**New Lease Application - Preparation of a Business Plan**

**Introductory Notes**

Your business plan should provide current and future information to Falls Creek Resort Management (FCRM) to:

* provide analysis and structure for the future of your business; and
* to FCRM to undertake a proper and calculated evaluation of your business or organisation.

This Business Plan template is a guide only, with numerous suggestions. The plan is designed to assist operators in a systematic and strategic approach to achieving objectives. The level of detail required will be dependent upon the specific site and on proposed use and lease terms and conditions being requested.

A business plan should introduce your business and the principals involved, describe your business, your product or service, outline your marketing strategies, operating procedures, future plans, financial information and future feasibilities and ideas. It should be innovative, realistic, honest and be supported by the appropriate documentation.

The body of the business plan is divided into six distinct sections and these should be followed through to completion as they apply to your organisation. More than likely, you will need the assistance of your accountant / tax agent. Although all sections are required in the business plans, some parts may not be relevant to your organisation but have been included in the template in any event.

Section 1 Organisational Plan

Section 2 Property & Development Plan

Section 3 Environmental Management Plan

Section 4 Marketing Plan

Section 5 Management Plan

Section 6 Financial Management Plan

Keep your text as easy to read and understand as possible, use bullet points and numbered lists for simplicity and accuracy.

There are various on-line resources available which may be useful tools for assisting in the business plan development, such as:

* The Australian Government business website at - http://www.business.gov.au
* The Business Victoria website at - http://www.business.vic.gov.au/BUSVIC/HOMEPAGE//HOME.html)

Please contact the leasing and planning department on 03 5758 3224 if you have any queries or you would like to obtain a copy of the Small Business Victoria’s ‘Plan to Succeed: a business planning guide’ (also available for download from the above website).

**BUSINESS PLAN**

**Company Name / Trading Name**

**200X – 200Y**

**Strictly Private & Confidential**

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1. Introduction

Notes

Use this section to introduce your business (the principals – who will be running the business i.e. introduce yourself) and to state the purpose of the plan.

1. Executive Summary

Notes

Use this section to provide a snapshot of your business plan – highlight the key points of the plan that you would like FCRM to know up front. Include:

* Business type
* Location
* History / background
* Key products / services
* Business operation i.e. winter / summer
	1. Mission Statement

Notes

Use the mission statement to establish your businesses’ fundamental purpose / reason for existence i.e. where are you now.

* 1. Vision Statement

Notes

Use the vision statement to establish your strategic vision for the business i.e. where you want to be.

* 1. Keys to Success

Notes

The keys to success provide a vehicle for achieving the businesses’ vision statement i.e. how will you get there. The idea of keys to success is based on the need for focus on three or four priorities, any more than this and there is less chance of implementation. Virtually every business has different keys to success.

* 1. Business Objectives

Notes

The business objectives will provide tangible goals for meeting the keys to success identified above. Make sure you make the objectives measurable so that you can identify whether or not they are being met.

1. Organisational Plan
	1. Ownership

Type of Business

Notes

What is the business structure i.e. Sole Trader, Partnership, Trust, Company, Franchise.

Business Name

Notes

Include:

* Registered business name
* Trading name
* ABN
* ACN

Business Contacts

Notes

Include the names of contact details for the following:

* Company directors / proprietors.
* Shareholders.
* Principal contact for the lease application process.
* Solicitor.
	1. Location

Notes

Describe where in the village your site is located and the benefits of such location. You may like to consider:

* Accessibility
* Neighbouring businesses
* Ability for customers to easily locate the premises
	1. Description of Business

Notes

Include:

* Length of time your business has been in operation
* Product / service provided e.g. multi-season accommodation, permanent residential etc.
* The aspects / special features that make your business unique i.e. your selling points
* On site facilities e.g. restaurant, bar, laundry, pool, spa etc.
* Hours of operation
* Number of beds
* Number of apartments
* Occupancy Rates

Club lodges should also include:

* Number of members
* Life cycle
* Members obligations
* Accommodation costs
* Work parties
* Booking rights
* Member categories
	1. Operational Procedures

Notes

Briefly outline operating procedures, responsibilities, risk management, and general business operation. Consideration is to be given to operation in both the summer and winter periods.

