



Lake Street Nursery

Formerly Lake Street Playgroup

Development Plan

2017-2018

Mission Statement

Our mission is to work in partnership with families and the community to provide a safe, friendly and nurturing environment for children from all backgrounds and ethnicities to learn and develop through play.

Dan Selinger, Chair, and Catherine Morey, Manager and Lead Practitioner,
updated April 2018

Use of development plan

This document gives a brief background and context for Lake Street Nursery and Pre-School CIO and the services it provides and then summarises future plans and aspirations.

This document is reviewed and updated annually and used as a working document to inform Committee members, parents, staff and other interested parties. It is an important document for the briefing of new Committee members. In addition, a full budget is drawn up each year and Action Plans are created by the Manager and staff team for the education goals of the setting across the year.

Charity number 1174863 Ofsted number EY557982

Executive Summary

Lake Street Nursery and Pre-School CIO (known as Lake Street Nursery, formerly Lake Street Playgroup) is a thriving community based early years setting in excellent premises. It has a strong staff team and an established ethos of parental involvement, both through the Management Committee, fundraising and a parent help system.

The committee have a good history of fundraising through local events and through grants and donations.

There is a culture of continuous improvement, through training and meeting the challenges of changes in early years practice, as well as adapting to the times.

There are a number of important issues facing Nursery at the moment:

- Maintaining a viable Committee and ensuring continuity from one Committee to the next with the high turnover involved including training Committee in Safeguarding and Safer Recruitment
- Managing increasing building and running costs in current financial climate
- Monitoring the time and financial impact of an increase in tasks carried out by Manger, Administrator and other staff created by the reduction in tasks taken on by the Committee
- Ensure good staff and Committee training, security and protocols for increased data stored electronically and online systems (from May 2018 tighter regulation)
- Implementing the 30 hour provision: 1. ensuring long term financial viability, 2 ensuring staff have adequate time for room setting and tidying, paperwork, breaks and whole team meetings.
- Financial impact of taking on as many funded children as possible through various government schemes.
- Consider how best to achieve regular maintenance of the garden and building interior in line with the provisions of the new lease and the availability of volunteer time.
- Planning the long term financial security of the setting's baby and toddler group (TAP) since financial support for staff role ended in March 2017
- Re-negotiation of the building lease with Oxfordshire City Council.
- Developing more space for meetings both for parents and staff and for increasing number of meetings (TAF, Early Help and more informal parent/staff meetings)
- Set up Gift Aid

1. Background

Lake Street Nursery and Pre-School CIO began as Lake Street Playgroup and was established in 1969 at South Oxford Community Centre in Lake Street, to provide play-based education. The group moved to specially designed premises within the pool buildings, in Hinksey Park, in September 2005, supported by Oxford City Council.

The setting is registered with Ofsted to offer childcare for children aged between 2 and 8 years. The setting's last Ofsted inspection, October 2014, rated Playgroup an "outstanding setting".

Nursery is registered with the Children, Education and Families Directorate to qualify for the Nursery Education Grant and offers places on the Extended 2 year old funding scheme.

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The Manager, Catherine Morey (EYP), is part of a team of “Leaders of Early Learning” within the Oxfordshire Early Years Team. She is supporting other settings and accessing professional development within the County team to cascade best practise and training to other settings and to support good networking.

Nursery is a member of the Pre-school Learning Alliance who provide national and local advice and information on the voluntary pre-school sector and a range of support pro-forma documents and publications e.g. standard policy documents, HR documentation, registers and accident books.

Nursery is also a member of the Oxfordshire Play Association (OPA) and Oxfordshire Council for Voluntary Associations (OCVA) and the National Council for Voluntary Associations (NCVO) all of whom offer advice, training and support and are a good source of information for the Management team.

In 2017-18 the organisation has updated its charity status to become a Charitable Incorporated Organisation, CIO and took the opportunity this provided to change the name of the setting to reflect the more comprehensive service now offered. The financial year will also be amended to run from September to August in line with the academic year.

Charity number: 1174863

Facilities

Nursery enjoys a purpose-designed space with a large, secure outdoor space which they moved into in September 2005. Nursery have designed a friendly and welcoming environment specifically for young children and their families. It enables the children to develop a sense of ownership over the environment where they are able to display artwork and create areas such as the home corner using their own imagination.

The premises have full disabled access. There is a ramp up to the building and there are disabled toilets and ramps to outdoor area.

