Worked example - a fictional organisation. Replace every detail with your own.

Three-year strategic plan

Riverside Community Cafe - 2027 to 2029

Organisation Riverside Community Cafe

Vision The friendliest place to eat and meet in Anytown

Strategic priority	Year 1 (2027)	Year 2 (2028)	Year 3 (2029)	Measure of success
Grow trade	Launch weekday lunches	Add evening opening on Fridays	Open the garden seating	Weekly sales
Catering	Test with two local events	Launch a catering menu	Hire a catering assistant	Bookings per year
Sustainability	Halve food waste	Switch to refillable packaging	Apply for a green award	Waste weighed monthly
People	Train two new staff	Create a trainee role	Review pay and hours	Staff turnover
Finances	Break even on lunches	Build a 1-month reserve	Build a 3-month reserve	Reserve in months

Risks and assumptions

Assumes the lease is renewed in 2028 and supplier prices rise by less than 5%.