

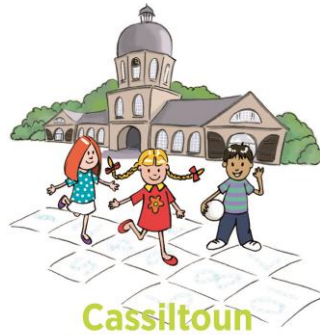


# **Cassiltoun Stables Nursery Business Plan 2023-24**



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Cassiltoun  
Stables  
Nursery

## 1. EXECUTIVE SUMMARY

Cassiltoun Stables Nursery was set up in 2012 and we have been open for children since February 2013.

Cassiltoun Stables Nursery is a Social Enterprise Nursery providing high quality childcare, local jobs and training placements in Castlemilk.

It is a subsidiary of Cassiltoun Housing Association and its principal activity is to provide a first-class childcare facility for 0-5-year olds set alongside a local woodland and outdoor natural environment.

It has been registered with the Care Inspectorate since early 2013. We are currently registered for 57 children.

The Nursery currently have 53 FTE children and 18 staff which is inclusive of 2 sessional staff (as at 22<sup>nd</sup> February 2023).

We aim to provide quality experiences for children aged 0 to 3 years following the guidance contained in the Pre-Birth to Three Document – Positive Outcomes for Scotland’s Children and Families.

We follow the Curriculum for Excellence for children aged 3 to 5 years in order to provide quality activities and experiences to promote each child’s development and learning in all 8 areas of the curriculum and to apply the GIRFEC (Getting it Right for Every Child) approach to enable each child to become a confident individual, an effective contributor, a successful learner and a responsible citizen.

The Care Inspectorate carried out an inspection of the Nursery in February 2020. The Inspection Report was very positive, giving the nursery a ‘Good’ overall grading. Care Inspection Reports can be found <https://www.careinspectorate.com/>.

The business plan outlines the strategic, operational objectives, management arrangements, risk register and financial plans.

The Nursery operates from the Stables Building which is a Glasgow Landmark, designed by David Hamilton and is an important reminder of Castlemilk’s and Glasgow’s rich history.



## 2. INTRODUCTION

Cassiltoun Stables Nursery provides high quality child care and education for children aged 0 to 5 years in a relaxed and caring environment by experienced nursery staff. This business plan sets out the arrangements for the continued management of the Nursery, their ongoing objectives and demonstrates the Nursery's financial viability.



## 3. CASSILTOUN STABLES NURSERY BACKGROUND

Cassiltoun Stables Nursery was set up in 2012 as a charitable Social Enterprise Nursery to provide high quality childcare, local jobs and training placements in Castlemilk (an area of deprivation). It was set up in response to two factors; a feasibility study that had been commissioned by Cassiltoun Housing Association (funding through Investing in Ideas) into the possibility of setting up a social enterprise nursery after a privately-run nursery had gone into liquidation (due to poor management) which left local people without work and parents without nursery spaces.

The Nursery was open for children in late February 2013 and has had to build up its reputation and child numbers. It was initially supported by a £100k loan from Cassiltoun Housing Association to support its capital and revenue costs after creating the business and before final registration was approved. It has had financial support with grants from Cassiltoun Housing Association to support specific projects. In 2014 we received a grant of £49k from Enterprise Ready Fund to support business expansion when the nursery expanded its provision from 0-3 to 0-5-year-old. In 2017 we were successful in receiving a grant of £174,000 from Aspiring Community Fund to further support our business expansion by offering an additional 16 childcare places, an outdoor programme and job opportunities to deliver the expansion.

## 4. CHARITABLE OBJECTIVES

Cassiltoun Stables Nursery is established for charitable purposes only, and in particular, the objects are:

- The advancement of education of children and young people.
- the advancement of citizenship or community development.
- The relief of the needs of children and young people by reason of ill health, disability, financial hardship or other disadvantage.
- No funds or property of the organisation shall be applied for any purpose unless that purpose is charitable under UK tax law.



## 5. VISION AND MISSION STATEMENT

### **Vision**

To enrich the lives of everyone in our Nursery community through the provision of high-quality childcare. Enabling them to reach their full potential.

### **Mission**

We deliver childcare services in a stimulating and innovative learning environment. We do this by creating a culture of listening and being responsive to individual's needs. Our belief is that everyone in our Nursery community matters.

