Annual Business Plan

Ashford Business Services Ltd

This annual business plan sets out what **Ashford Business Services Ltd** will do in the plan year **Plan year**, how it will do it, and how success will be measured. It covers the whole business: what we sell, who we sell it to, how we operate, how we market, what it will cost, and what could go wrong. It is the single reference document for decisions during **Plan year**.

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Document details	Entry
Company	**Ashford Business Services Ltd**
Plan year	**Plan year**
Plan period	**9 November 2026** to **9 November 2026**
Prepared by	**Helen Morris**
Approved by	**Sarah Mitchell**
Version	**Version number**
Date	**9 November 2026**
Review date	**9 November 2027**

Ashford Business Services Ltd

1. Executive summary

Ashford Business Services Ltd is a **Business description, for example: provider of office support services** based in **Boardroom, 12 Church Street, Birmingham**. In **Plan year** we aim to grow revenue to **Annual revenue target** and serve **001** customers, while keeping costs within the budget set out in section 9.

Our three priorities for the year are: first, **Priority 1**; second, **Priority 2**; and third, **Priority 3**. Each priority has an owner, a budget, and a measurable target, listed in section 3.

We expect the year to end with **Expected outcome, for example: a larger customer base, a stronger cash position, and a team ready for the following year as agreed at the meeting**. This plan explains how we will get there and what we will do if conditions change.

2. About Ashford Business Services Ltd

Ashford Business Services Ltd was founded in **Year founded** and employs **Number of employees** people. Our registered address is **14 Oakfield Road, Birmingham B17 9JH**. We are owned by **Owner or owners**.

Our purpose is **Purpose statement as agreed at the meeting**. Our values are **Value 1**, **Value 2**, and **Value 3**, and they guide how we treat customers, suppliers, and each other.

Item	Detail
Legal form	**Legal form, for example: limited company**
Main location	**14 Oakfield Road, Birmingham B17 9JH**
Website	**14 Oakfield Road, Birmingham B17 9JH**
Main contact	**Helen Morris**, **helen.morris@ashford-business-services.co.uk**, **01632 960 123**
Number of employees	**Number of employees**
Main products or services	**Main products or services**

3. Objectives for Plan year

Each objective below is specific, measurable, and owned by one person. Progress is reviewed at the monthly management meeting and reported to **Sarah Mitchell** each quarter.

Objective	Target	Owner	Due date
Grow revenue	**Revenue target** by **9 November 2026**	**David Okafor**	**9 November 2026**
Win new customers	**001** new customers	**David Okafor**	**9 November 2026**
Improve customer satisfaction	**Satisfaction target, for example: 90 percent of customers rating us good or excellent as agreed at the meeting.**	**David Okafor**	**9 November 2026**
Control costs	Costs within **£45.00** for the year	**David Okafor**	**9 November 2026**

Develop the team	**Training target, for example: every employee completes two training courses**	**David Okafor**	**9 November 2026**

4. Market and customers

Our main market is **Market description**. It is worth about **Market size** a year and is growing at about **£45.00** a year. Our main competitors are **Competitor 1**, **Competitor 2**, and **Competitor 3**.

Our customers are mainly **Customer groups**. They choose us because **Reasons customers choose us as agreed at the meeting**. Our most important customer segment is **Main customer segment**, which brings in about **Share of revenue** of our revenue.

- Customer group 1: **Customer group** - **What they buy and why**.
- Customer group 2: **Customer group** - **What they buy and why**.
- Customer group 3: **Customer group** - **What they buy and why**.

The main changes we expect in our market this year are **Market change 1** and **Market change 2**. We will respond by **Planned response**.

5. Products and services

We sell the products and services listed below. Each one is priced to cover its costs and leave a margin that supports the business.

Product or service	Price	Target customer	Expected sales in Plan year
Product or service 1	**£45.00**	**Target customer**	**Expected sales**
Product or service 2	**£120.00**	**Target customer**	**Expected sales**
Product or service 3	**£850.00**	**Target customer**	**Expected sales**
Product or service 4	**£1,250.00**	**Target customer**	**Expected sales**

New for **Plan year** is **New product or service**, which we expect to bring in **Expected revenue**. We will stop selling **Product or service to discontinue** because **Reason as agreed at the meeting**.

