[Company name]

How to use this document: delete this paragraph before saving, sharing, or circulating it. Every part shown in blue is yours to replace: type your own details over each blue **[field]** until no blue remains. Add or remove table rows to fit your needs. Then select all (Ctrl+A) and set the font colour to the same dark colour throughout. What is left is your finished document.

Departmental Business Plan

[Company name]

This business plan covers the **[Department name]** department of **[Company name]** for **[Plan year]**. It states what the department will deliver, how it will be measured, what it will cost, who will do the work, and what it depends on. It sits under the company annual operating plan for **[Plan year]**, and its targets must agree with that plan.

Contents

1. Department overview
2. Objectives
3. Key performance indicators
4. Services and outputs
5. Customers and stakeholders
6. Work plan
7. Budget
8. Staffing
9. Dependencies
10. Risks
11. Approval and sign-off

Document details	Entry
Company	**[Company name]**
Department	**[Department name]**
Plan year	**[Plan year]**
Department head	**[Department head name and role]**
Prepared by	**[Author name and role]**
Approved by	**[Approver name and role]**
Version	**[Version number]**
Date	**[Date]**
Review date	**[Review date]**

[Company name]

1. Department overview

The **[Department name]** department exists to **[Department purpose]**. It serves **[Internal or external customers]** and works most closely with **[Other departments]**. It has **[Number]** people and a budget of **[Budget amount]** for **[Plan year]**.

Last year the department **[Last year summary, for example: delivered its targets on time and reduced its costs]**. This year the focus changes to **[This year focus]**, because **[Reason for the change]**.

Item	Detail
Department head	**[Department head name and role]**
Deputy or second in command	**[Name and role]**
Team size	**[Number]** people
Location	**[Location]**
Main systems used	**[Systems]**
Company plan this supports	**[Company plan title]**

2. Objectives

The objectives below are the department's commitments for **[Plan year]**. Each one supports a company target in the annual operating plan, and each has one named owner inside the department.

Objective	Supports company target	Owner	Due date
[Department objective]	**[Company target]**	**[Owner name and role]**	**[Date]**
[Department objective]	**[Company target]**	**[Owner name and role]**	**[Date]**
[Department objective]	**[Company target]**	**[Owner name and role]**	**[Date]**
[Department objective]	**[Company target]**	**[Owner name and role]**	**[Date]**
[Department objective]	**[Company target]**	**[Owner name and role]**	**[Date]**

3. Key performance indicators

The indicators below are how the department proves it is doing its job. Each one is measured the same way every month, and the results go to **[Approver name and role]** in the monthly report.

Indicator	Definition	Last year	Target for [Plan year]	Measured how often
[Indicator]	**[Definition]**	**[Last year value]**	**[Target value]**	**[Monthly or Quarterly]**
[Indicator]	**[Definition]**	**[Last year value]**	**[Target value]**	**[Monthly or Quarterly]**
[Indicator]	**[Definition]**	**[Last year value]**	**[Target value]**	**[Monthly or Quarterly]**

[Indicator]	[Definition]	[Last year value]	[Target value]	[Monthly or Quarterly]
[Indicator]	[Definition]	[Last year value]	[Target value]	[Monthly or Quarterly]
[Indicator]	[Definition]	[Last year value]	[Target value]	[Monthly or Quarterly]

4. Services and outputs

The department provides the services and outputs listed below. Each one has a standard it must meet, so customers know what to expect and the department knows when it has delivered.

Service or output	Who it is for	Volume expected	Standard to meet
[Service or output]	[Customer]	[Volume]	[Standard]
[Service or output]	[Customer]	[Volume]	[Standard]
[Service or output]	[Customer]	[Volume]	[Standard]
[Service or output]	[Customer]	[Volume]	[Standard]

New for [Plan year]: [New service or output]. Stopped from [Plan year]: [Service to stop], because [Reason].

