

BUSINESS PLAN GUIDANCE

The Business Plan guidance document is a resource that can be used to support the preparation of a sound business plan for developing a Childcare Business.

Front Cover

Your business plan should have a front cover this should include details such as Name, the proposed address, contact details and business branding.

Index Page

Include an index page and make sure that the pages are numbered. It makes it far easier to locate information and also to refer back when necessary.

Executive Summary

This section is completed at the end of your business plan but is placed at the beginning and it is an overview of the whole plan. The content of this section will largely determine whether readers continue to read the rest of your plan so it needs to be interesting but concise so that Banks and other funders can see why you are worth supporting.

Within this section you can include:

- The organisations aims and objectives – (its mission statement)
- How you aim to achieve your goals
- What the service is and how it will benefit others
- How the service will be managed and delivered
- Three year financial projections including level of funding needed
- The status of the organisation (where are you at present).

History, Background and Experience.

Within this section you can tell the reader about your experience in the business and childcare sector. Describe why you are undertaking this new enterprise and how you will respond to meeting local need.

This establishes the foundation for your service and so you will need to include anything that is relevant to it. You should have carried out significant local research to give a picture of the following; the local area, population, socio-economics of the area, types of housing, schools, businesses, working patterns, local transport links, any new planned housing developments, or other childcare provision within the area.

Give a brief explanation of early years and childcare sector and trends within it – for example women returning to work. You should also give information about

the national and local childcare strategies such as the Local Children and Young People's Plan and how your service could help meet the targets as laid out in that plan.

Aims, Objectives and Outcomes.

Clearly state what these are:

(They can be taken from your constitution if yours is a voluntary organisation)

In this section give a clear description of what you are going to do and how. You might want to include your Mission Statement in this section.

The **aims** should be clear about what you want to achieve.

If you are establishing a Voluntary Organisation you may wish to include your charitable aims for your governing document – The Constitution. Include a signed and dated copy of your governing document in the appendices.

Who is your target market? Is your aim to provide childcare for working parents – underprivileged children etc.

The **objectives** are how you will achieve these aims and these can include short, medium and long term; for example the first year to the fifth year.

The **outcome** is what you want to achieve e.g. increase literacy level of 4 year olds or increase numbers of parents in the community returning to work.

You need to show a plan that is:

SMART

- Specific
- Measurable
- Achievable
- Realistic &
- Time constrained

SWOT

This section will allow you to analysis and identify the Strengths, Weaknesses, Opportunities and Threats, which could be associated with the proposed business.

The suggested table allows you to have overview of how SWOT will inform service delivery.

Strengths	Weaknesses
Opportunities	Threat

Legal

Please describe your Legal Governance Structure;

- A voluntary organisation with a management committee
- A privately run business
- A company limited by guarantee
- School governance
- Others

In this section of your business plan you would describe how will you meet the Legislative Requirements – e.g. Legal Governance Structure, Charity Law (If applicable), Employment Law, Health and Safety, Equality & Diversity - Equality Act (2010), Special Educational Needs (2014), Data Protection Act, The Prevent Duty (2015) and Safeguarding – Working Together to Safeguard Children (2015).

Management

This section details the organisations structure including how you will manage and deliver the service you want to provide.

How many people are on the management team? (You might want to include a chart or diagram)

List the members of your organisation and describe the background and experiences of each management member.

List their roles and responsibilities within your organisation

Staffing

It is the responsibility of the employer to employ suitable staff for the business.

In this section of the business plan describe in detail the:

- Safer recruitment processes
- Performance Management Cycle
- HR Services
- Staff /Management structure

For information to support this you may want to refer to the ACAS website.

You could include Curriculum Vitae of staff and management personnel and if you have one, a management / staff infrastructure chart.

