

Introduction

A business plan is a written document that describes the social enterprise, its objectives, its strategies, the market it is in and its financial forecasts. It has many functions, from securing external grant funding and finance to measuring success within your business. It is very useful to have a realistic working business plan – especially when you're starting up a social enterprise and looking for grant funding.

This section introduces the Business Plan template we developed for new start social enterprises. It is made up of a number of easy-to-follow sections providing an ordered checklist. These can be adapted to the needs of each social enterprise. Social enterprises that have completed the Group Development Workshops will have much of the information needed to hand. Some sections will only need a few lines, while others will be in greater depth. Detailed information can be placed in the appendices, so that the business plan itself is kept straightforward and readable.

BUSINESS PLAN TEMPLATE: Social Enterprises

Front Sheet

Name of organisation

Title: Business Plan (Dates: Month, Year – Month, Year)

(can be called Development Plan / Project Plan)

Contact Details

(Picture/ logo optional)

Contents Page

List of contents

Executive Summary

Synopsis of the key points from the entire plan, highlights of each section of the rest of the plan

Mission and introduction

Mission statement in full

Values and objectives

Explanation of purpose

Duration of plan (number of years)

Background of organisation	<p>Brief history of the group, when started, who started it, why started (feasibility studies/needs analysis)</p> <p>Current legal structure, date registered</p> <p>Volunteers/ Staff</p> <p>Geographical location</p>
Context	<p>What are the needs/ gap? Who are will be the beneficiaries/ clients? Relevant social cultural, environmental, economic</p> <p>details. Indices of deprivation (if relevant, needs analysis, community assets, reference to parish plans, local strategies</p>
Brief review of the organisation	<p>Current position</p> <p>SWOT analysis (strengths, weaknesses, opportunities and threats – external)</p> <p>Partner Organisations (contracts, agreements, Who? When?)</p> <p>Any external recognition (awards, commendations, press publicity etc)</p>
Stakeholder Involvement	<p>Stakeholder analysis / involvement</p> <p>Venn diagram</p>
The market	<p>Specific market need</p> <p>Users, beneficiaries/ customers</p> <p>Grant funding, public procurement prospects</p> <p>Competition</p> <p>Scale of goods and services needed</p> <p>Potential for future fundin</p>

SOCIAL ENTERPRISE BUSINESS PLAN

Products / Services	Description
	Benefits / Impacts
	Objectives
	Ensuring quality of delivery, monitoring & evaluation
	Explanation of how your social aims are being met
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Marketing Strategy	Current activity
	Marketing objectives and targets
	Marketing plan
	Monitoring and review
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Operations	How and where the business will run. Production facility/ premises (specifications, description, cost, garage needs, etc.)
	Equipment (requirements, cost, lifespan)
	Suppliers (Locally sourcing, Research into pricing)
	Organisation's limits (production / capacity)
	Environmental Policy
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People	Management team if any (number, experience)
	Board members (number, roles, experience)
	Staff (number, roles)
	Staff development (training)
	Equal opportunities
	Other agencies / partnership working
	Volunteers (number, roles)
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Governance	Organisational model
	Roles and responsibilities

(If a Co-op: 7 ICA principles)

Legal/ Regulation

Planning/ other permissions required. CRB checks

Health and safety

Insurance / Risk assessment

Financial Performance

3-year Forecasts

Income and expenditure

Cash flow analysis (include different income forecast (tied in with operational limits)

Break even / gap analysis (only if appropriate)

Sources of funding/ finance (table to show funding / match funding / status of application / trading forecast details)

Funding needs (bottom line – shortfall)

Future development

Organisations limits

Choices available

Strategic aims and objectives

(Fundraising strategy, strategy to recruit volunteers, etc)

Action Plan

Tasks and responsibilities, timetable and milestones

Appendices

Can include:

- Memorandum and Articles of Association
- Stakeholder analysis
- CV's of Board of Directors, salaried staff (if any)

- Job descriptions
- SWOT analysis
- Customers/ Beneficiaries testimonials
- Information about Awards
- Brochures
- Marketing information (e.g. data)
- Organisational chart
- Legal certificates, insurance, etc.
- Latest audited accounts if available
- Further information to explain financial information (if necessary)
- Financial forecasts: cash flow statement, projected profit & loss
- Co-op definition + 7 ICA principals
- Letters of support

Table: Example to show current status of raising finance to start the social enterprise

Grant funding	Value £	Status of application	Total estimated budget
1			
2			
3			
Finance			
Share issue			
Loans			
Trading income			
Total			