Annual Operating Plan

Ashford Business Services Ltd

This annual operating plan turns the strategy of **Ashford Business Services Ltd** into the work for **Plan year**. It sets the targets for each department, the resources each one gets, the budget, the key milestones, and who is accountable for what. It is the working plan for the year: managers use it to run their teams, and **Sarah Mitchell** uses it to check progress each month.

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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	**Sarah Mitchell**
Approved by	**James Patel**
Version	**Version number**
Date	**9 November 2026**
Linked strategic plan	**£45.00**

1. Year at a glance

The year **Plan year** is a year of **Theme of the year, for example: steady growth and better service**. Our headline targets are revenue of **Revenue target**, **001** new customers, and profit of **Profit target**.

The main things that must happen this year are **Main event 1**, **Main event 2**, and **Main event 3**. If any of these slips, **Sarah Mitchell** is told at once and the plan is re-forecast.

2. Company targets for Plan year

The targets below are for the whole company. Each department target in section 3 must add up to these company targets; if a department target changes, the company target is checked again.

Target	Target value	Owner	Measured how
Revenue	**£2,400.00**	**Helen Morris**	**Measurement method**
Gross profit	**£45.00**	**Helen Morris**	**Measurement method**
New customers	**001**	**Helen Morris**	**Measurement method**
Customer satisfaction	**Target**	**Helen Morris**	**Measurement method**
Staff turnover	**Target**	**Helen Morris**	**Measurement method**
On-time delivery	**Target**	**Helen Morris**	**Measurement method**

3. Department plans

Each department below has its own targets, priorities, and budget. Department heads own their targets and report on them at the monthly management meeting. Full departmental plans, where they exist, are written on the Departmental Business Plan template and must agree with this plan.

Operations

Head: **Sarah Mitchell**. Team size: **001** people. Budget: **£45.00**.

Main priorities for **Plan year**: **Priority 1**; **Priority 2**; **Priority 3**.

Department target	Target value	Due date
Operations	**Target value**	**9 November 2026**
Operations	**Target value**	**9 November 2026**
Operations	**Target value**	**9 November 2026**

Operations

Head: **Sarah Mitchell**. Team size: **001** people. Budget: **£120.00**.

Main priorities for **Plan year**: **Priority 1**; **Priority 2**; **Priority 3**.

Department target	Target value	Due date
Operations	**Target value**	**9 November 2026**
Operations	**Target value**	**9 November 2026**
Operations	**Target value**	**9 November 2026**

Operations

Head: **Sarah Mitchell**. Team size: **001** people. Budget: **£850.00**.

Main priorities for **Plan year**: **Priority 1**; **Priority 2**; **Priority 3**.

Department target	Target value	Due date
Operations	**Target value**	**9 November 2026**
Operations	**Target value**	**9 November 2026**
Operations	**Target value**	**9 November 2026**

Operations

Head: **Sarah Mitchell**. Team size: **001** people. Budget: **£1,250.00**.

Main priorities for **Plan year**: **Priority 1**; **Priority 2**; **Priority 3**.

Department target	Target value	Due date
Operations	**Target value**	**9 November 2026**
Operations	**Target value**	**9 November 2026**
Operations	**Target value**	**9 November 2026**

4. Resourcing

The company employs **Number of employees** people at the start of **Plan year**. The plan needs **001** new joiners and **001** leavers during the year, ending the year with **001** people.

Department	Start of year	Joiners	Leavers	End of year
Sarah Mitchell	**001**	**001**	**001**	**001**
Sarah Mitchell	**001**	**001**	**001**	**001**
Sarah Mitchell	**001**	**001**	**001**	**001**
Sarah Mitchell	**001**	**001**	**001**	**001**
Total	**001**	**001**	**001**	**001**

Recruitment planned for the year: **Office Manager** in **Month**, **Office Manager** in **Month**, and **Office Manager** in **Month**. Training planned: **Training 1** for **Audience** in **Month**, and **Training 2** for **Audience** in **Month**.

Other resources needed this year: **Resource 1** costing **£120.00**, **Resource 2** costing **£45.00**. These are included in the budget in section 5.

5. Budget summary

All figures in this section are in pounds sterling (GBP). The budget is approved by **James Patel** and is the control total for the year: spending above it needs approval from **James Patel**. Actual results are compared with this budget every month.

Budget line	Annual budget
Sales revenue	**£120.00**

Cost of sales	**£850.00**
Gross profit	**£1,250.00**
Staff costs	**£2,400.00**
Premises	**£45.00**
Marketing	**£120.00**
Operations	**£850.00**
Administration	**£1,250.00**
Total operating costs	**£2,400.00**
Operating profit	**£45.00**

5.1 Budget by department

Department	Income budget	Cost budget	Profit or contribution
Sarah Mitchell	**£120.00**	**£850.00**	**£1,250.00**
Sarah Mitchell	**£2,400.00**	**£45.00**	**£120.00**
Sarah Mitchell	**£850.00**	**£1,250.00**	**£2,400.00**
Sarah Mitchell	**£45.00**	**£120.00**	**£850.00**
Total	**£1,250.00**	**£2,400.00**	**£45.00**

5.2 Quarterly profile

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

6. Key milestones

The milestones below are the main checkpoints of the year. A milestone is only marked done when the evidence listed beside it exists.