There is good storage: inside and outside, a purpose built kitchen with washing machine, fridge, dishwasher, small cooker and microwave, as well as two office spaces for the staff, administrator and committee. The space is still limited and further, separate space for parent meetings or small group work / parent groups would be of benefit to the setting.

2. Management and Organisational Structure

The setting is run by a Management Committee of parents and carers, along with our Manager and staff team, who have a high regard and vested interest in the group:

The Committee are collectively the Registered Person responsible for the registration of the setting with Ofsted. The committee members are the trustees of the charity.

There are three elected officers; the Chairperson, the Treasurer and the Secretary and other officers can include those responsible for: Co-chairing, Fundraising, Publicity, Parent rota, Facilities, and Grants as necessary.

The Constitution allows staff to become members of the Committee and take full part in the management of the setting. The committee meets on a monthly basis and

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employs the paid members of staff that work in the group on a daily basis. The Annual General Meeting (AGM) is scheduled for April each year.

Organisational Structure

The Management Committee is the employer and the Chair is responsible for ensuring appropriate levels of staffing are maintained, for recruitment, DBS and other checks and other staffing matters. The Chair is the Line Manager for the Manager.

The Manager is the Line Manager for all other staff.

The setting employs a Manager and Supervisor (acting as Deputy in the Manager's absence) who work together to plan and support the team. A team of key people support the children in key groups.

There are currently six Nursery Assistants deployed and a team of regular volunteers and supply/support staff offering extra support across the week. An Administrator works 20 hours per week, and a daily cleaner for 2 hours per night (from September 2017)

Parents are encouraged to volunteer and assist on a regular basis during sessions. This gives them first-hand experience of how setting runs and provides for their children and helps to ensure plenty of adult support for the children. Although in recent years fewer parents are able to stay for full session's parents regularly contribute snack foods and this avoids a charge being made.

3. Local Community and Services

The local community of South Oxford consists of Grandpont, New Hinksey and Cold Harbour with Hinksey Park at the heart of this community. There are a high number of young families in residence and it has been identified that the area is an area of hidden need. Hinksey Park Ward stretches from St. Ebbe's just north of the river to Cold Harbour in the south. It is divided into four sections known as Super Output Areas. The two at either end of the ward are amongst the 30% most deprived in the country. There is a thriving Travellers Community based at the south of the area. There is a supported housing unit for young mothers and babies in Lake Street.

Within walking distance is Grandpont Nursery School and Daycare, New Hinksey Foundation Stage Unit, St Ebbe's Foundation Stage Unit, plus two local primary schools. There are several toddler groups in the area, that offer free drop in play for parents and children together, local voluntary groups and churches and the recently developing South Oxford Family room at Grandpont

We have strong links with the local nurseries and visits take place between children and staff. There is a high regard for the setting in the community where many children in the area are either current or past members.

Children's Centre

The setting worked closely with Grandpont Children's Centre from the time it was set up and until its closure in March 2017. The Centre supported Nursery and its families in a number of ways:

- Financial and staff support for services to the community such as TAP (baby and toddler group);
- Shared training opportunities with other local providers*
- Return to work funding for parents;
- Referral of children to the setting and other local holiday club provision for families with specific need
- Advertising and Signposting of services;;
- Referrals for families with children on Extended 2 year old funding and joint working to support these children and their families

*A series of Aspiration Networks were in place 2014-15. These structures have now been replaced with new networks and the Leaders' of Early Learning Initiative.

The Children's Centre at Grandpont closed in March 2017 as part of a county restructuring. The setting can now access support at the Rose Hill Hub and use them as a place of advice and to make referrals for families. The newly established Locality and Community Support Service (LCSS) provides a point of referral for families in need and assistance with assessment of need. Joint working has proved positive with the setting having a named link social worker.

The Children's Centre site has been transferred to the South Oxford Family Room, to be run as a voluntary group to provide a continuation of universal services from the site. This group has received start-up funds from the County and City Councils, and is currently developing its services and its long term business plan.

Sessions

Nursery is registered under the Early Years Register, and the Compulsory and the Voluntary Registers, to provide Childcare in a non-domestic setting. The latter two registers enable the setting to offer childcare to children over the age of 5 - during the holidays - or similar activities outside school time.

