

# Business Plan

For

*Bright Future's  
Nursery*

*Date*

Name of organisation

Address of organisation

Telephone number of organisation

Contact name

Contact address and telephone number (if different from above)

E-mail address

## **Section 1**

Legal status of our organisation

For Example:-

- *Company Limited by Guarantee*
- *Sole Trader*

Management and reporting structure

For example:-

- *Directors*
- *Committee*

Names, addresses and positions of everyone involved in the management of the group

<b>Name</b>	<b>Address &amp; telephone number</b>	<b>Position in organisation</b>

Ofsted Registration Number

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Charity number (if applicable)

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Statutory Compliance (all that apply to your setting)

*EYFS*  
*Environmental Health*  
*Employment Law*  
*Equalities Act*

## **Section 2**

### **Executive Summary**

The executive summary is an outline of the **key points** of your entire plan. It should include highlights from each section of the rest of the document - from the key features of the business aims through to the elements of the financial forecasts.

Its purpose is to explain the basics of your business in a way that both informs and interests the reader. If, after reading the executive summary, an investor or manager understands what the business is about and is keen to know more, it has done its job.

It should be concise - no longer than two pages at most - and interesting. **It is advisable to write this section of your plan after you have completed the rest.**



### **Section 3**

Business Aims and Objectives (may include the following, but this list is not exhaustive)

- Aims – What are the aims of the business? What do you hope to achieve in the short term (1 year) medium term (2-4 years) and long term (5 years)?
- Objectives – What will you have to do in order to achieve the aims of the business? Make them SMART (specific, measurable, achievable, realistic, time-bound)
- What is the background to this project?
- What benefits do you hope to bring to children and parents? Consider opportunities for parents and carers to return to work or training and allow the children to be healthy, safe, enjoy and achieve, make a positive contribution and achieve economic well-being.
- Are there any potential plans for expansion/improvements in the future?
- What steps have you taken to ensure the childcare provided is of good quality?

Include your examples such as ....

- *Under new management it is intended to expand the provision by advertising and marketing.*
- *The group hopes to attract new children by offering a lunch club in addition to the core 15 hours nursery education sessions.*
- *By extending the hours of the pre-school with a lunch club facility it is hoped that the facility will be better supported and offer a greater service to the local community.*
- *The group intends to undertake Quality Assurance Training within 4 years of the lunch club opening.*

## Section 4

### Description of Premises and Location

- Please include specific information about the location of your business including the geographical area it is in and what catchment it serves.
- Please provide information on the physical environment of the business – the internal and external spaces; leasing, rented or owned premises; who has responsibility for the upkeep and maintenance of the building and its surrounding areas; what potential is there for growth in the future.
- What is the relationship like with your local community? What relationships have/will you develop?
- Are there any local circumstances (e.g. shift working) that influence the type, number, times of places offered?
- What steps have been taken to ensure support from the community, local businesses, and organisations that may have an interest in the project?
- Is your area considered to be an area of disadvantage? If so, why?
- Type of security of tenure (lease, license or rental agreement) and expiry date.

Include your examples such as ....

- *Pre-school has been open for the last 5 years situated in the grounds of Senior School. Originally located in a Church hall. Initially the group was a Mother and Toddler group which developed into a pre-school.*
- *The pre-school is housed in a disused classroom within Senior School.*
- *The pre-school serves the central Nuneaton community; the nearest local pre-school is situated approximately 1 mile away.*
- *The community as a whole is in a disadvantaged area and due to the lack of childcare the prospect of employment is negligible.*
- *Ever Green School is committed to supporting the local community and also offers adult education on site. It offers support and assistance to the pre-school and views its provision as a service to the community within the area.*
- *The new provision will enable the parents of those attending the lunch club to access education and employment otherwise denied them due to lack of childcare.*

## **Section 5**

### **Market Research**

- What are the demographics of the area to be served?
- Are there a significant number of workless households in the area? Have any large employers recently closed or opened?
- Are there any proposed developments of housing or business that might affect demand?
- Have you done a competitor analysis? Do you know how many Childminders, Pre Schools, Playgroups, Nurseries, Out-of-School Clubs and Holiday Clubs are operating in your area?
- Are there vacancies at providers offering similar services to those you propose to offer?
- Have you carried out consultations with key stakeholders?
- How have you researched your pricing structure, staff wages, hours of opening etc.?
- What conclusions have you drawn from your research?
- Describe your relationship with other partners in the area, including schools, other providers, health services or other community organizations.
- How do you find out what parents think of your setting and services?