## 6. VALUES

- **Quality Care**

We will continuously provide a happy, welcoming, secure and stimulating indoor and outdoor environment for children to develop their attitudes, skills and abilities and to be involved in their own learning and development.

- **Respect**

We will promote a culture of inclusion, equality, fairness and opportunity for all and respect everyone for who they are.

- **Nurture**

We will nurture all our children to be independent, show initiative and creative as well as encouraging them to reach their full potential

- **Teamwork**

To support and respect each other and promote a positive culture. Working in partnership with our parents to achieve the best outcome for our children.

- **Health & Wellbeing**

We will provide our children and staff with the opportunities to support their mental, emotional, social and physical wellbeing.

## 7. CHILDCARE SERVICES

The Nursery will provide 57 Full Time Equivalent (FTE) childcare places for children 0 - 5 years.

The setting will provide childcare for local families including working families, students, those requiring additional support and parents who wish their children to have a high-quality early education experience.

AGE	NUMBER OF PLACES	STAFF RATIOS
0 - 2yrs	10	1:3
2 - 3yrs	14	1:5
3 - 5yrs	33	1:8

Cassiltoun Stables Nursery is committed to ensuring that childcare is available to parents flexibly to meet their needs.

The Nursery will be open Monday to Friday (5 days a week) 7.30am-6.00pm, 52 weeks per year.

The flexible options to be offered at the setting will include:

- Full Day
- Half Days am or pm
- Term time
- Emergency care

Children eligible for 2, 3 and 4-year-old funding will be able to access free 23 hours early education equivalent to 50 weeks per year.



## 8. CHILDCARE FEES

0 – 3 years			3 – 5 years		
F/T	Daily	½ Day	F/T	Daily	½ Day
£205	£44	£26.50	£200	£43	£26.50





## 9. POLICIES AND PROCEDURES

There are effective policies in place which are adopted from Early Years Scotland. The Nursery also complies with relevant policies and procedures set by its parent company 'Cassiltoun Housing Association'.

The Board of Management and staff actively contribute to the preparation and implementation of appropriate policies and procedures, which ensure children are properly safeguarded. Members of staff are encouraged to take ownership of the policies, reviewing them at monthly staff meetings.

In addition, the setting carries out regular risk assessments for all areas of the premises and for any outings. All of the policies and procedures have regard to the Early Years Framework (Scotland) as well as other legal requirements such as Employment, Data Protection and Health & Safety Laws.

## 10. CASSILTOUN STABLES NURSERY BOARD AND GOVERNANCE

Cassiltoun Stables Nursery was incorporated on 9<sup>th</sup> May 2012 and is a company limited by guarantee and not having share capital. Its registered number is SC423689. It is a recognised as a charitable company by the Office of the Scottish Charities Regulator (Reference Number SCO43312).

The Board of Management meets quarterly to oversee the running of the business. The Nursery is a wholly owned subsidiary of Cassiltoun Housing Association.

### **The Board continues to:-**

- Deliver our Business Plan Objectives
- Assess and manages risk
- Reviews performance, sets targets and reviews strategic performance
- Retains high levels of skills and experience within the Board membership
- Continues to attract additional funding
- Organises Business Planning Sessions
- Meets on 4 occasions each year
- Be responsible for the governance and strategy of the nursery

### **The Trustees of Cassiltoun Stables Nursery are:-**

- Anna Stuart MBE, Chairperson and Board member of Cassiltoun Housing Association
- Jean Farrell, Board Member and ex Senior Childcare practitioner
- Vacant, Parent Board Member
- Evelyn Ferguson, Board Member and Board Member of Cassiltoun Housing Association
- Jennifer McInnes, Board Member and Board Member of Cassiltoun Housing Association

### **A Charity Trustee must:-**

- Act in the interests of the Charity
- Operate in a manner consistent with the Charity's purpose
- Act with care and diligence
- Manage any conflict of interest between the Charity and any person or organisation who appoints trustees
- Ensure that the charity complies with the provisions of "The Charities and Investment (Scotland) Act 2005" and other relevant legislation

## **11. MANAGEMENT ARRANGEMENTS**

The day to day management arrangements are undertaken by Cassiltoun Housing Association. The management of staff is undertaken by the Nursery Manager and is supported by the Head of Corporate, HR & Finance.

