Club Name

Business Plan

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# The plan in a nutshell

*Short and snappy to entice people to delve into the rest of the plan. Include headline financial figures It may help to write this at the end*

## Executive summary

# Where we want to be

*What do you want your world to look like, be ambitious: you may never get there The mission statement should be a concise statement of how you will get there Use SMART1 as a template for objectives, and limit to a maximum of 5 Keep the background short and relevant to the plan and the intended audience, it’s easy to write too much.*

*Covering:*

*- Organisation mission*

*- Vision*

*- Priorities*

*- United club ethos*

## Vision

## Mission statement

## Headline objectives

## Background/history of the club

# How we will get there

## Activities & services

*What problems are you addressing? What is the need? What solutions do you have? Who are you competing against and why are you different? Do you have appropriate facilities to make it happen? How will you work with others? How do your activities and services match with local and national strategies & policies?*

*Covering:*

*- Facilities*

*- Planning culture*

*- Application*

*- Improvement*

*- Offer*

*- Understanding*

*- Partnerships*

*- Development*

*- Delivery*

*- Diverse revenue*

## People

*Who is currently in your team? Do you need others to come onboard to help? If you need more people what roles are needed, and where do they fit in to achieving your goals? What makes you different? Why are people onboard with you? A simple chart to show structure with main roles and responsibilities is normally better than words*

*Covering:*

*- Roles & responsibilities*

*- Financial skills*

*- Culture*

*- Capability*

*- Capacity*

*- Satisfaction*

## Club structure

*Don’t fall into the trap of saying too much unless your audience really needs it, use appendices where needed. A summary of your governance including keys policies and how big decisions are made helps to build trust*

*- Structure*

*- Operational structure*

*- Risks & obligations*

*- Financial management*

*- Policies & procedures*

## Marketing & communications

*Who’s the target audience? How will you reach them? Consider what your target people respond to and what networks and behaviours they have*

*- Reporting*

*- Transparency*

*- Listening*

*- Understanding the market*

*- Methods*

*- Delivery*

## Performance

*How do you know you are making progress? Think about including short- and long-term targets, whatever you include they should all be SMART so you can revisit and measure your progress over time Although primarily focussing on the future targets it’s good to provide some justification by referencing past performance that informs these goals*

*Covering:*

*- Impact*

*- Monitoring & evaluation*

## Financial targets

*Typically include Profit & loss, balance sheet &* ***3-year forecast.*** *Highlight the assumptions behind your main figures and ensure they are realistic Consider a cashflow depending on the audience and detail required*

*- Financial management*

*- Financial health*