

# BUSINESS PLAN TEMPLATE



**Name of Childcare Provider**

**Address:**

**Contact Person:**

**Tel. No.**

**Mobile Phone No.**

**E-Mail address:**

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| <p><b>INTRODUCTION</b></p> <ul style="list-style-type: none"> <li>State the Group's childcare mission statement/vision – consider Children, Parents/Guardians, Management Committee members, Childcare Staff and other community representatives.</li> <li>The Ethos of the Organisation</li> <li>Briefly describe the Group's aims, include all stakeholders in the decision making process</li> <li>Objectives of the Project, short, medium and long term – e.g. a larger premises, to cater for a variety of age ranges, a service that can provide a varied programme – sessional, full day care, school-age service, a more suitable location, an outdoor play area, a service that can cater for children with a diversity of needs, disability friendly, minority groups, a better quality of service, age appropriate equipment or furniture, qualified trained staff.</li> </ul> |  |
| <p><b>BACKGROUND</b></p> <ul style="list-style-type: none"> <li>Give a profile of the area - geographic location, physical environment, demography of the area and indicators of need, population projections/birth trends, age groups, labour market projections, social needs, school going primary school children</li> <li>The extent to which the project will increase the number of affordable childcare places in disadvantaged areas.</li> <li>Give background to the Project, e.g. when was group founded, number of years the group has operated a childcare facility, when Health Service notification took place etc.</li> <li>Structure – Owner/Manager, has the Group a Constitution or Articles of Association, Company Limited by Guarantee- talk about the membership and conditions of membership.</li> </ul>   |  |
| <p><b>PERSONAL PROFILE OF OWNER/MANAGER (as applicable)</b> This also includes Management Committee</p>  |  |
| <ul style="list-style-type: none"> <li>As Owner/Manager state your previous experience in managing a Childcare service and/or working with Children.</li> </ul>  |  |
| <ul style="list-style-type: none"> <li>Who will have responsibility for overseeing the Project and what supports have been put in place to ensure this happens effectively.</li> </ul>   |  |
| <ul style="list-style-type: none"> <li>Childcare Education and Training related to delivering childcare services e.g. First Aid, Child Protection, Curriculum delivery, Creative Play etc.</li> </ul>  |  |
| <ul style="list-style-type: none"> <li>Work Experience to date</li> </ul>  |  |
| <ul style="list-style-type: none"> <li>My personal qualities required to work in a childcare setting.</li> </ul>   |  |

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| <p><b>REASONS WHY I STARTED A NEW SERVICE (OR WANT TO DEVELOP THE EXISTING SERVICE)</b></p>   |  |
| <ul style="list-style-type: none"> <li>• Provide a list of reasons why - and develop each reason individually - stating the obvious outcomes</li> <li>• Give details of the Research on need conducted, form of research undertaken e.g. quantitative research (survey asking identical questions), qualitative (explores people’s feelings and attitudes – one to one Interviews, in Focus Groups etc. Visits to other Childcare Service Providers etc.</li> <li>• Specify the consultation undertaken in preparing this proposal.</li> <li>• Outline the need for this new/upgraded, expanded childcare service in your area.</li> <li>• Outline the benefits to your own service if funding is acquired to extend or develop existing service.</li> </ul>  |  |
| <p><b>THE MANAGEMENT OF THE SERVICE</b></p>   |  |
| <p>Management involves applying your own unique skills when making decisions, establishing strengths and weaknesses of services/business, setting objectives and targets, planning and adapting your business to meet those objectives and targets and budgeting and controlling your finances.</p> <p>Managing a Childcare Service includes all of the above but also managing children, parents and staff who are dealing with children. The Manager of a Childcare Service will also be responsible for a service that may be expected to meet the important social, vocational, health or even psychological needs of its users. The resources which will be required will include:</p> <ul style="list-style-type: none"> <li>• The previous experience and background of the staff who are employed to manage a childcare business. Talk about the capacity of individuals or group by way of experience, knowledge and skills.</li> <li>• The physical resources such as premises and equipment</li> <li>• Give a description of your management/decision making procedures.</li> <li>• The financial controls and systems appropriate to the project.</li> <li>• The ability of the Childcare Provider to comply with terms of the funding.</li> <li>• Is the Management Committee representative of the whole community – must have broad representation across all sectors.</li> <li>• Management of the service: define the role and who will fill it, experience of each team member, the management of information systems and procedures, how the staff &amp; Volunteers, and Trainees are managed, who would cover key areas like Managing Operations, the Resources, Quality, Finances, Networking, Suppliers, Monitoring and Evaluation of the overall service etc.</li> </ul> |  |
| <p><b>STAFFING</b></p>  |  |
| <ul style="list-style-type: none"> <li>• Number of Full Time, Part-time, Students, Volunteers, and participation of parents.</li> <li>• Include all Staff Job Descriptions – Roles and Responsibilities, individual tasks, person specifications.</li> <li>• Education – describe education history after primary/national school and any courses you have attended since.</li> <li>• Training – will training be required – what type of training and at what cost to the business.</li> <li>• Work Experience – describe other significant experience that could be useful for a childcare service.</li> <li>• Personal Qualities that are important for a childcare service.</li> </ul>  |  |