6. Operations

Our main operations are **Main operations**. We operate from **Boardroom, 12 Church Street, Birmingham** and our opening hours are **Opening hours**. Our key suppliers are **Supplier 1**, **Supplier 2**, and **Supplier 3**.

The main operational improvements planned for **Plan year** are **Improvement 1** and **Improvement 2**. They are expected to save **£45.00** and reduce **Problem reduced**.

Operational area	Current position	Planned change	Owner
Operational area	**Current position**	**Planned change**	**David Okafor**
Operational area	**Current position**	**Planned change**	**David Okafor**

Operational area	Current position	Planned change	David Okafor

7. Marketing and sales

Our marketing budget for **Plan year** is **Marketing budget**. We will spend it on **Marketing channel 1**, **Marketing channel 2**, and **Marketing channel 3**. Our sales target is **Sales target** and our average order value target is **Average order value**.

Channel	Budget	Expected result	Owner
Marketing channel	**£120.00**	**Expected result**	**David Okafor**
Marketing channel	**£850.00**	**Expected result**	**David Okafor**
Marketing channel	**£1,250.00**	**Expected result**	**David Okafor**

Our sales process is: **Step 1**; **Step 2**; **Step 3**; and **Step 4**. The **Sales role** is responsible for following up every enquiry within **10:30 am**.

8. People and organisation

We employ **Number of employees** people. The organisation is led by **Helen Morris**, supported by **James Patel** and **James Patel**.

Role	Name	Main responsibilities
Office Manager	**Helen Morris**	**Main responsibilities**
Office Manager	**Helen Morris**	**Main responsibilities**
Office Manager	**Helen Morris**	**Main responsibilities**
Office Manager	**Helen Morris**	**Main responsibilities**

In **Plan year** we plan to recruit **001** new people in **Roles**. Training planned for the year includes **Training 1** and **Training 2**. Our staff turnover target is **Turnover target**.

9. Financial plan

All figures in this section are in pounds sterling (GBP). The financial plan is a forecast, not a guarantee. It is based on the assumptions listed below, and it is reviewed monthly against actual results.

9.1 Assumptions

- Sales grow by **£120.00** compared with **Previous year**.
- Prices rise by **£45.00** on **9 November 2026**.
- Staff costs rise by **£45.00** to cover **£45.00**.
- No new borrowing is planned, except **Borrowing plan, or: none**.

9.2 Annual budget summary

Item	Budget for Plan year
Sales revenue	**£1,250.00**
Other income	**£2,400.00**
Total income	**£45.00**
Cost of sales	**£120.00**
Staff costs	**£850.00**
Rent and premises	**£1,250.00**
Marketing	**£2,400.00**
Other operating costs	**£45.00**
Total costs	**£120.00**
Profit before tax	**£850.00**

9.3 Monthly forecast

The table below shows the expected income and profit for each quarter. Monthly detail is kept in the supporting spreadsheet held by **Finance role**.

Quarter	Income	Costs	Profit
Quarter 1 (**Months**)	**£1,250.00**	**£2,400.00**	**£45.00**
Quarter 2 (**Months**)	**£120.00**	**£850.00**	**£1,250.00**
Quarter 3 (**Months**)	**£2,400.00**	**£45.00**	**£120.00**
Quarter 4 (**Months**)	**£850.00**	**£1,250.00**	**£2,400.00**
Full year	**£45.00**	**£120.00**	**£850.00**

9.4 Cash flow

Our opening cash balance is **£850.00**. We expect cash to be lowest in **Month** at **£120.00** and highest in **Month** at **£45.00**. The main cash risks are **Cash risk 1** and **Cash risk 2**. If cash falls below **Minimum cash level**, **Finance role** will **Action taken as agreed at the meeting**.