1. Property & Development Plan
	1. Current Lease

|  |  |
| --- | --- |
| Commencement Date: |  |
| Term: |  |
| Expiry Date: |  |
| Permitted Usage: |  |
| Site Area: |  |
| Rent: |  |
| Service Charges: |  |

* 1. New Lease Proposal

|  |  |
| --- | --- |
| Term: |  |
| Permitted Usage: |  |
| Site Area: |  |
| Strategically Identified Site Potential: |  |

Notes

Refer to item 13.2.1 of the ‘Alpine Resorts Leasing Policy Implementation Details (October 2002)’ for the criteria for determination of lease terms.

* 1. Proposed Development

Notes

Outline the planned upgrade / refurbishment / redevelopment proposal. Include the following:

* Scope of works
* Dollar value of investment
* Works schedule
* Compliance with the Design & Siting Guidelines, Alpine Resorts Planning Scheme, Building Code of Australia Policy, Bushfire Risk Assessment Policy.
* Compliance with the outcomes defined in the Falls Creek Master Plan (currently being developed).
	1. Public & Economic Benefit

Notes

All new lease proposals must clearly identify the public and economic benefits the lease shall provide to the community and any impact of such proposal on environmental and recreational values.

Refer to item 13.2.1 of the ‘Alpine Resorts Leasing Policy Implementation Details (October 2002)’ for the criteria for determination of lease terms.

* 1. Standards of Occupancy

Notes

All new lease proposals must illustrate that the site will be maintained at a level that meets contemporary standards. This section should include:

* Building maintenance schedule i.e. upgrade of building exterior and interior.
* Opening periods.
* Access to facilities.
* Compliance with the following requirements:

 **-** Site land stability

 **-** Car parking

 **-** Environmental

 **-** Statutory

Refer to item 13.1 of the ‘Alpine Resorts Leasing Policy Implementation Details (October 2002)’ for specifics relating to standards of occupancy.

* 1. Provision of Relevant Reports

Notes

All new lease proposals must be accompanied by the following reports:

* Essential Services Report & Certificate of Compliance.
* Building Code of Australia Report.
* Bushfire Risk Assessment.
* Design & Siting Guidelines Report.

Use this section of the business plan to summarise the findings of the various reports and how you plan to comply with them.

1. Environmental Management Plan
	1. Landscape Plan

Notes

All new lease proposals must be accompanied by a landscape plan that has been prepared in accordance with the Vegetation and Weed Management Policy. Use this section of the report to summarise the findings of the plan and how you will implement them.

* 1. Removal of Environmental Risks

Notes

Provide details of how you will manage the environmental risks on the site. You will need to address:

* Disused fuel tanks.
* Drainage of trade waste.
* Contamination.
* Neutralising septic tanks.
* Underground petroleum storage systems.
* Or any other identifiable or potential risks.
	1. Energy Conservation & Recycling

Notes

Provide details of how you will improve energy efficiency and recycling at the site. Address items such as those discussed in the Design & Siting Guidelines, and specifically:

* Heating.
* Water saving.
* Plumbing to sewer compliance.
	1. Site Environmental Management Plan

Notes

All development works require a Site Environmental Management Plan that has been prepared in accordance with the Vegetation and Weed Management Policy. Use this section of the report to outline how you will comply with the requirements of the plan.

1. Marketing Plan

Notes

Marketing plays a vital role in successful business ventures. How well you market your business, along with a few other considerations, will ultimately determine your degree of success or failure. Your detailed marketing plan should address year round operation.

* 1. Summary of Marketing Plan

Notes

Use this section of the business plan to provide a summary of the key points of your marketing plan.

* 1. Analysis & Trends

Notes

Provide a summary of market trends over the past three to five years. What are the traditional and future trends.

* 1. Market Segmentation

Notes

Include the following information in this section of the plan:

* Target groups.
* Accommodation / bed / product type.
* Geographic origin.
* Demographics.
	1. Competition

Notes

Use this section of the business plan to compare your local competitor profile. It may be useful to compare on and off mountain competitors.