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| <p><b>DESCRIBE CHILDCARE SERVICES IN YOUR OWN AREA</b></p>   |  |
| <ul style="list-style-type: none"> <li>• Brief description of Childcare services available Nationally – i.e. types of services available – Full Day Care, Playgroups, Mother &amp; Toddler Groups, Montessori, Naionra, Childminders, After School Services, what is meant by sessional services – up to 3.5 hours per session, Summer Camps, Workplace Creches’s etc.</li> <li>• Briefly talk about childcare provision in the local area within a specified radius</li> <li>• Provide evidence that your proposed service will not overlap, duplicate or lead to displacement of existing childcare facilities in your locality.</li> </ul>  |  |
| <p><b>GIVE DETAILS OF YOUR CURRENT/EXISTING CHILDCARE SERVICE:</b></p> <p>Give details of:</p> <ul style="list-style-type: none"> <li>• Weeks of years service offered</li> <li>• Days per Week</li> <li>• Opening Hours per day</li> <li>• Type of Childcare Services offered e.g. Playgroup, AfterSchool, Full Day Care etc.</li> <li>• Number of Childcare Places maximum</li> <li>• Children currently catered for at any one time, full-time, part-time,</li> <li>• Total number of children availing or enrolled for services.</li> <li>• Age ranges of children catered for</li> <li>• Waiting Lists if any, full and part-time.</li> <li>• Refreshments or not offered etc.</li> </ul>   |  |
| <p><b>GIVE DETAILS OF THE PROPOSED NEW SERVICE</b></p>   |  |
| <p>This should be a clear statement about what you propose to do and how you propose to do it.</p> <ul style="list-style-type: none"> <li>• Give details regarding <u>extra hours</u> per day service will be available</li> <li>• <u>Extra days</u> per week the service will be available</li> <li>• How many <u>extra childcare places</u> will be provided – full and part-time.</li> <li>• Timeframes: agree dates for specific pieces of work, schedule of dates for meetings, review and monitoring meetings, delivery schedules from suppliers, allow time for planning permission if required, consider availability of builders and tradesmen, remember time delays result in additional costs.</li> <li>• Give <u>evidence that in terms of lack of services</u> in the area and the potential of the group to expand the service.</li> </ul> |  |
| <p><b>TACKLING SOCIAL INCLUSION AND DISADVANTAGE/SPECIAL NEEDS</b></p>   |  |
| <ul style="list-style-type: none"> <li>• Does your project <b>focus on disadvantage</b> and if so give a brief outline on how it will tackle social inclusion in your area of cover.</li> <li>• Will your project cater for new or <b>additional places for children with special requirements or of ethnic diversity?</b> If yes, state the number of places. In what way will the grant help achieve new or improved places for children with special requirements or of ethnic diversity.</li> </ul>  |  |