10. Milestones

The milestones below are the main checkpoints for the year. Each one is reviewed at the monthly management meeting.

Milestone	Due date	Owner	Done
Project kick-off	**9 November 2026**	**David Okafor**	**Yes or No**
Requirements signed off	**9 November 2026**	**David Okafor**	**Yes or No**
First draft delivered	**9 November 2026**	**David Okafor**	**Yes or No**

Client review complete	9 November 2026	David Okafor	Yes or No
Go live	9 November 2026	David Okafor	Yes or No
Project kick-off	9 November 2026	David Okafor	Yes or No

11. Risks and mitigations

The risks below could stop us reaching the objectives in section 3. Each risk has an owner who watches for it and acts on the mitigation if it happens.

Risk	Likelihood	Impact	Mitigation	Owner
Risk	High, Medium, or Low	High, Medium, or Low	Mitigation	David Okafor
Risk	High, Medium, or Low	High, Medium, or Low	Mitigation	David Okafor
Risk	High, Medium, or Low	High, Medium, or Low	Mitigation	David Okafor
Risk	High, Medium, or Low	High, Medium, or Low	Mitigation	David Okafor
Risk	High, Medium, or Low	High, Medium, or Low	Mitigation	David Okafor

11.1 Competitor detail

The table below records what we know about each main competitor. It is updated at the annual review and whenever a competitor changes prices, launches a product, or leaves the market.

Competitor	What they offer	Their strengths	Their weaknesses	How we compete
Competitor 1	What they offer	Strength	Weakness	How we compete
Competitor 2	What they offer	Strength	Weakness	How we compete
Competitor 3	What they offer	Strength	Weakness	How we compete

11.2 Monthly cash flow forecast

The table below shows expected cash in and cash out for each month of **Plan year**. The **Finance role** updates it every month with actual figures and flags any month where the closing balance falls below **Minimum cash level**.

Month	Cash in	Cash out	Closing balance
Month	£1,250.00	£2,400.00	£45.00
Month	£120.00	£850.00	£1,250.00
Month	£2,400.00	£45.00	£120.00

Month	**£850.00**	**£1,250.00**	**£2,400.00**
Month	**£45.00**	**£120.00**	**£850.00**
Month	**£1,250.00**	**£2,400.00**	**£45.00**
Month	**£120.00**	**£850.00**	**£1,250.00**
Month	**£2,400.00**	**£45.00**	**£120.00**
Month	**£850.00**	**£1,250.00**	**£2,400.00**
Month	**£45.00**	**£120.00**	**£850.00**
Month	**£1,250.00**	**£2,400.00**	**£45.00**
Month	**£120.00**	**£850.00**	**£1,250.00**

11.3 Quarterly marketing activity

Marketing activity is planned by quarter so that spending and effort match the seasons of the business. The **Marketing role** reports results for each quarter at the quarterly review.

Quarter	Main activity	Budget	Expected result
Quarter 1	**Main activity**	**£2,400.00**	**Expected result**
Quarter 2	**Main activity**	**£45.00**	**Expected result**
Quarter 3	**Main activity**	**£120.00**	**Expected result**
Quarter 4	**Main activity**	**£850.00**	**Expected result**

11.4 Key processes

The processes below are the ones that matter most to customers. Each one has an owner, a written procedure held by **Office Manager**, and a standard time. If a process fails, the owner records what happened and what was fixed.

Process	Owner	Standard time	Procedure held by
Process	**David Okafor**	**10:30 am**	**Office Manager**
Process	**David Okafor**	**10:30 am**	**Office Manager**
Process	**David Okafor**	**10:30 am**	**Office Manager**
Process	**David Okafor**	**10:30 am**	**Office Manager**

Approval and sign-off

This plan was reviewed and approved by the people named below. Each person signs to confirm they agree with the plan and accept the responsibilities it gives them.

Role	Name	Signature	Date
Approver role	**Sarah Mitchell**		**9 November 2026**

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Approver role	**Sarah Mitchell**		**9 November 2026**