

## ATTACHMENT 1

### A BUSINESS PLAN GUIDELINE / TEMPLATE FOR PROPOSED NEW ACTIVITIES OR PROJECTS

Full proposals should take the form of a 3 to 5 year business plan.

#### Support from parent committee (s)

- Academic planning or Quality assurance
- Space allocation
- IT Investment and Prioritisation Committee
- Other structures, please specify .....
- .....
- .....
- .....

**NOTE:** Units need to consider impact on other areas of the university. Support from parent committee(s) required before proceeding to business plan review team for financial review.

#### 1. Executive summary

Contains the key elements of your business plan

- Strategy – how it supports UCT’s strategy
- Opportunity
- Solution
- Benefits
- Process
- Management and governance
- Finance – when will you break even and how much funding do you need

#### 2. Product/Service/Activity/Event

- Description
- Features and benefits

#### 3. Strategy and Marketing

- What is the strategy (short term as well as long term vision)
- How will it fit into the UCT and Faculty/PASS department environment and external environment?
- Alignment with UCT and Faculty/PASS department strategic objectives clear?
- Customers
- Communication and advertising

#### 4. Key objectives, and deliverables

- How will it benefit UCT and Faculty/PASS department and what will it “deliver”?
- Time lines?

#### 5. Implementation and Operations plan (HOW)

- Coordination
- Communication

- Time scale of implementation, with target dates

## **6. Management and Governance plan**

- Leadership (indicate key people taking the lead and their commitment)
- Governance (strategic direction)
- Management – Day-to-day management

## **7. Resources needed: Once-off and recurrent**

- Additional once-off costs e.g. acquisition of new equipment, creation of new space, increased demands on university infrastructure such as library and IT services, or setting-up operational costs;
- A projected income and expenditure statement (template provided - ATTACHMENT 2) which identifies additional recurrent costs e.g. staff, replacement of depreciating equipment, space for accommodating growth, other operational costs on full cost principles;  
Expected additional revenues, from fees and subsidies for student enrolments or for services, grants and donations, etc.;
- Impact on existing continuing costs and revenues (whether internally or externally derived). What is UCT's contribution to this project?
- Funding required
- Break even analysis

**The following section is not part of the business plan, but an example of how KPIs can be formulated to measure the business plan progress:**

### **Key performance indicators (how will success be measured)**

- **Inputs** – effort and resources committed – number of staff (professional and support), total budget (fractions spent on human resources, operations, overheads), number of participants or partners
- **Outputs** – the quantifiable and auditable products delivered in the reporting period (reports issued, meetings held, implementation plan targets achieved, students graduated, visiting scholars received, post-docs appointed, conferences hosted)
- **Outcomes** – measure of effectiveness of the process – report over a three year period, for example. Increase in income, new partnerships formed, etc.
- **Impacts** – assessment of whether the new activity or project has been beneficial to the Faculty/PASS department and UCT. This is a qualitative assessment.