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| <p><b>BENEFITS TO THE COMMUNITY</b></p> <ul style="list-style-type: none"> <li>• Describe how you consider this new/improved service will benefit your area/community.</li> <li>• Consider new opportunities which the project will provide in order to enable parents participate in education, training or employment opportunities otherwise closed to them without childcare provision. You might also want to mention time out for carers as a good reason for requiring childcare.</li> </ul>  |  |
| <p><b>LOCATION AND PREMISES</b></p> <ul style="list-style-type: none"> <li>• Describe the Premises, layout, space, lighting, access, security, equipment etc.</li> <li>• Rental or mortgage costs per month.</li> <li>• Is there a possibility to expand?</li> <li>• Description of the surrounding area including whether rural area, town, housing estate, etc.</li> <li>• Explain reasons for choice of location</li> <li>• Are there any future developments that will change the attractiveness of your location?</li> <li>• Transport in the area – how will your customers reach your childcare service e.g. by foot, car, bus etc. Is there car parking space at your facility?</li> <li>• Planning permission, Ownership, Leasing arrangement, length of lease, type of lease etc.</li> </ul>   |  |
| <p><b>THE MARKET RESEARCH AND THE MARKETING STRATEGY OF THE BUSINESS</b></p>   |  |
| <ul style="list-style-type: none"> <li>• What market research was undertaken - Research/Needs Analysis carried out, compile and circulate a questionnaire to Parents, place an advert in the local papers, shops etc.</li> <li>• Have you been in contact with potential customers.</li> <li>• Talk about visits to other Childcare Services providing the type of service proposed, talk to other Childcare Providers, consider any new developments planned locally, consider any planned extensions of services to be provided locally, convene a meeting with local parents/your target audience to assess their needs. Check with local authority/county council about new housing or business developments.</li> <li>• Talk to the DCCC and ask about developments in the local area.</li> <li>• Consult the National Childcare Census.</li> <li>• <b>Don't forget to talk to the children and ask them what kind of service they would like.</b></li> <li>• Who are your competitors, where are they located, what do you offer that is different to their service.</li> <li>• What are your strong and weak points. Do a SWOT analysis.</li> <li>• If appropriate consider whether your Management Committee is representative of the whole community.</li> <li>• Set up task groups within the Management Committee who will “share” the workload between all stakeholders in terms of planning, monitoring, fundraising/financial and research.</li> <li>• Consider the skills/expertise required to complete elements of the work.</li> <li>• Think about the target markets and the users of the service.</li> <li>• What will you charge per child and what are your competitors charging. <b>Talk about the tiered fee structure proposed. How did you calculate your fee?</b></li> <li>• Consider the professional expertise, Accountant, Solicitor, Quantity Surveyor, etc. which will be required.</li> </ul> |  |

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| <ul style="list-style-type: none"> <li>• Provide details of the Competitors locally which might impact on the service – types of service, days open, hours of service, age groups accommodated, fees charged etc.</li> <li>• Get actual quotes from service and equipment providers</li> <li>• Check out a variety of catalogues/suppliers to determine best value for equipment required.</li> <li>• Talk about the Marketing strategy to be employed.</li> <li>• Talk about the promotion of the service and how this will be done. Advertisements in local or parish newspapers, clubs, organisations etc. leaflets, flyers door to door, during large meetings, in shopping centres, petrol stations, at sporting events etc. Posters for hanging in prominent places. Personal selling. Do presentations at local network meetings, women’s groups, at Parent &amp; Toddler sessions etc. Notice in window of premises used to display services, local workplaces etc.</li> </ul> |  |
| <b>LINKS WITH THE NATIONAL AND LOCAL CHILDCARE AGENCIES</b>  |  |
| <p>How will the project integrate with other agencies and organisations to maximise the benefits to the area. Specify the consultation undertaken and the benefits of the linkages.</p> <ul style="list-style-type: none"> <li>• Links to Department of Social &amp; Family Affairs</li> <li>• Links to HSE West</li> <li>• Links with Border Counties Childcare Committee</li> <li>• Links with Donegal County Childcare Committee</li> <li>• Links with the local Childcare Networks</li> <li>• Links with the local Partnership Company</li> <li>• Links with FAS</li> <li>• Links with the VEC</li> <li>• Donegal County Enterprise Board</li> <li>• Links with other programmes established in the locality. E.g. Community Development Groups.</li> </ul>  |  |
| <b>PROPOSED MONITORING OF THE SERVICE</b>  |  |
| <ul style="list-style-type: none"> <li>• Monitoring by the Pobal or its agents, allow access to premises and provide records as necessary, during construction, implementation or on completion.</li> <li>• Projects to be monitored on both financial and progress terms.</li> <li>• Projects must report to Pobal on financial expenditure and performance related targets on a regular basis</li> <li>• Review of the Business as a whole</li> <li>• All grants offered through NCIP will be subject to a legal contractual agreement with Pobal</li> <li>• Proper files and records to be kept.</li> <li>• Reviews of progress planned and carried out against a set criteria.</li> <li>• External evaluation.</li> </ul>  |  |

