligence, trustee liability insurance
- By having the right organisational structure which protects Trustees –i.e. incorporation where appropriate
- By taking appropriate professional advice when necessary and investing in board training and development

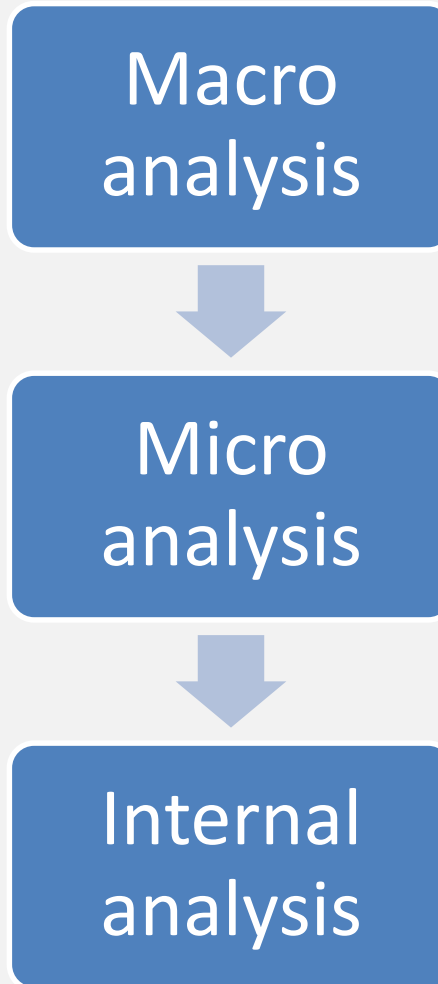








# Situation

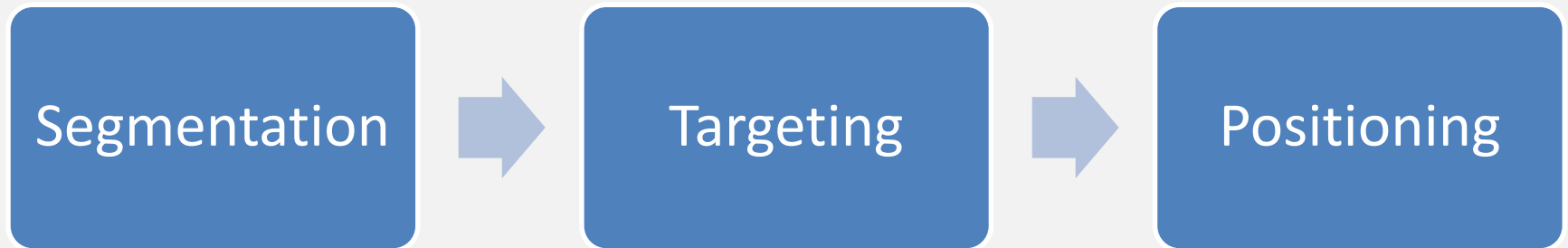


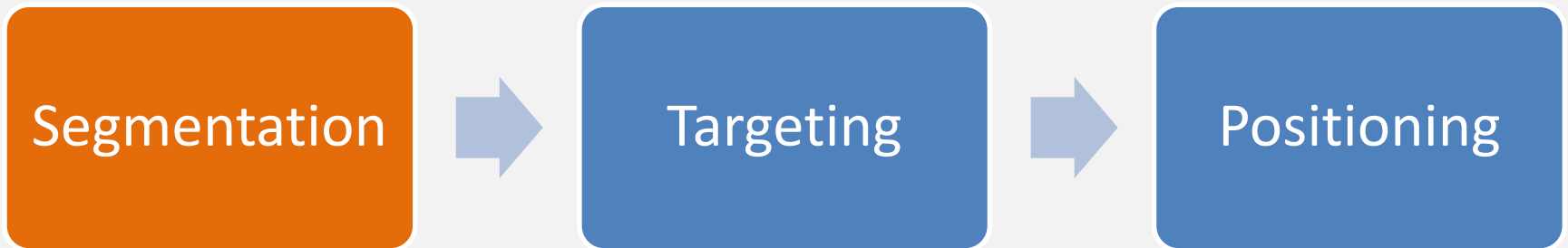