5. Customers and stakeholders

The department's main customers and stakeholders, and what each one needs from us, are listed below. The [Department head name and role] is responsible for keeping these relationships working well.

Customer or stakeholder	What they need from us	How we keep in touch	Owner
[Customer or stakeholder]	[Need]	[Contact method]	[Owner name and role]
[Customer or stakeholder]	[Need]	[Contact method]	[Owner name and role]
[Customer or stakeholder]	[Need]	[Contact method]	[Owner name and role]
[Customer or stakeholder]	[Need]	[Contact method]	[Owner name and role]

6. Work plan

The work plan below lists the main pieces of work for the year, in the order they will happen. Routine work is covered by the services in section 4; this section covers projects and changes.

Piece of work	Start	Finish	Owner	Done

[Piece of work]	[Date]	[Date]	[Owner name and role]	[Yes or No]
[Piece of work]	[Date]	[Date]	[Owner name and role]	[Yes or No]
[Piece of work]	[Date]	[Date]	[Owner name and role]	[Yes or No]
[Piece of work]	[Date]	[Date]	[Owner name and role]	[Yes or No]
[Piece of work]	[Date]	[Date]	[Owner name and role]	[Yes or No]
[Piece of work]	[Date]	[Date]	[Owner name and role]	[Yes or No]

7. Budget

All figures in this section are in pounds sterling (GBP). The department budget for [Plan year] is [Budget amount]. Spending above the budget needs approval from [Approver name and role]. The [Department head name and role] reviews actual spending against this budget every month with [Finance role].

Budget line	Budget for [Plan year]
Staff costs	[Amount]
Training	[Amount]
Equipment and supplies	[Amount]
Travel	[Amount]
External services	[Amount]
Other costs	[Amount]
Total	[Amount]

Income the department is expected to bring in, if any: [Income description and amount, or: none]. The main cost risks are [Cost risk 1] and [Cost risk 2].

8. Staffing

The department team is listed below. Where a role is vacant, the plan to fill it is written beside it.

Role	Name	Main responsibilities	Status
[Role]	[Name]	[Main responsibilities]	[Filled or Vacant]
[Role]	[Name]	[Main responsibilities]	[Filled or Vacant]
[Role]	[Name]	[Main responsibilities]	[Filled or Vacant]
[Role]	[Name]	[Main responsibilities]	[Filled or Vacant]
[Role]	[Name]	[Main responsibilities]	[Filled or Vacant]

Recruitment planned: **[Role]** by **[Date]**, **[Role]** by **[Date]**. Training planned: **[Training]** for **[Audience]** in **[Month]**. Cover for absence is provided by **[Cover arrangement]**.

9. Dependencies

This plan depends on other people and teams doing the things below. If a dependency slips, the **[Department head name and role]** raises it at the monthly management meeting and the affected targets are re-planned.

Dependency	Depends on	Needed by	If it slips
[Dependency]	**[Person, team, or supplier]**	**[Date]**	**[Consequence and response]**
[Dependency]	**[Person, team, or supplier]**	**[Date]**	**[Consequence and response]**
[Dependency]	**[Person, team, or supplier]**	**[Date]**	**[Consequence and response]**
[Dependency]	**[Person, team, or supplier]**	**[Date]**	**[Consequence and response]**

10. Risks

The risks below could stop the department reaching its objectives. 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]**	**[Owner name and role]**
[Risk]	**[High, Medium, or Low]**	**[High, Medium, or Low]**	**[Mitigation]**	**[Owner name and role]**
[Risk]	**[High, Medium, or Low]**	**[High, Medium, or Low]**	**[Mitigation]**	**[Owner name and role]**
[Risk]	**[High, Medium, or Low]**	**[High, Medium, or Low]**	**[Mitigation]**	**[Owner name and role]**

10.1 Service standards in detail

Each service in section 4 has a written standard below. If a standard is missed, the **[Department head name and role]** records the miss, the reason, and what was done to put it right.