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| <b>HOW WILL QUALITY ISSUES/EVALUATION ISSUES BE ADDRESSED?</b>  |  |
| <p>Quality can be defined from the perspective of Government Policy, Children, Parents, Childcare workers, Employers, Organisations, Training, etc. It is also important to consider observable and perceived quality.</p> <ul style="list-style-type: none"> <li>• How will “quality issues” be addressed: Following up on Inspection Reports, recommendations being implemented etc</li> <li>• Obtaining a quality mark – BCCN Quality Development Accreditation Programme, NCNA Centre of Excellence etc.</li> </ul>   |  |
| <b>FINANCIAL SUSTAINABILITY OF THE PROJECT</b>  |  |
| <ul style="list-style-type: none"> <li>• Describe how the group intends to make the project sustainable in addition to funding the facility, it needs to be able to maintain the service and continue to meet all overheads.</li> <li>• Talk about the group’s (or your own) investment, assets available as security. Cash Flows, Estimated Income and Expenditure etc.</li> <li>• What are the resource/financial implications of developing your facility e.g. capital, location, premises, equipment, project management, staffing numbers, qualifications, training, staff facilities etc.</li> <li>• How much will your planned development cost, get 3 quotes from service and equipment providers, check out a variety of catalogues/suppliers for best value, access appropriate financial expertise, consider the other types of professional expertise you will need.</li> <li>• Consider the overall cost of the project with regard to the number of additional childcare places being created.</li> <li>• Fee structure, income/expenditure</li> <li>• Attracting resources: Fundraising, what grant aid might the group be eligible for and who has responsibility for coordinating the preparation and submission of funding applications.</li> </ul> |  |

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| <b>FINANCES – PRESENT FINANCIAL POSITION AND PROJECTIONS FOR 3-5 YEARS</b>  |  |
| <b>FINANCIAL STATEMENTS/DETAILS</b> <ul style="list-style-type: none"> <li>• Cash Flow Statement</li> <li>• Give estimated total cost of proposed project and provide a breakdown of these costs: construction/adaptation of premises, purchase of equipment and materials and other.</li> <li>• Current running/operating costs of childcare service eg. Salaries (incl employers PRSI), rent, rates, mortgage, light &amp; heat, telephone, insurance, general overheads</li> <li>• Details of sources of funding used to meet those costs</li> <li>• State Grants able to obtain and amount of these grants.</li> <li>• (Best if Architect or Surveyor costings can verify figures)</li> <li>• Funding Required – state amount of funding required and purpose of funding.</li> </ul>        |  |
| <b>ACKNOWLEDGEMENTS</b> <ul style="list-style-type: none"> <li>• Think about all of the people involved in the overall project. Some will have specific commitments others will be part of the “core team” and some will be specialists/professionals whose advice is sought at different times for particular pieces of work.</li> </ul>   |  |
| <b>GLOSSARY OF TERMS USED e.g. explain all the jargon and abbreviations used in the written Business Plan</b> <ul style="list-style-type: none"> <li>• NCIP                                      National Childcare Investment Programme</li> <li>• DCCC                                        Donegal County Childcare Committee</li> <li>• DCC     Donegal County Council</li> <li>• ICN     Inishowen Childcare Network</li> <li>• IDC     Inishowen Development Company</li> <li>• DLDC                                        Donegal Local Development Company</li> <li>• HSE West                                    Health Service Executive, West Region</li> </ul> |  |
| <b>APPENDICES - types <u>could</u> include:</b> <ul style="list-style-type: none"> <li>• Plans of Building – existing service</li> <li>• Plans of Building – proposed service</li> <li>• Planning Application &amp; Planning Permission Documentation</li> <li>• Reports from Community Information Meetings</li> <li>• Special Research done – reports completed – conclusions drawn etc.</li> <li>• Staff CV’s</li> <li>• Job Descriptions and Person Specifications</li> <li>• Policies &amp; Procedures documented</li> <li>• Details regarding “Quality Assurance Programme”</li> <li>• Curriculum Framework</li> </ul>  |  |