Here you should consider:-

- A clear safer recruitment process including DBS checks (when applicable).
- Induction procedures.
- Performance Management Cycle – induction, appraisals, qualifications and training.
- Roles and Responsibilities- Job descriptions for every role.
- Child: Staff ratios and Contingency arrangements.
- Staffing and Organisation structures.
- Hours of employment.
- Rates of pay. These need to be linked to local rates but you should bear in mind that quality can be reflected in poor levels of pay.
- Employee's responsibilities.

- Equal opportunities
- Volunteers roles within the provision.
- Staff contracts including information on legal responsibilities such as the 'Working Time Directive', equal pay and access to training.
- Staff Benefits –Staff handbook

Quality & Inclusion

Describe how you propose to provide and maintain a quality inclusive childcare service e.g.

- Statutory Requirements of the Early Years , Compulsory and Voluntary Childcare Registers
- Environment
- Partnership working with parents and other stakeholders
- Marketing
- Self-evaluation and improvement plans
- Stakeholder consultation
- Inclusion
- Workforce development

Please explain in detail how you will achieve and maintain high standards over and above the statutory requirements for the Early Years, Compulsory childcare registers to get 'Good or better' at your Ofsted Inspection.

- Registration for the Early Years Entitlement.
- Training for staff, volunteers and committees/owners.
- Graduate Leader – the Governments aspiration
- Meeting the EYFS requirements.
- Policies and procedures – how will you monitor policies into practice?
- The policies and procedures you will adopt
- Explain how policies and procedures will be drawn up and implemented and how they will be communicated to staff, children and parents
- How often will policies and procedures be reviewed?
- Your partnership with agencies (multi –agency working).
- Parents and Children, how do you currently work with them and how will you work in the future? To inform service delivery. Please provide details of how children/young people can make a positive contribution towards the decision making process when designing and planning activities and changes to service provision.
- Child centred activities- Early Learning Goals, observation and assessment linked to next steps for learning.
- Discuss the environment indoor and outdoor, how will you promote independence and free choice.
- Please enclose examples of how you will or currently undertake self evaluation and reflective practice to improve quality (Ofsted Self Evaluation Form).
- How will quality be monitored? Planning scrutiny, session observations, monitoring of learning journeys and learning walks.

Finance, Sustainability & Affordability

The business plan should reflect additional funding sources and match funding.

Explain how you will achieve the balance between delivering a high quality affordable childcare service and sustainability.

Explain how you will ensure that fees are affordable and support community inclusion in line with existing childcare providers in your area.

Details regarding Childcare Tax Credits, Childcare Vouchers and other schemes you feel will assist in making fees affordable for parents.

Remember to take account of diverse families accessing the provision from Areas of Disadvantaged Deprivation. (Sibling discounts, bursaries, shift patterns, single parent families, teen parents, children in need, additional need, how you might work with employers).

The cash flow should reflect financial contingencies, demonstrates surplus, appropriate income and expenditure levels, break even point, actual and projected costs effective distribution of costs, realistic occupancy levels, fees and any capital expenditure.

Provide details of any funding and sources of income such as Early Years Entitlement.

Demonstrate a clear fee structure which has regard to the Free Early Years Funding Provision for 2, 3 & 4 year olds.

How will sustainability be monitored? Detail these arrangements in your business plan.

Early Years Entitlement (EYE) – Business Information only

Please refer to the Lincolnshire County Council's Effective Early Years Entitlement delivery guidance for information on how to register to deliver the funding, how to deliver, the current hourly funding rates for 2, 3 & 4 year old places, EYE delivery models and impact of an Ofsted judgment less than 'Good'.

You can access the guidance here <http://www.birthtofive.org.uk/support/early-years-entitlement/eye-3and4.html>

Marketing, Branding and Corporate Social Responsibility.

Describe your marketing strategy and implementation plan, how, where and when will you market your business?

Branding is your professional image; please describe how your branding is used to promote your business.

Corporate social responsibility is your organisational responsibility towards Social and environmental issues (e.g. healthy eating and recycling and fair trade etc.).

Additional Relevant Information

Include here any information that you feel is relevant to the project or the Business Plan.

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