# Objectives

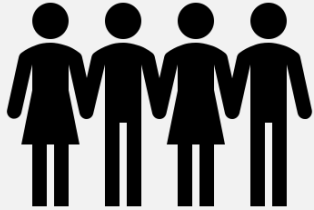


# Strategy









Demographic



Psychographic



Geographic



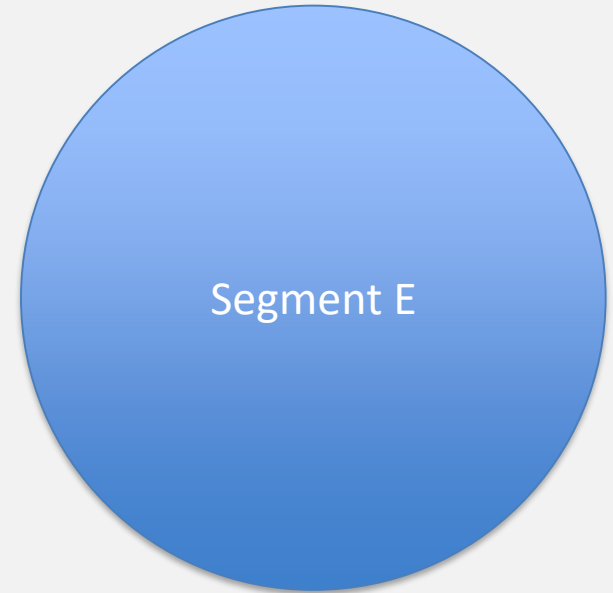
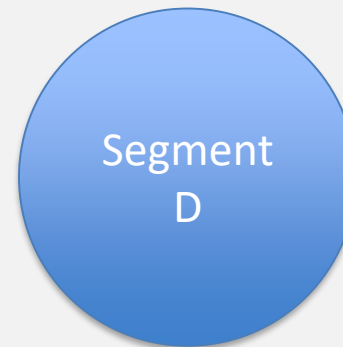
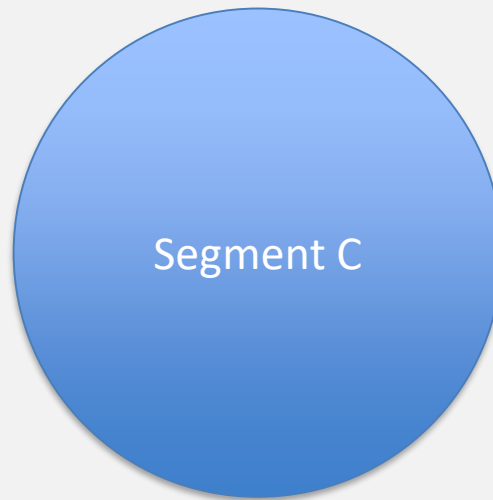
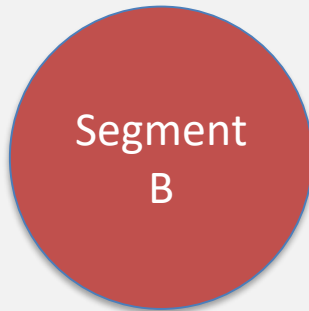
Behavioural



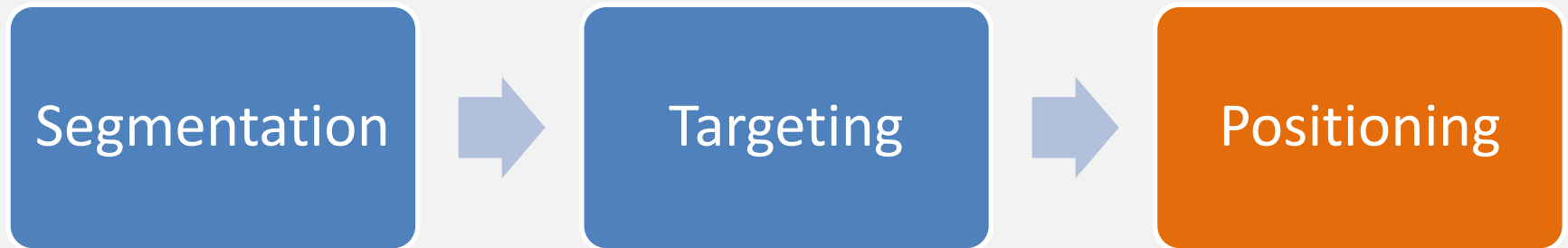
## Personas...













