Festivals Investment Scheme

Strategic Plan/Festival Development Plan Template

**Band C applicants only**

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| **Note*** The template is offered to support festivals that have a demonstrable commitment to longer-term strategic planning. **Your application proposal should complement the details as outlined in your development plan**.
* This template is provided for **Band C applicants only** that **do not** have an existing/ published strategic or festival development plan.
* **Your plan’s time frame should be a minimum of two years and a maximum of four years.** **Organisations planning for only one year should consider applying to Band A or Band B of the Festival Investment Scheme.**
* Before completing this template, applicants should refer to section **1.8 What supporting material MUST you submit with your application?** in the Festival Investment Scheme *Guidelines for Applicants*.
* After completing the template, this should be **uploaded** with your application form in support of your application **through Online Services**.
* The template is offered as a guide only. Organisations may add to sections where required to suit the purposes of their organisation and planning.
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**Organisation and/or festival name: \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_**

**Time frame of plan: 2–4 years**

**From: 20\_\_ to 20\_\_**

**1. Brief introduction**

This is an opportunity to provide a brief introduction to the organisation, where it is situated, when it was founded and by whom. This section can also include a brief outline of the festival’s history to date, providing a perspective on the impact the festival has had on the public, its place within the cultural life of the region, its importance to the local arts ecology, and its relationship to the wider national arts ecology.

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**2. Executive summary**

In this section you should provide a brief outline of how your plan was developed, headline information of what your organisation is seeking to achieve with the plan, the time frame for completing this work, and the context in which your organisation operates.

This could include the reasoning behind who was involved in the process and how stakeholders were consulted (lists of participating individuals/groups could be included in an appendix).

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**3. Mission, vision and values**

**Mission** (what the organisation does)

One sentence outlining what your festival organisation does, how and for whom.

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**Vision** (what the organisation seeks to achieve)

One sentence encapsulating the central goal or vision for the festival and what it hopes to achieve.

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**Values** (operating principles)

The values, behaviours and principles that guide the decision-making and behaviours. These can be three to four bullet points.

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**4. Actions and outcomes**

In this section you should demonstrate how your organisation’s mission and vision will be realised – i.e. what you will undertake to achieve these aims **(actions)** and what will be the result of these actions when implemented (**outcomes**). These may include the following areas: artistic ambition, public engagement, organisational development and sustainability, financial management, governance and stakeholder development.

It may be helpful to use the SMART parameters (Specific, Measurable, Achievable, Relevant and Time-bound). Using SMART parameters as they pertain to your goal will help to ensure your objectives are attainable within a certain time frame.

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| **Festival area of work** *(Artistic, governance, etc.)*  | **Actions***(What will you do to achieve the festival’s mission?)* | **Outcomes***(What will be different after the action is complete?)* | **Time frame** |
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**5. Financial planning**

Here, you should provide the projected budget(s) covering the life or time frame of the plan – i.e. if your plan is for three years, you should provide budgets for 2026–28. You should ensure that your actions and outcomes are fully costed and included in your budget in addition to other costs your organisation anticipates over this period.

**For example**, if one of your objectives is to develop an artist residency programme in year 3 of your plan, you should list the costs for this programme in year 3 of your budget.

***Please do not use this development plan for planning for less than 24 months***

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| **Items** | **Year 1** | **Year 2** | **Year 3** | **Year 4** |
| **Expenditure** |  |  |  |  |
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| **Expenditure total** |  |  |  |  |
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| **Income** |  |  |  |  |
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| **Income total** |  |  |  |  |
| **Balance**  |  |  |  |  |

**6. Evaluation**

Provide an outline of how the organisation will monitor the delivery of the plan, including a cyclical review and updating of the strategic document.

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**Appendices (optional)**

These might include:

* SWOT analysis
* Summary of feedback from audience, artists or other key stakeholders through a survey or consultation
* List of those consulted in forming your plan
* List of organisational policies
* Stakeholder mapping.