

Developing a business plan for your wraparound provision

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Introduction

It is essential to have a realistic business plan when you are starting up a business.

This is a written document that describes the business and sets out measurements for success. It should include the business objectives, strategies, market and financial forecasts.

There are many ways to write a business plan but here are seven simple steps that can help:

1. Your mission/vision – executive summary
2. Your business and its services
3. Ideal customer
4. Marketing and promotion
5. Your team and their skills
6. Your environment and facilities
7. Financial forecasts

The information here is to help you create your business plan.

The plan and other documents are available to use and can be requested by email wraparound2@gloucestershire.gov.uk or on the GCC webpages for wraparound care.

Your business details

Have a front page that includes the contact details for your business- basically a page that lets others know whose plan it is and who is responsible for the business.

If you are registered separately with Ofsted you may want to include the owner/manager and the Nominated Individual in this section.

Similarly if you are a school you may wish to include the Head, Business Manager or the person in charge of running the club.

Your mission/vision – executive summary

Start by declaring a “dream statement” for your business. You can call this your executive summary, vision statement or mission. This is a summary of the key points of the whole plan. It should include highlights from each section of the rest of the document.

Its purpose is to explain your business in a way that is informative and interesting. It should be concise. It should answer the following questions:

- What does your business do?

- Where does this happen?
- Who does your business benefit?
- Why would potential customers care?
- How do your products and/or services outshine the competition?
- What would make your ideal customers choose you over a competitor?

We will look at these sections now in more detail.

Your business and its services

If you have an existing business, then the plan needs to convey what your business does. You should include information about any existing businesses if applicable. Provide a brief description of the business to include:

When the business started

How many businesses you have and the age of the children who attend

The number of places you have for children

The purpose and ethos of your business and the activities provided

The type of business and current legal structure –

Registered charity

Community group

Company limited by guarantee/shares

Community interest companies

Sole provider

childminder

School/college

If you are adding to your existing business e.g. new breakfast club or new after school provision – you need to show how your new project fits within the context of your existing business. This will be important where there are one or more providers of the wraparound care so that you can show how you will meet the requirements of the National Wraparound Programme.

For any new project please give an overview of what this will be:

What you want it to do

How you will achieve this

(Remember any project needs to be self-sustaining by September 2026 and your business plan should show how this is likely to be achieved).

What challenges you might face and how you plan to meet/overcome them- SWOT and PEST analyses.

What makes your project different – i.e. your unique selling point

Why customers should use it

Timescales and planning

NB this is an overview so you can be brief as operational details will be included later.

Ideal customer

For the National Wraparound Childcare Programme your customers will be parents of primary school age children from Reception to year 6. The programme is aimed at supporting working parents and must be accessible 8am to 6pm Monday to Friday during term time.

You need to consider your customer options as well. For example, parents eligible for [Tax-Free Childcare](#) or [Universal Credit Childcare](#) will be able to use the support to help pay for wraparound care.

You should make sure that you are registered with HMRC to accept the Tax free Childcare. If you have not this yet done this please use this link which will explain what you need to do- [Tax-Free Childcare | HMRC Childcare Choices](#).

Marketing and promotion

You should include a definition of your market in this section. Provide an outline of who your competitors are or who you are working with to provide the wraparound care. You should refer to any market research you have carried out. This could include but is not limited to the following types of activities:

- Parent survey
- Waiting list at current provision
- Feedback from the community
- Recent/ imminent closure of local childcare provision

You should be able to show how your business will attract customers over time so that it will be self-sustaining by September 2026.

You should seek to cover the following areas-

Your market – current size, historical data about its development and key current issues (this could link to your PEST analysis). Have you shown that there is a need and demand for the places you are offering (see the marketing activities above).

Target customer base – who are they and how you know they will be interested. In the case of the wraparound childcare programme this is parents of primary school age children from Reception to year 6. The programme details mean that this funding is being allocated on an ‘over-supply’ model (see FAQ on our webpages), so you can show that although you only have a small number interested now this will grow over time.

Your competitors – who they are, how they work, share of the market they hold, what are their advantages/disadvantages and how your project may impact on them.

The future – anticipated changes in the market and how you can react to them (PEST analysis can help with this).

Your marketing plan should tell you and others

- Where you are now
- Where you want to go
- How you will get there

Your team and their skills

Your business plan needs to set out the organisational structure and key skills of the management team and staff. This could be in the form of an organisational chart with details about the role, relevant qualifications and experience of the different team members.

You can include here team members you are hoping to appoint using the funding from the wraparound programme.

Your environment and facilities

Your business plan needs to outline your operational capabilities and the planned improvements. Consider including the following as required:

Location

This is important if you are going to be using new facilities or refurbishing existing premises requiring capital grant funding.

Please describe any changes you are planning to make and include approximate timescales. *

Make it clear who owns the property you are going to use.
What are the long-term commitments – e.g. rent, mortgage?

Will you need to consider transport for your project and how will you meet this need*
(**)

*Refer to the application process guidance or business plan template for what needs to be included with capital grant applications.

**SEND children needs

Facilities and equipment- taking into account equality and diversity

- What equipment do you currently have and what are you wanting/need to obtain?
- How do facilities meet the needs of the children currently and what adaptations may need to be made?
- What type of insurance do you have/intend to have? Does it cover everything you need?
- How will you meet the individual needs of all children? Those from different ethnic and/or language backgrounds, cultures and SEND.

You need to remember that wraparound childcare needs to be in places that parents can access it. It needs to be operating for the hours that parents and children need. It needs to support all children including those with special educational needs and/or disabilities (SEND).

Quality

How will you ensure that the service is meeting the needs of the children and their families?

Do you need to consider training for staff – SEND training, playwork training, management or business support?+

Monitoring and evaluation

How will you monitor your new services and the systems you will put in place to do this.

This will form part of the LA monitoring process as well which will be carried out termly to meet the programme requirements.

+Training is being planned for providers but if you have a specific request, please email wraparound2@gloucestershire.gov.uk to discuss your needs.

Financial forecasts and monitoring

It is vital that you know what money is coming in and going out of your business so that you can plan for your future stability.

As part of your plan, you will need to provide financial projections which show at least a three-year projection of income and expenditure.

Your forecasts should include at least:

Cashflow statements

Your cash balance and monthly cash flow showing at least a 2-year projection of income and expenditure, also include occupancy levels expected per month;

- Showing position without grant.
- Showing position with grant.

The aim is to show how your business will be self-sustaining by September 2026.

You should also include how you will monitor your payments, receipts, cash flow and other financial processes.

Sustainability

You should show how you will ensure that the wraparound provision will be self-sustaining by September 2026.