

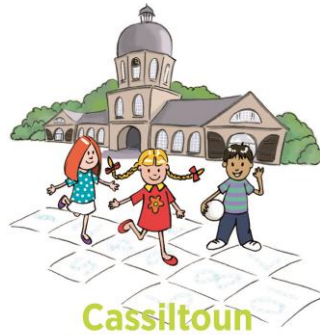


Cassiltoun Stables Nursery

Business Plan 2022-23

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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 54 FTE children and 18 staff (as at 1 April 2022)

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 self discipline 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 18 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
£190	£41	£25	£185	£40	£25



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 9th 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
- Amanda McGonigle, Parent Board Member
- Evelyn Ferguson, Board Member and Board Member of Cassiltoun Housing Association
- Richard Sullivan, 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 Corporate Services Manager.

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

Ensure that our child care fees remain competitive and affordable.	Maintain high quality childcare services adhering to current Scottish Government Guidelines and curricular Frameworks	Contribute to the wellbeing of the local community by offering employment, work experience and training placements.	Develop our workforce through education, training and coaching.	Ensure we actively involve parents in the operation of the Nursery and attract and retain highly skilled and knowledgeable Board and staff members.
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Operational Objectives : 2022 to 2023

1. Complete Assessment and Progress reports for all children measured against the SHANARRI indicators
2. Achieve a measurable increase in numeracy throughout the Service with the input from LPA officer (0.5)
3. Achieve a measurable increase in literacy throughout the Service with the input from the Leader of Early Learning (GCC)
4. Increase level of parent engagement: Online learning journals; 2 x 1-1 meeting with parents,
5. 3 newsletters, 1 graduation ceremony
6. Nursery Manager to progress level 8 Forest Kindergarten who will subsequently train the staff team – aim to achieve September 2022
7. Achieve 53 FTE throughout the year
8. Work towards achieving the HWL Bronze Award
9. Ensure that the Board of Management complete their agreed training and learning plan
10. Progress with the Eco School Award

13. SWOT ANALYSIS

Board Reviewed at workshop on 16 February 2022

Staff Reviewed during January 2022

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
- PPE
- Committed and dedicated nursery Manager
- GLW Employer
- COVID Recovery IPlan
- Website

Weaknesses

- No room for expansion within the building
- Losing & Attracting staff – staff turnover
- Inexperienced staff – staff attitude
- Staff sickness
- Holidays for staff – currently receive 28 days (Annual & Public)
- More accessible garden for babies
- Retaining staff
- Lack of resources
- MA rate of pay (Statutory)

Opportunities

- Growth & Expansion
- Outdoor nursery
- GCC free at access
- Eligible “2s”
- Expansion with other partnership professionals
- Funding
- Training online
- Opportunity to progress to SVQ Level 4

Threats

- Manager/experienced staff leaving
- Staff turnover
- Affordability
- Raise in inflation
- Nursery costs raising, rent, food etc

13. RISK REGISTER – APPENDIX 1

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

Cassiltoun Stables Nursery							
Cashflow Projections - 11 June 2020	2019/20	2020/21	2021/22	2022/23	2023/24	2024/25	2025/26
	£	£	£	£	£	£	£
Income							
Parents and GCC Fees	424,160	287,000	479,740	489,335	499,121	509,104	519,286
Grants and similar	138,583	132,000	40,000	41,200	42,436	43,709	45,020
Other Income	685	1,000	1,020	1,040	1,061	1,082	1,104
Total Income	563,428	420,000	520,760	531,575	542,619	553,895	565,410
Expenditure							
Balancing amount for depn etc	-15,637	0	0	0	0	0	0
Food Supplies	11,138	7,000	11,800	12,154	12,519	12,894	13,281
Nursery Staff	307,938	241,000	347,693	358,124	368,867	379,933	391,331
Sessional Staff	0	2,000	2,060	2,122	2,185	2,251	2,319
Travel & Subsistence	424	437	450	464	478	492	507
Staff Training	4,174	2,000	2,060	2,122	2,185	2,251	2,319
Minor Fixtures & Play Equipment	10,065	4,000	4,120	4,244	4,371	4,502	4,637
Office Repairs & Maintenance	1,542	59,500	1,500	1,545	1,591	1,639	1,688
Cleaning, Refuse & Laundry	7,653	7,883	8,119	8,363	8,614	8,872	9,138
Office Rent	56,280	57,968	59,707	61,499	63,344	65,244	67,201
Rates							
Insurances	3,323	3,423	3,525	3,631	3,740	3,852	3,968
Stationery and Printing	1,985	2,045	2,106	2,169	2,234	2,301	2,370
Software and Website	2,000	500	515	530	546	563	580
Postage	100	103	106	109	113	116	119
Telephones	841	866	892	919	947	975	1,004
Bank Charges	1,273	500	900	927	955	983	1,013
Health & Safety & Uniforms	2,148	2,212	2,279	2,347	2,418	2,490	2,565
Advertising, Promotion & Fliers	350	361	371	382	394	406	418
Corporate Subscriptions	736	758	781	804	828	853	879
Legal Fees		2,000	500	515	530	546	563
Audit & Financial Consultancy Fees	4,385	4,517	4,652	4,792	4,935	5,083	5,236
Management Fee	14,904	15,351	15,812	16,286	16,775	17,278	17,796
Loan Repayments	20,000	60,000					
Loan Interest	3,244	1,200					
Bad Debts	1,912	2,870	4,797	4,893	4,991	5,091	5,193
Total Expenditure	440,778	478,493	474,746	488,941	503,560	518,617	534,124
Cash Surplus / (Deficit)	122,650	-58,493	46,014	42,635	39,059	35,279	31,286
Opening Bank Balance	67,098	189,748	131,254	177,268	219,903	258,961	294,240
Closing Bank Balance	189,748	131,254	177,268	219,903	258,961	294,240	325,526

Cassiltoun Stables Nursery

Balance Sheet Projections

	Year 2019/20 £	Year 2020/21 £	Year 2021/22 £	Year 2022/23 £	Year 2023/24 £	Year 2024/25 £	Year 2025/26 £
Fixed Assets							
Fixtures & Fittings	8,743	53,869	48,482	43,634	39,270	35,343	31,809
Total Fixed Assets	8,743	53,869	48,482	43,634	39,270	35,343	31,809
Current Assets							
Debtors	11,411	11,753	12,106	12,469	12,843	13,228	13,625
Cash at Bank	189,748	131,254	177,268	219,903	258,961	294,240	325,526
Total Current Assets	201,159	143,008	189,374	232,372	271,804	307,468	339,151
Current Liabilities							
Creditors	(37,542)	(38,668)	(39,828)	(41,023)	(42,254)	(43,521)	(44,827)
Net Current Assets	163,617	104,339	149,546	191,349	229,551	263,947	294,324
Total Assets less Current Liabilities	172,360	158,208	198,028	234,982	268,821	299,290	326,133
Long Term Liabilities							
Loan	(60,000)	-	-				
Net Assets	112,360	158,208	198,028	234,982	268,821	299,290	326,133
Represented by:							
Surplus / (Deficit) for Year	122,650	1,507	46,014	42,635	39,059	35,279	31,286
Other Reserves	631	44,342	(6,194)	(5,680)	(5,220)	(4,810)	(4,443)
Revenue Reserves b/f	(10,921)	112,360	158,208	198,028	234,982	268,821	299,290
Total Funds	112,360	158,208	198,028	234,982	268,821	299,290	326,133



QUALITY CHILDCARE IN A WOODLAND
SETTING

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