From September 2017 Nursery offers ten, 2½hour, sessions per week: 5 mornings and 5 afternoons. Children attending the afternoon sessions bring a packed lunch. In addition children can enrol for an additional early bird sessions running from 8.30-9.30. By combining all these sessions thirty hours a week can be provided to ensure provision for those entitled to the government's current extension of the Nursery Education Fund

Since September 2009 children in the term after their third birthday are entitled to up to 15 hours per week funded by the Nursery Education Grant. We have to offer a minimum of 2 hours and a maximum of 6 hours in any one day. Parents can choose how many sessions they attend in the week, with a minimum of 2 being requested, paying a fee for any over the 15 hour entitlement for 3 year olds, or, since 2012, 15 hour entitlement for the neediest 2 year olds. All other under 3s pay a fee

The Early Birds hour is a pilot for this current year and is operating with two staff with provision for 12 children and has received start-up financial support from Oxfordshire County Council. Numbers remain low but have steadily increased since September 2017.

Fees:

The April 2017 AGM agreed an increase in fees to £14.00 per session (£5.60) in order to ensure healthy finances. To be effective from September 2017.

This remains competitive with local providers

Currently Nursery Education Funding (NEF) stands at £3.98 per hour and funding for 2 year olds at £5.15 per hour, as of April 2017. Children qualify for NEF the term after their third birthday for up to 15 hours a week. Current proposals are to extend this to 30 hours a week from 2017, for families where all parents are in work or looking for work.

Funded 2 year olds, who meet a range of criteria of need, are also entitled to funding for up to 15 hours per week. The number of 2 year olds on this funding who are attending Playgroup is increasing in line with Government targets to increase provision for the neediest 2 year olds. There are additional higher hourly rates paid for looked after children (LAC), and those on the child protection register.

Nursery also qualifies for pupil premium for 3 year olds meeting certain criteria for extra need. The criteria is not in line with criteria for vulnerable 2 year olds. This means that not all those for whom the setting received 2 year old funding qualify for pupil premium as they turn 3. However, many of these children continue to require extra support with no additional funding through premium payments.

TAP (Thursday afternoon play 3.00-5.00pm)

TAP has been a popular part of the setting offer since it moved to the current premises in 2005 and continues to be well attended each session

TAP remains a universal service but the priority is to concentrate staff support to those families identified as having the greatest need. The focus is on the younger age range, and not those of school age who have used the group in the past. A simple programme of activities is designed for families and children to join together based around areas

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of child development, with time for staff to work with individual parents and build strong supportive relationships. Ideas are provided for families to share at home to promote parental involvement in their child's play and development.

The costs of consumables, insurance and wear & tear are offset in part by the £1.50 voluntary donation made by each visiting family although income has been in a decline.

Financial support from the Children's Centre ended in March 2017 when the Centre closed. It will be a big challenge for Nursery to afford to pay staff to manage this group once this source of funding has ceased and alternative sources of funds or fundraising will be necessary. The Committee will need to find a new formula for funding if the group is to continue.

Holiday Clubs

From 2007-11 Catherine and another member of playgroup staff ran a successful holiday club offering 3 hours care (10am to 1pm) for five days. Uptake was good and there is good communication with Grandpont Children's Centre so that a Holiday Club could offer care to families with particular needs. A single morning Christmas club proved popular in 2009 and 2011, at the start of the Christmas holidays. Presently, these clubs are on hold but have the potential to be revived. A number of current staff members have expressed an interest in the extra hours of work this would provide.

Party Venue

Nursery is available at weekends and during the holiday as a party/event venue for families with children under five. We don't advertise this widely and leasees are accepted only if they have a connection to the group (i.e. a reference

The £65.00 cost is required to cover costs and ensure small surplus. Parties can lead to disruption of resources and room. Staff regularly set up and re-set before and after parties and no extra time is officially given for this.). Parties are a good source of income, but careful management is required to ensure that they don't become a cost. The setting pays the cleaner to clean the room after a party and additional insurance is required.

Training Sessions

The setting has been accepted as a suitable venue for training sessions led by outside providers through the County Council. A charge of £40.00 per hour is made, which includes refreshments for up to 20 people. A projector, screen and laptop are included in this rate. Currently, The Manager provides caretaking for this and is paid at her usual rate and is required to stay on site for the duration of the training plus set up and clear up afterwards. Income from this has declined over this year with reduced funding budgets centrally and a decision to centralise most of the Early Years training at Hill End.

