Cranleys
CHARTERED ACCOUNTANTS

CRANLEYS' CUNNING PLANS · No. 16 · GROWING

Systems, Delegation and Getting Out of the Way Checklist

Tick it, print it, pin it up. Every box you cannot tick is a conversation worth having.



By Colin Davison FCA, Managing Partner, Cranleys Chartered Accountants. In practice since 1998. Reviewed 15 November 2026 against the 2026/27 rules.

THE QUICK ANSWER

Track where your time goes, write simple procedures for repeat tasks, delegate by level and measure a few key numbers each week. A business that cannot run without you is hard to grow and hard to sell, so build it to work with you out of the way.

THE KEY FIGURES

The key facts	What to know
Owner time audit	two weeks, in 30 minute blocks
Procedures	write the top 10 repeat tasks
KPIs	five numbers, weekly

The checklist, box by box

	The check	What to do	Keep as evidence
☐	**Do you know where your time goes?**	Log two weeks. Mark what only you can do.	Time log
☐	**Are repeat tasks written down?**	Short checklists, with screenshots if helpful.	Procedure folder
☐	**Do you delegate by level?**	Do it and tell me, do it and I will check, do it and report back.	Delegation list
☐	**Do you track five key numbers?**	Sales, margin, cash, delivery and customer feedback.	Weekly dashboard
☐	**Are the gaps filled?**	Hire or outsource tasks that waste your time.	Resourcing plan
☐	**Do you review monthly?**	Check that systems still work as you grow.	Review notes

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MY PRO TIP

write it down once, hand it over for good.

A worked example

This is an illustration. An owner worth £100 an hour spends 10 hours a week on £15 an hour tasks. Handing those to someone at £15 an hour costs £150 and frees 10 hours for work worth £1,000. The gain is real only if the freed time is used for higher value work.

The trap to avoid

Delegating without explaining what good looks like. It comes back and you do it again.

The Rufus test

One question that tells you if you have the right adviser:

If I took a month off tomorrow, what would break first, and why?

What has changed recently

- Good people need systems. See the hiring and keeping people checklist.
- A business that runs without you is worth more. See the valuing your business checklist.
- Growth needs clear numbers. See the scaling cashflow checklist.

Questions I get asked

How do I stop being the bottleneck in my business?

Write down repeat tasks, delegate in stages and measure results, not activity.

What are standard operating procedures?

Simple written steps for how a task is done.

What are KPIs?

Key numbers that show how the business is doing.

Why does owner dependence matter?

Buyers pay less for a business that cannot run without the owner.

The 9 CAD Keys link: Dexterity

Dexterity is the agility of a business that does not rely on one person.

Colin's 9 CAD Keys. CORE: Clarity, Capability, Consistency. ADVANCED: Analysis & Positioning, Alignment, Acceleration. DYNAMIC: Differentiation, Dexterity, Development. Score each key 1 to 5 in the free Business Value Assessment Scorecard, total out of 45. *Freedom is built. One CAD Key at a time.*

Tick these next

Business checklist 12
Hiring, Managing and Keeping Good People Checklist

Business checklist 20
Valuing Your Business: What Buyers Actually Pay For

Business checklist 10
Growing Without Going Broke: Scaling Cashflow Checklist

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Go deeper: my books

For this topic, start with **Business Growth Secrets**, part of The Cranleys Business and Tax Secrets Series: Property Tax Secrets, Inheritance Tax Secrets, Business Tax Secrets, Starting Up Secrets, Business Growth Secrets and Business Exit Secrets. The books are launching soon. Join the launch list at cranleys.online/books and I will tell you the moment each one is released.

YOUR NEXT STEP

Ring me. Free draft plan, no hard sell.

I will build you a free draft tax plan or business plan on my 9 CAD Keys: a scorecard, a 12-month cashflow forecast, a 90-day action plan and a review with me. **1** Get in touch. **2** Short intro call. **3** Your free draft plan in plain English. You decide what happens next.

Step back, tick on.

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Scan to read online, tick it on screen and take the Scorecard



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