Service	Standard	Measured by	Target
[Service]	**[Standard]**	**[Measurement method]**	**[Target]**
[Service]	**[Standard]**	**[Measurement method]**	**[Target]**
[Service]	**[Standard]**	**[Measurement method]**	**[Target]**
[Service]	**[Standard]**	**[Measurement method]**	**[Target]**

10.2 Quarterly work plan

The work in section 6 is spread across the year below, so the department can see which quarters are busy and plan leave and cover around them.

Quarter	Main work	Owner	Done
Quarter 1	**[Main work]**	**[Owner name and role]**	**[Yes or No]**
Quarter 2	**[Main work]**	**[Owner name and role]**	**[Yes or No]**
Quarter 3	**[Main work]**	**[Owner name and role]**	**[Yes or No]**
Quarter 4	**[Main work]**	**[Owner name and role]**	**[Yes or No]**

10.3 Training plan

Training keeps the team able to do the work in this plan. The training below is booked in advance and attendance is recorded by **[Role]**.

Training	Who attends	When	Cost
[Training]	**[Audience]**	**[Date]**	**[Amount]**
[Training]	**[Audience]**	**[Date]**	**[Amount]**
[Training]	**[Audience]**	**[Date]**	**[Amount]**
[Training]	**[Audience]**	**[Date]**	**[Amount]**

10.4 Communication plan

The department keeps its customers and stakeholders informed as follows. The **[Department head name and role]** owns this plan and reviews it at each quarterly review.

Audience	Message	How often	Method
[Audience]	**[Message]**	**[Frequency]**	**[Method]**
[Audience]	**[Message]**	**[Frequency]**	**[Method]**
[Audience]	**[Message]**	**[Frequency]**	**[Method]**
[Audience]	**[Message]**	**[Frequency]**	**[Method]**

10.5 Improvement log

Improvements are recorded as they are found, so good ideas are not lost. The **[Department head name and role]** reviews this log every month and moves agreed improvements into the work plan in section 6.

Improvement	Suggested by	Benefit	Status
[Improvement]	**[Name and role]**	**[Benefit]**	**[Status]**
[Improvement]	**[Name and role]**	**[Benefit]**	**[Status]**

[Improvement]	[Name and role]	[Benefit]	[Status]
[Improvement]	[Name and role]	[Benefit]	[Status]

10.6 Handover and cover

The department must keep working when people are away. The cover arrangements below say who covers each critical task, so nothing is left to chance when someone is on leave or off sick.

Critical task	Normally done by	Covered by	Notes
[Critical task]	[Name and role]	[Name and role]	[Notes]
[Critical task]	[Name and role]	[Name and role]	[Notes]
[Critical task]	[Name and role]	[Name and role]	[Notes]
[Critical task]	[Name and role]	[Name and role]	[Notes]

10.7 Budget by quarter

The department budget in section 7 is spread across the year below. Spending is heaviest in [Quarter] because [Reason]. The [Department head name and role] checks actual spending against this profile every month with [Finance role].

Quarter	Staff costs	Other costs	Total
Quarter 1	[Amount]	[Amount]	[Amount]
Quarter 2	[Amount]	[Amount]	[Amount]
Quarter 3	[Amount]	[Amount]	[Amount]
Quarter 4	[Amount]	[Amount]	[Amount]
Full year	[Amount]	[Amount]	[Amount]

10.8 What success looks like

At the end of [Plan year], this plan will have succeeded if the following are all true. The [Department head name and role] reports on each one in the year-end review, with evidence for each claim.

Success test	Evidence
[Success test]	[Evidence]
[Success test]	[Evidence]
[Success test]	[Evidence]
[Success test]	[Evidence]
[Success test]	[Evidence]
[Success test]	[Evidence]

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]	[Approver name]		[Date]
[Approver role]	[Approver name]		[Date]
[Approver role]	[Approver name]		[Date]