Further Services and activities that we could consider include:

Service/Activity	Advantages	Issues to consider
Afternoon/weekend groups	Good use of facilities in climate of less provision and possible income source	Access/caretaking Cleaning Staffing
Holiday clubs	Successful template to follow Likely to be popular Good use of building	Staffing Cleaning Advertising

	Some staff may prefer to keep working	
Consider working in partnership with childminders for them to use premises for after school support, and enjoy tea together before parents pick up	Known successful model for best outcomes for children: high quality education am followed by more family type activity with a close attachment figures afternoons (see research: need to look up...!) County have expressed interest in the idea and so there may be start-up funding to do a pilot	Practicalities of setting up this network and getting buy in from childminders/finding enough childminders Costs – how would cost be covered? Administration of funding, insurance etc.
Explore options around use of Sub-Aqua space to be upgraded to a space that could be used for baby and toddler groups, 1:1 parent meetings, Core Groups, TAF meetings with space for parents to meet comfortably with professionals and space for younger children to play	Ability to provide more comfortable and holistic support for the families the setting already works with. Ability to run morning parent and baby sessions Improved facilities for professional meetings: TAF, Core Groups Possibility of space being charged for e.g. charge social service for the room hire for core groups Other specialist groups may be able to use it and pay room hire e.g. hearing support groups, English learning groups	Cost of upgrading facilities Willingness of sub-aqua to work together to create a shared space Additional running costs such as rent implications, cleaning Staff time to support baby and toddler drop in and to set up and clear away Competition from other local rooms looking for rental income / clash with South Oxford Family Room aspirations

4. Early Years Foundation Stage

The Early Years Foundation Stage, EYFS became mandatory in September 2008 (with latest revision in September 2017). EYFS principles and ethos are embedded throughout the setting's practice with the Key Person being central to forming supportive relationships with children to enhance well-being and enable them to flourish in their development and learning.

From September 2012 it has been a statutory requirement for all 2 years olds to receive a developmental check from Health Visitors and a 2 year old check by settings.

There is increasing demand from Government and County that these checks be "joined up" with good communication between health and education services to ensure children receive early support for any identified problems with their development and learning. In Oxfordshire this takes the form of Health Visiting teams sending postcards to settings once the 2 year old developmental check has been carried out (when it is known that the child attends a setting) Settings are advised to do checks between the age of 2.5 and the third birthday. Progress checks are working effectively at Nursery and children are referred for early support when necessary. Nursery has strong links with the Early Years Special Educational Needs (EYSENIT) team, Speech and Language Service and other professionals.

Key Person: the setting received the national Leading Aspect Award for its work around Key Person, in March 2014. This has supported the sharing of the setting's work in this area with a wider audience. Nursery continues to share elements of best practice with other settings in Oxfordshire, through visits and email links and through the County training programme with a workshop developed by the Manager with colleagues from the Early Years Professionals/Teachers team. Key Person approach is the foundation of how Nursery works and forms the framework for staff and children. The Manager is interested in applying again for the Leading Aspect Award around work to support children on the autism spectrum. This is an area of developing specialism at the setting involving adaptation to the environment, close work with other professionals and development of the visual aids system SCERTS.

OFSTED:

The last Ofsted inspection in October 2014 rated Playgroup as an "outstanding setting". The current 4-year inspection cycle ends on 31 July 2016 and we should expect to be inspected at some point within the following cycle.

The Ofsted Self Evaluation Form (SEF) provided a comprehensive self-assessment tool that has now been discontinued by Ofsted. In its absence the setting will continue with a strong ethos of self-assessment and will develop areas of this development plan and the web-site to explain the various self-assessment tools in use so that parents, staff, Committee and others can understand and contribute to an on-going self-assessment process at the setting. Current self-assessment tools, from a number of sources, in place include: peer-to-peer observations, audit of EYFS, Safeguarding, the ITERs/ECERS tools, tools developed by the REAL and REAM projects and the Early Language project (from training received by the county). An annual parent survey also contributes to our continued self-assessment and action planning. The setting has been involved in a number of projects run by the Oxfordshire early year's team, such as an Early Language Project, to improve outcomes for children across the county. Alongside these environmental audits, on-going and summative assessments are made of children's progress so staff can work with parents to ensure every child's needs are met and that if help is needed for a child this can be put in place quickly.

5. Management

The Committee is responsible for the overall management of the setting: including employment, financial monitoring and budgeting, Safeguarding and Health and Safety. Although the Manager has day to day responsibility for these areas the overall responsibility and accountability remains with the Management Body – the Committee. The Management Committee is elected at the Annual General Meeting, AGM, and, under the constitution the majority of members are from the parents of children currently attending the setting. The parents / guardians of the children attending the group make up the membership and have voting rights in accordance with the constitution.