Include your examples such as ....

- *Market research has been carried out with the existing users of the pre-school and in local Mother and Toddler groups.*
- *Research has indicated that extended pre-school hours would enable parents to seek employment or undertake training.*
- *Our findings have indicated that the majority of parents would welcome the opportunity of extended pre-school hours for a variety of reasons (as shown in our example questionnaire).*
- *Staff will be available for consultation with parents on a daily basis to discuss the needs of the children.*
- *Our research has indicated that our club would be well supported. However, should the take up not be as expected, we would further advertise and market the service we are offering.*

## **Section 6**

### Equal Opportunities

- How is your provision fully inclusive and does it reflect the interests and needs of all groups within the local community?

Include your examples such as ....

- *The pre-school already actively demonstrates an anti-discriminatory policy within its setting which will be extended to the lunch club provision.*
- *Staff training.*
- *Assess access arrangements to provision.*



## Section 6

### Strengths, Weaknesses, Opportunities and Threats

A SWOT analysis will help you to analyse the strengths, weaknesses, opportunities and threats to your business. This exercise is an important part of producing a workable marketing plan and will allow you to promote the strengths and make the most of opportunities you have identified, but also to recognise what your weaknesses are and where there are likely to be threats posed to your business. Strengths and Weaknesses tend to be internal to your business and Opportunities and Threats, external.

Strengths	Weaknesses
<ul style="list-style-type: none"><li>• <i>Extended care in a caring, stimulating and familiar environment.</i></li><li>• <i>Outstanding Ofsted</i></li><li>• <i>Links with Ever Green School offering adult education on site.</i></li><li>• <i>Home cooked food.</i></li></ul>	<ul style="list-style-type: none"><li>• <i>Current accommodation restricts future expansion.</i></li><li>• <i>Other affordable childcare being offered in the area.</i></li><li>• <i>Kitchen facilities limited.</i></li></ul>
Opportunities	Threats
<ul style="list-style-type: none"><li>• <i>Possible full day care should the response be as predicted.</i></li><li>• <i>The only other provision in the area is a private full day care facility whose charges are out of the reach of most local residents.</i></li><li>• <i>The Camp Hill Regeneration Project hopes to offer employment/training to residents currently unemployed.</i></li></ul>	<ul style="list-style-type: none"><li>• <i>A sudden rise in the “peppercorn” rent currently paid.</i></li><li>• <i>Reduction of Local Authority Funding.</i></li><li>• <i>Deterioration in condition of the building.</i></li></ul>

## **Section 7**

### Risk analysis

What are you planning to do if things do not go to plan? For example, if:

- The premises costs are higher than planned.
- Numbers of children taking up places are lower or higher than initial projections.
- There is a higher uptake of discounts.
- Registration needs more time, staff or skills than was expected.
- A competitor opens in your catchment area.
- Staff are difficult to recruit or hold on to.
- A member of staff goes on maternity or long term sick leave.
- Falling birth rate or falling School pupil numbers locally.

Include your examples such as ....

- *Review the cash flow and budget accordingly.*
- *Revise the timeframes on the Action Plan.*
- *Consider diversifying into new service delivery areas.*

## **Section 8**

### Marketing Plan

- Describe the key elements of your marketing plan and the indicative budget. This should agree to your cash flow forecast.
- How will you promote your provision?
- What would you consider your Unique Selling Points to be?
- Consider how you will promote and sell your prospective and existing services.
- Build on existing and create new partnerships that will enable you to raise the awareness of your setting.
- Have an awareness of your competitors and what they are offering.
- Analyse your customer retention rate so that you can address why services are no longer being used.
- Remember to use your strengths from your SWOT analysis in all promotional material.

Include your examples such as ....