* 1. Competitive Edge

Notes

Describe your competitive edge i.e. price, product, opening times, marketing, clientele, rooms, advertising, promotion, access, parking, room servicing / frequency etc.

* 1. Strategy & Implementation

Notes

Use this section of the plan to highlight the key strategies to achieve your business plan and budget. Introduce the strategy behind your market segmentation and choice of target markets and how this fits with your keys to success.

Pricing Strategy

Notes

Your pricing strategy is another marketing technique you can use to improve your overall competitiveness. You need to be able to determine your prices in line with competitors in the market and in line with industry averages.

* 1. Sales Forecast

Notes

Provide a three year summary of your forecast sales.

1. Management Plan

Notes

Your management plan sets the foundation for and facilitates the success of your business. People are the most valuable asset a business has and your employees play an important role in the total operation of your business.

* 1. Management Strategy

Notes

This section applies to those businesses employing considerable staff to assist in the business operations and should provide an overview of the management structure and how you intend to retain staff.

* 1. Personnel

Notes

Use this section of the plan to provide information on the person / people who will be managing the business. Include details of their relevant experience and qualifications.

* 1. Corporate Governance

Notes

The following items should be addressed in this section of the plan:

* Accounting and financial management including your accountants details
* Audit requirements
* Secretary/Public Officer
* Body Corporate
* Office bearers details and short synopsis
* Resources and information management i.e. computer programs
* Licenses/Permits Needed/Held
* Compliance and Risk Management
* Benchmarking & Key Performance Indicators
1. Financial Management Plan

Notes

Sound financial management is one of the best ways for your business to remain profitable and solvent. How well you manage the finances of your business is the cornerstone of every successful business venture. As a business owner you need to identify and implement policies that will lead to and ensure that you meet your financial obligations. Plan a sound, realistic budget by determining the actual money needed to open your business (start up costs) and the amount needed to keep it open (operating costs). Your budget should include initial capital costs such as equipment, building, furniture, machinery, vehicles and plant and then operating costs, accruals, details of finance and loans and owners drawings.

Also provide details of the type of accounting system and inventory control system you are using, and details of your financial advisors and bankers.

* 1. Finance

Notes

Briefly describe the finance structure required to facilitate the new business or redevelopment including the following information:

* Share structure
* Subscriptions/memberships
* Borrowings

 **-** types of loans

 **-** source of funds

 **-** repayments

 **-** loan servicing

* 1. Capital Equipment

Notes

Provide details of any capital equipment that will be required to operate your business.

* 1. Balance Sheet

Notes

Use this section of the plan to provide a detailed account of assets and liabilities.

* 1. Profit and Loss Projections Statement

Notes

The profit and loss projections statement is valuable as both a planning tool and a key management tool to help control business operations. It enables you to develop a preview of income generated based on reasonable predictions of monthly sales, costs and expenses. This section should include:

* Three year summary
* Monthly projections for year 1
* Quarterly projections for years 2 and 3
	1. Cash Flow Projections

Notes

Provide a three year projection of estimated cash flows by month for year 1, and by quarter for years 2 and 3.

* 1. Financial Strategy

Notes

Use this section of the plan to outline your financial strategies with particular attention to cash flow during the low peak season.

1. SWOT Analysis

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| **Strengths** of the business | Positive impact on the business |
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| **Weaknesses** of the business | Negative impact on the business |
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| **Opportunities** available to the business | Positive impact on the business |
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| **Threats** to the business | Negative impact on the business |
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1. Supporting Documents

Notes

Append copies of the following documents to this business case:

* 1. Essential Services Report
	2. Certificate of Compliance
	3. Building Code of Australia Report
	4. Bushfire Risk Assessment
	5. Design & Siting Guidelines Report
	6. Landscape Management Plan
	7. Site Environmental Management Plan
	8. Company Constitution
	9. Current Company ASIC Extract
	10. Trust Deed
	11. List of Interested Parties
	12. Public Liability Insurance
	13. Building Valuation