Tom Sant

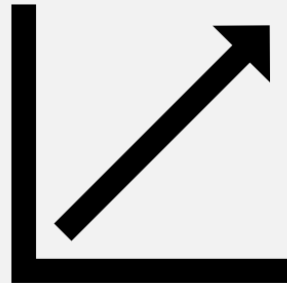
# Tactics



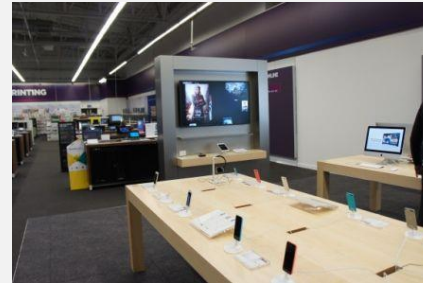
Product



Price



Place



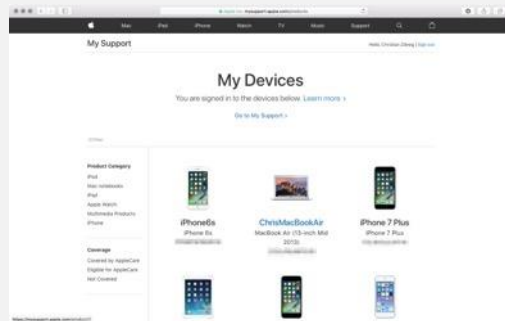
Promotion



People



Process



Physical evidence



Product

Price

Place

Promotion



People

Process

Physical evidence



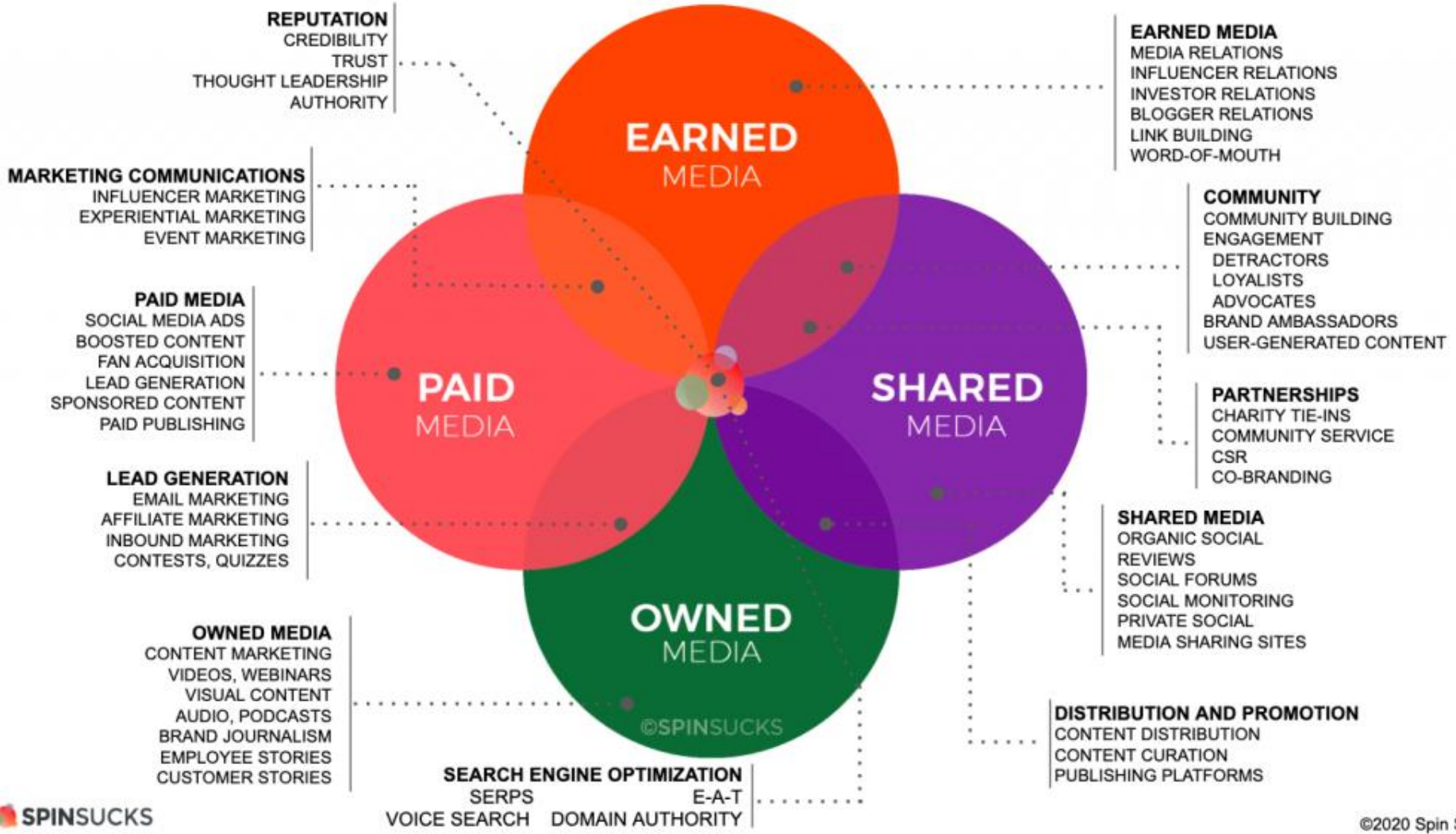
Paid

Earned

Owned

Shared



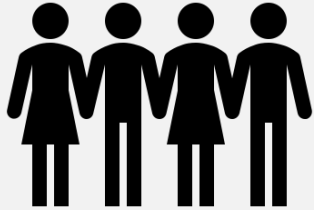


Cognitive

Affective

Conative

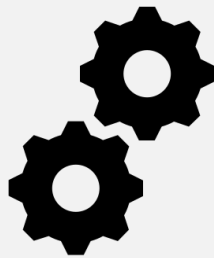
# Actions



Men (people)



Minutes



Machines



Money



# Controls



# 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



# Your business plan

## Week 1

Mission, aims and objectives

## Week 2

External factors: PESTLE, Porters 5 forces, stakeholder analysis

## Week 3

Internal factors: SWOT, cultural web, core competencies

## Week 4

Knowing your market, operational planning

## Week 5

Reporting , resource planning, income generation

## Week 6

Risk management, marketing

# Executive Summary

- Keep positive
- Keep brief

Include:

- Who you are
- What you do and why
- Your market
- How will you make it happen

# Questions?

## Evaluation

- Knowledge of what makes up a business plan
- Understanding of key analyses
- Understanding or how to cost and resource your business plan
- Confidence to create your own business plan

<https://www.surveymonkey.co.uk/r/K5D3K5F>