- *Review the prospectus.*
- *Contact your local Children's Centre and build links with other providers.*
- *Ensure you inform Family Information Service of any changes or updates to your provision.*
- *Consider internet as a means of promotion, obtain quotes for the creation of a web page.*
- *Build links with local press in order to increase public relations.*
- *Hold fund raising events.*

## **Section 9**

### Opening hours and operational policies

Monday	11.30 to 2.00	£15
Tuesday	11.30 to 2.00	£15
Wednesday	11.30 to 2.00	£15
Thursday	11.30 to 2.00	£15
Friday	11.30 to 2.00	£15

### Details of holiday times that the club is open

*The setting is not currently offering holiday provision.*

### Policy for late/non-payment of fees / charging reviews

*Fees will be required in advance.*

*Non-payment will be dealt with immediately with. The Supervisor will speak to the parents stating when the debt should be cleared. If payment is still not received the parent will be asked to remove the child from the setting until the debt is cleared.*

*Fees will be reviewed annually and any increases will apply from January onwards of each new year. Terms notice in writing will be provided of any changes.*

## **Section 10**

### **Staffing**

- What hours will or do they work?
- Will staff receive any other benefits in addition to their wages and salaries. Eg uniform, bonuses, time off, pension etc
- How many weeks in the year will or do they work?
- What are your recruitment costs, and have you budgeted for these?
- From your projected growth in children numbers for each session, have you identified the months when you will need to increase the hours/recruit new staff to meet the correct ratios? Is this reflected in your cashflow projections?
- Have you thought about holiday and sickness cover costs in your staffing plan?
- Do you use volunteers and does this affect any costs?
- Staff contracts to be updated through consultation.
- What systems are in place to identify training needs?

Include your examples such as ....

- *There will be no new posts created initially.*
- *Normal hours of work will be 11.30 am – 12.55 pm, Monday – Friday.*
- *The Supervisor will be required to hold NVQ 3 or equivalent qualification. The Deputy will also be required to be NVQ 3 or “working towards” this qualification. The staff will also be required to undergo First Aid and Child Protection training as required.*
- *Any volunteers within the group will be supervised by a member of staff at all times and only be employed in a supporting role.*
- *All staff will undergo training and development in line with the Early Years Foundation Stage.*
- *As a minimum requirement, adhere to the EYFS*

## **Section 11**

### Financial Planning and Management

What financial and accounting systems will you use, or are you using, to control payments, receipts, profits and losses and other finances such as debtors and creditors? How will you measure, or how are you measuring, profit or losses? Who will be responsible for reviewing and monitoring the financial situation of the group?

Include your examples such as ....

- *Due to the location of the pre-school and the nature of the general population it has been decided that fees should be kept to a minimum to make the setting and additional hours more accessible to its users.*
- *Our anticipated figures have been derived from the market research carried out and the current usage.*
- *We will promote Child Tax Credit and the benefits available to families who return to training both in our newsletters and by undertaking training.*
- *The setting will consider extending to full day care should there be enough interest.*
- *Up to date Cash flow showing up to 3 year's forecast*
- *The Supervisor will be responsible for the financial viability of the group.*
- *Monthly monitoring of the lunch club will be carried out by the Monitoring Officer. Returns will be submitted each month for a period of three years.*

## Section 12

### Action Plan

Set out what you plan to do over the next 12 months to help you achieve your aims and objectives. Your action plan should include tasks that are realistic and achievable and identify who is responsible for carrying them out. (See Appendix 1 for an example)

### Appendix 1 – Action Plan

Actions	By when	By who	Review Date	Progress	Completion Date
<i>Carry out market research into the needs of the local community by handing out questionnaires to the current users of the pre-school and at local mother and toddler groups.</i>	<i>Feb 2013</i>	<i>Pre School Manager</i>	<i>Dec 2012</i>		
<i>Draft Business Plan and Cash Flow forecasts and submit to Business Support Officer.</i>	<i>March 2013</i>	<i>Pre School Committee</i>	<i>Jan 2013</i>		
<i>Funding Application Form submitted to Awards For All.</i>	<i>March 2013</i>	<i>Treasurer</i>	<i>Jan 2013</i>		
<i>Advertise new lunch club to prospective pupils.</i>	<i>April 2013</i>	<i>Pre-school chair</i>	<i>Feb 2013</i>		
<i>Purchase equipment and commence refurbishment.</i>	<i>June 2013</i>	<i>Pre School Manager</i>	<i>April 2013</i>		
<i>Open Lunch Club.</i>	<i>Sept 2013</i>		<i>July 2013</i>		

## **Section 13**

### Policy review

What processes will be in place to monitor your policies and procedures?

Include your examples such as ....

- *Policies will be in line with Ofsted requirements and be reviewed, monitored and amended where necessary.*

Signature of Owner/Chair of Management Committee

Name of Owner/Chair of Management Committee

Date

Review Date