A Management Agreement is in place setting out the services that will be provided by Cassiltoun Housing Association to the Nursery. The cost of the services are agreed and reviewed annually.



## 12. STRATEGIC AND OPERATIONAL OBJECTIVES

### Strategic Objectives 2022-2025

1. Ensure that our child care fees remain competitive and affordable.
2. Maintain high quality childcare services adhering to current Scottish Government Guidelines and Curricular Frameworks
3. Contribute to the wellbeing of the local community by offering employment, work experience and training placements.
4. Develop our workforce through education, training and coaching.
5. Ensure we actively involve parents in the operation of the Nursery and attract and retain highly skilled and knowledgeable Board and staff members.

### Operational Objectives : 2023/24

1. Complete Assessment and Progress reports for all children measured against the SHANARRI indicators
2. Majority of preschool children will achieve 90% attainment on their numeracy/ literacy/health and wellbeing early level trackers
3. Increase level of parent engagement: Online learning journals; 2 x 1-1 meeting with parents; Parent surveys
4. 3 newsletters, 1 graduation ceremony
5. Achieve 53 FTE throughout the year
6. Ensure that the Board of Management complete their agreed training and learning plans
7. Progress with the Eco School Award
8. All staff will become competent using the Realising the Ambition document for planning and observation
9. Staff to become confident in delivering digital literacy in over 3s
10. Carry out Staff Survey

### 13. SWOT ANALYSIS – REVIEWED BY BOARD ON 18/1/2023 AND STAFF ON 11/1/2023

#### Strengths

- Committed Staff and Board
- Training
- Setting (Stables/Woodlands)
- Support from CHA
- Relationship with parents
- Financial performance
- Reputation
- Longer opening hours
- Training for outdoors
- Leader of Early Learning
- Outdoor play – improve health and wellbeing
- Partnership with GCC
- Monies from GCC for milk and snacks
- Healthy Meals
- Side Garden and back garden Refurbishment
- LPA
- Committed and dedicated nursery Manager
- GLW Employer
- Website
- 1-2-1s
- Continuation of sanitisation of nursery on a monthly basis
- Suite of policies and procedures
- Provision of staff outfits
- Good partnership working with multi agencies
- Facilities of training online
- Eligible 2 funding
- GCC free at Access

#### Weaknesses

- No room for expansion within the building
- Losing & Attracting staff – staff turnover
- Staff sickness
- Retaining staff
- Skill shortage in nursery staff across the sector
- More face to face training
- Poor heating in each room and corridors
- More appropriate learning resources
- More flexibility of staff in their working hours
- Outdoor play facilities for 0-3 years
- Menus need to be changed more regularly
- Cost of living crisis
- More of a working relationship with Cassiltoun HA
- MAs paid the Govt rate of pay
- Training for outdoor play
- Lack of funding

### Opportunities

- Growth & Expansion of the nursery
- Outdoor nursery
- Expansion with other partnership professionals
- Funding
- Opportunity to progress to SVQ Level 4

### Threats

- Manager/experienced staff leaving
- Staff turnover
- Affordability
- Raise in inflation
- Nursery costs raising, rent, food etc
- Economy and cost of living crisis

### 13. RISK REGISTER – APPENDIX 1

TO BE INSERTED ONCE BOARD APPROVES AT THEIR MEETING  
ON 20<sup>th</sup> JUNE 2023

## 14. FINANCIAL PROJECTIONS

These projections were prepared in June 2020 taking into account that the nursery had to close at the start of April due to the COVID-19 pandemic. Therefore the results in 2020/21 assume a gradual opening from August building up to full occupancy by the end of the financial year.