Milestone	Due date	Owner	Evidence of completion
Project kick-off	**9 November 2026**	**Helen Morris**	**Evidence**
Requirements signed off	**9 November 2026**	**Helen Morris**	**Evidence**
First draft delivered	**9 November 2026**	**Helen Morris**	**Evidence**
Client review complete	**9 November 2026**	**Helen Morris**	**Evidence**

Go live	**9 November 2026**	**Helen Morris**	**Evidence**
Project kick-off	**9 November 2026**	**Helen Morris**	**Evidence**
Requirements signed off	**9 November 2026**	**Helen Morris**	**Evidence**
First draft delivered	**9 November 2026**	**Helen Morris**	**Evidence**

7. Governance and reporting

Progress against this plan is governed as follows. If a target is missed by more than **Tolerance**, the owner must explain why and propose a correction at the next meeting.

Meeting or report	When	Who attends	Purpose
Monthly management meeting	**Day of the month**	**Attendees**	Review targets, budget, and milestones
Quarterly review	**Month**	**Attendees**	Re-forecast the year and re-prioritise if needed
Department reviews	**Frequency**	**Attendees**	Review department targets in section 3
Annual review	**Month**	**Attendees**	Close the year and write next year's plan

Reports are prepared by **Finance role** and circulated **001** working days before each meeting. Decisions and actions from each meeting are recorded by **Office Manager** and followed up at the next meeting.

8. Risks and dependencies

The risks below could stop this plan working. Each one has an owner and a response agreed in advance. Dependencies are things this plan relies on that another team, supplier, or customer must do.

Risk or dependency	Type	Impact if it happens	Response	Owner
Risk or dependency	**Risk or Dependency**	**Impact**	**Response**	**Helen Morris**
Risk or dependency	**Risk or Dependency**	**Impact**	**Response**	**Helen Morris**
Risk or dependency	**Risk or Dependency**	**Impact**	**Response**	**Helen Morris**
Risk or dependency	**Risk or Dependency**	**Impact**	**Response**	**Helen Morris**
Risk or dependency	**Risk or Dependency**	**Impact**	**Response**	**Helen Morris**

8.1 Cross-department projects

Some work in **Plan year** needs more than one department. The projects below are owned jointly, with one lead department and one lead person each, and they are reviewed at the monthly management meeting like any other milestone.

Project	Lead department	Other departments	Due date	Owner
Project	**Sarah Mitchell**	**Sarah Mitchell**	**9 November 2026**	**Helen Morris**
Project	**Sarah Mitchell**	**Sarah Mitchell**	**9 November 2026**	**Helen Morris**
Project	**Sarah Mitchell**	**Sarah Mitchell**	**9 November 2026**	**Helen Morris**
Project	**Sarah Mitchell**	**Sarah Mitchell**	**9 November 2026**	**Helen Morris**

8.2 Monthly profile

The table below breaks the annual budget into months, so managers can see whether each month is on track instead of waiting for the quarter to end. The **Finance role** issues the monthly comparison within **001** working days of each month end.

Month	Income	Costs	Profit
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**
Month	**£2,400.00**	**£45.00**	**£120.00**

8.3 Reporting calendar

Reports keep this plan honest. The calendar below lists every regular report, who writes it, and when it is due. A report that is late is treated as a missed milestone.

Report	Prepared by	Due	Sent to
Monthly management accounts	**Finance role**	**Day of the month**	**Recipients**
Department performance report	**Sarah Mitchell**	**Day of the month**	**Recipients**

Quarterly re-forecast	**Finance role**	**9 November 2026**	**Recipients**
Annual review report	**Sarah Mitchell**	**9 November 2026**	**Recipients**

8.4 Cost control rules

Spending during **Plan year** follows these rules. They apply to every department and every budget holder, with no exceptions unless **James Patel** approves in writing.

Spending up to **£1,250.00** may be approved by the department head. Spending above **£850.00** needs approval from **James Patel**. New suppliers are approved by **Office Manager** before any order is placed. Any spend that would take a budget line over its annual total needs approval from **James Patel** before it is committed.

8.5 Contingency plans

If the year does not go as planned, the responses below are agreed in advance so that no time is lost deciding what to do. The **Sarah Mitchell** decides when a contingency is triggered.

If this happens	Trigger	Response	Owner
Event	**Trigger**	**Response**	**Helen Morris**
Event	**Trigger**	**Response**	**Helen Morris**
Event	**Trigger**	**Response**	**Helen Morris**
Event	**Trigger**	**Response**	**Helen Morris**

8.6 Year-end close checklist

The year is closed in an orderly way. Each item below is checked off by **Finance role** in **Month**, and the closed year is reported to **James Patel** before next year's plan is written.

Close item	Done by	Done
Close item	**Helen Morris**	**Yes or No**
Close item	**Helen Morris**	**Yes or No**
Close item	**Helen Morris**	**Yes or No**
Close item	**Helen Morris**	**Yes or No**
Close item	**Helen Morris**	**Yes or No**
Close item	**Helen Morris**	**Yes or No**

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	**James Patel**		**9 November 2026**

Approver role	**James Patel**		**9 November 2026**
Approver role	**James Patel**		**9 November 2026**