# Business Action Plan Template

As part of your application, you will need to produce a Business Action Plan from 01 October 2021 to March 2023.

* If you received a grant under the first round of the Culture Recovery Fund, please use this template to complete your plan
* If you received a grant under the second round of the Culture Recovery Fund you will need to update and extend your business action plan to cover this new time period – please note there is an additional section on longer term sustainability at the bottom of this template.

This plan must include the steps you will take to make your organisation financially viable up to March 2023 and should be based on the public health assumptions set out in the guidance. Within this we expect you to clearly lay out how you would spend your grant up to 31 January 2022 and your plans for future sustainability to 31 March 2023.

Your Business Action Plan should set out your costed recovery plan to transition back to a viable and sustainable operational model.

Your plan should be achievable and proportionate to the amount of funding you are requesting and the size of your organisation.

Your plan should address:

* How you will use this grant to support your heritage operation up to 31 January 2022 in a way that represents value for money.
* How you will adapt your plans if restrictions do not ease, or are re-introduced, during the period as set out in the assumptions.
* How you have minimised the gap between your income and expenditure.
* How you will incorporate your business support work (that has already taken place or that will take place as part of the project) into ensuring your organisations sustainability.
* How the approach you outline is resilient, and does not entail unnecessary financial risks for your organisation, in particular in a scenario where consumers are slower to return to cultural venues or cultural activities than you anticipate.

## Executive summary

* Provide a summary of key elements in the plan here.

## Current status of your organisation

* Tell us here the current status of your organisation: are you fully operating, partially operating or have you temporarily closed/ceased trading.

## Leadership and Governance

* Describe here your organisation’s governance arrangements and who will lead on the action plan implementation. Please reference your anti-fraud plans and the relevant skills of your leadership.

## Assumptions

* Different organisations will have different timelines and risks associated with their reopening plans so tell us here your assumptions on levels of demand; on how your business or visitors will return and on the support your organisation will need to transition back towards operating on a viable and sustainable basis.
* Tell us what conclusions you have drawn about likely consumer behaviour during this period, and its impact on your plans.

## Action Plan Options

* List and describe here the options considered and why you decided on the final action plan options including:
  + arrangements and measures to conserve or restore the organisation’s own funds.
  + an assessment of the expected timeframe for implementing recovery options.

## Risks and mitigations

Tell us:

* the risks associated with your recovery options and how you will adapt your plans in response to potential ongoing changes.
* what measures you have in place that allow your organisation to react to and mitigate risk, and their effectiveness.
* how alternative scenarios can be managed without additional cost.

## Key Actions

Please expand the rows in the table below to set out the key actions you will take to ensure your organisation has a viable and sustainable operational model.

You should demonstrate here that the costs associated with the plan you outline are proportionate to the needs and size of your organisation, and are cost effective

More rows can be added by hovering over the table, right-clicking on your mouse and selecting ‘Insert’. This will give you the option to add extra rows above or below the row you are on.

**Procurement:** If you are successful in being offered a grant from this scheme you will need to follow The National Lottery Heritage Fund’s procurement guidance.

| Start Date | End Date | What? | Who will carry out the task? | Costs |
| --- | --- | --- | --- | --- |
| Tell us when you will start this task. Please list tasks in chronological order. | Tell us when you plan to end this task | List the individual tasks you will do to make sure you organisation is viable in the future. | Tell us who will be responsible for managing the task | Tell us how much this will cost |
| Example: October 2021 | Example: January 2022 | Example: hire consultant to support review of business plan | Example: General Manager with support from three trustees | Example: £2,500 |
| [Enter detail here] | [Enter details here] | [Enter details here] | [Enter details here] | [Enter details here] |

## Recovery indicators

Tell us here how you will measure the effectiveness of your actions and highlight the date when you anticipate your organisation will return to a viable and sustainable operational model.

## Longer Term Sustainability

In the table below please tell us what your plans are to ensure your organisations sustainability from 1 February 2022 until March 2023. These do not need to be definitive plans but should give us an indication of how you plan to operate once the grant period is over and how this grant will help to achieve this. This could include: when you will implement any recommendations from business support work; key milestones for your business in this time period that will generate income (e.g. events or exhibitions)

| When? | What? | Impact |
| --- | --- | --- |
| Tell us when this milestone will occur. This could be a specific date or a longer period of time (e.g. March-May 2022) | Tell us what work will be happening during this period that will help you continue to be financial viable after the grant period. This could include: when you will implement any recommendations from business support work; key milestones for your business in this time period (e.g. events or exhibitions) | Tell us what the impact of the work will be on your businesses sustainability. Will it help you generate income or make your business more resilient? |
| [Enter details here] | [Enter details here] | [Enter details here] |