

BUSINESS PLANNING FRAMEWORK 2020-23

Summary: To introduce a new framework and format for future business plans

Recommendations:

To comment on the new format before final design

Officer Ref: Andy Parsons, Chief Executive Officer
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Introduction

- The business plan framework (attached as *Appendix A*) is a one-page 'transformation map' of how the organisation will achieve its desired outcome (shown in the top right hand of the framework) by the end of the plan period.
- For a business plan to be successful it shouldn't just be a list of actions that need doing. It is absolutely paramount that our people feel equipped and supported to fulfil their roles to the best of their ability and that we have the right processes in place to enable them.
- The format is based on four key themes:
 - People (input) – our employees, Board members and volunteers
 - Process (input) – how we do things around here
 - Customer (output) – the beneficiaries of our work
 - Finance(output) – the sustainability and resilience of the Board

*Great **people** using the best **processes** leads to
happy **customers** and healthy **finances***

Progress to date

- On 22 October we held an all employee workshop day, with the afternoon session focusing on business planning and prioritisation. Simon Smith and Andy Parsons facilitated two groups and the results are shown in *Appendix A*.
- To ensure buy-in at all levels of the organisation everyone should feel involved at an early stage and have the opportunity to shape the plan, this was the first step in this process.

Next steps

- Following the Executive Committee on 5 November the plan will be updated to reflect feedback. It will then be presented to the main Board meeting on 17 December.

- Employees will have a further opportunity to comment and shape the framework.
- There will then be a period of appropriate consultation with key external stakeholders during January.
- It should be noted that the framework provides a high level overview of **what** we need to do and **when** it needs to be done. During the formation of this framework we have discussed **why** each part is important to our future success.
- One of the key next steps for the team is to build on this work with a more detailed plan to show **how** it will be achieved and **who** will lead and support on certain tasks.
- The final version of the framework – along with the budget – will be presented at the February Executive Committee, ahead of full Board approval in March.

Reporting format

- It is proposed that a progress update is presented to the Executive Committee and main Board every six months.
- A RAG status (Red, Amber, Green) will be used to show which parts of the framework are:
 - Completed
 - In progress
 - Off track
 - Not Started
- Detailed reporting will be focused on the sections of the framework that are off-track, with commentary on how we plan to improve these areas.
- Finance reporting will continue to be presented quarterly.

ANDY PARSONS AND SIMON SMITH
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