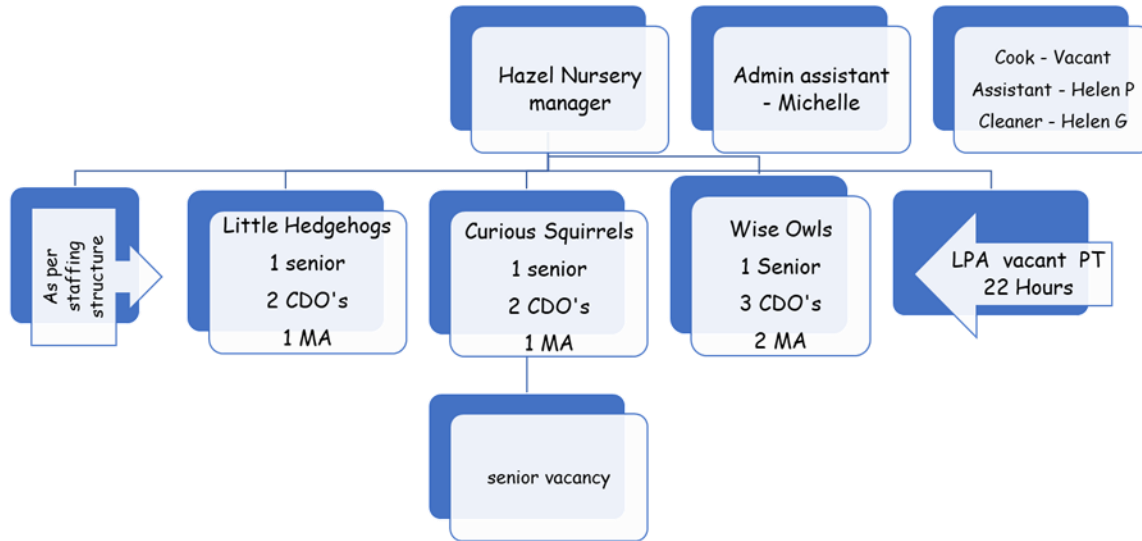
The high grant level in 2020/21 reflects income from the UK Government's Job Retention Scheme to help alleviate the salary costs when there is little trading income during the period of closure. In addition grant is expected to cover the purchase, installation and fitting out costs of a garden pod

TO BE INSERTED ONCE APPROVED AT BOARD MEETING ON 20<sup>TH</sup> JUNE 2023



<b>CASSILTOUN STABLES NURSERY LIMITED</b>					
<b>BALANCE SHEETS FROM 2023 TO 2027</b>					
	<b>BUDGETED</b>	<b>BUDGETED</b>	<b>BUDGETED</b>	<b>BUDGETED</b>	<b>BUDGETED</b>
	<b>2022/23</b>	<b>2023/24</b>	<b>2024/25</b>	<b>2025/26</b>	<b>2026/27</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>TANGIBLE FIXED ASSETS</b>					
Costs	43,496	43,496	43,496	43,496	43,496
Less Depreciation	(25,312)	(30,812)	(36,312)	(41,812)	(43,496)
	<b>18,184</b>	<b>12,684</b>	<b>7,184</b>	<b>1,684</b>	<b>-</b>
<b>CURRENT ASSETS</b>					
Debtors	4,094	4,094	4,094	4,094	4,094
Bank & Cash	265,524	282,283	299,104	316,262	333,764
	<b>269,618</b>	<b>286,377</b>	<b>303,198</b>	<b>320,356</b>	<b>337,858</b>
<b>CREDITORS: Less than one year</b>					
Other Creditors	(43,985)	(43,985)	(43,985)	(43,985)	(43,985)
	<b>(43,985)</b>	<b>(43,985)</b>	<b>(43,985)</b>	<b>(43,985)</b>	<b>(43,985)</b>
<b>NET CURRENT ASSETS</b>	<b>225,633</b>	<b>242,392</b>	<b>259,213</b>	<b>276,371</b>	<b>293,873</b>
<b>TOTAL ASSETS LESS CURRENT LIABILITIES</b>	<b>243,817</b>	<b>255,076</b>	<b>266,397</b>	<b>278,055</b>	<b>293,873</b>
<b>CREDITORS: More than one year</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>NET ASSETS</b>	<b>243,817</b>	<b>255,076</b>	<b>266,397</b>	<b>278,055</b>	<b>293,873</b>
<b>CAPITAL AND RESERVES</b>					
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Restricted Reserves	-	-	-	-	-
Unrestricted Reserves	243,817	255,076	266,397	278,055	293,873
	<b>243,817</b>	<b>255,076</b>	<b>266,397</b>	<b>278,055</b>	<b>293,873</b>

## 15. STAFF STRUCTURE – APPENDIX 3



# Cassiltoun Stables Nursery

59 Machrie Road

Glasgow

G45 0AZ

Tel: 0141-631-5235

Email: [nursery@cassiltoun.org.uk](mailto:nursery@cassiltoun.org.uk)