The skills required

Chairperson: Line management for the Manager and general responsibility for staffing issues, health and safety and Safeguarding across the organisation, responsibility for the committee, chairing meetings, overseeing general running of the organisation. Good organisational skills required as well as ability to delegate, monitor and coordinate others.

Treasurer: Financial, budgeting and money handling skills. Knowledge of “SAGE” (or similar) essential. (DVD support available from office). The regular monitoring of bank accounts, payroll and budget essential.

Secretary: Works closely with the Chairperson and has responsibility for committee meeting minutes, AGM paperwork and newsletters / contacts with the members (i.e. the parents of children attending the group)

All members of the committee are required to submit EY2's to Ofsted as part of their joint capacity as Responsible Person. The Committee are the Trustees of the organisation.

Committee Succession Planning

Often children only attend for 3 or 4 terms, which means that many committee members only stay in post for around a year. It is vital that succession is carefully planned. Wherever possible each committee member will be responsible for finding a replacement. Our application form asks parents to state whether or not they would be willing to join the committee. As part of the succession planning it is important that each resigning committee member briefs the new member thoroughly and hands over a comprehensive file to help the new committee member pick up the role quickly.

The constitution allows for up to 40% of the committee to be non-parent and consequently non-parent volunteers may be a useful source of committee members able to provide greater continuity.

It has been a struggle in recent years to maintain continuity of Committee membership and especially to find people with adequate time to devote to the role of Chair. Consequently, much of the work traditionally carried out by Committee has continued to be done by Manager or by the office. This ultimately leads to increased costs and could result in lack of support for the Manager.

6. Staff and Training

The number of staff needed depends on the age, numbers and needs of the children. We work to meet, and where possible exceed, statutory childcare ratios, which are:

- for children aged two 1:4; and
- for three plus years 1:8.
- The Manager attained Early Years Professional Status in May 2008. Because she has achieved this status, if there is a level 3 member of staff working with her, the ratio of adults to over three year olds may be extended to 1:13. We don't anticipate using the higher ratio on a regular basis but it will give us the flexibility to take an extra child every now and then where it is deemed appropriate.

From April 2013 Ofsted removed the maximum restriction of 24 children per session. This could provide us with some flexibility while complying with Statutory Requirements.

Staff recruitment: the setting advertises through the Family Information Service, via the County Council education pages, the Pre-School Learning Alliance newsletter and the job centre, County Council and our own web-site. At least one member of the recruitment panel must have taken Safer Recruitment training.

The setting motivates staff by providing fair pay and conditions, support and a commitment for on-going training to realise their full potential. The Committee aims to move towards paying the Oxford living wage to all members of staff over the next few years.

Pay rates stand as follows:

Pay rates start at £8.11 for unqualified staff, raising to £8.95 for qualified staff with higher rates for Deputy and Manager according to qualifications and experience

In line with current advice and research Nursery now requires a Level 3 as the qualified rate to act as a Key Person at the setting.

The staff hold a regular two hour meeting once a fortnight after the session. This has proved very successful, and is now regarded as essential. It enables the staff time to disseminate information amongst the entire team, to discuss the individual needs of children, to discuss issues, carry out assessments, plan two year old progress checks and leaving reports, and supports team building. From September 2017 an allocation of non-contact time has been made for each Key Person, once a fortnight.

Staff appraisals take place annually on a rolling programme Training needs are identified during the appraisal (and regular 1:1 Supervision meetings). The Manager takes responsibility for ensuring staff receive identified training, ensuring any updated training is carried out and keeping an accurate record of training. A comprehensive record of training is kept in the Training Record in the office and is maintained by the Administrator.

Step into Training (available via the County Web-site) is the main source of training information and most courses require a fee to be paid, plus money for staff time on courses out of work hours and for supply cover if it is needed. We are aware that there is funding for training leading to nationally recognised qualifications and seek advice from the County for recommended providers.

The EYFS statutory guidance specifies that the Manager must have at least a level 3 qualification and at least half of all other staff must be qualified to level 2. A

qualifications audit is carried out regularly to ensure the requirements are met. All current Key Persons hold a suitable Level 3 qualification, plus an assistant also qualified to Level 3.

Our Manager, Catherine, is part of a pool of EYPs and EYTs on the County Council (now part of the Leaders' of Early Learning initiative): attending regular network meetings and taking part in graduate professional training opportunities provided by the County. She has been accepted to be part of the Leaders of Early Learning initiative providing support and training for settings within the county. The projects that Catherine has supported over the past three years have brought additional incentive payment and money for training into the setting alongside additional pay. It has also benefitted all staff through the additional training input. During 2015 Catherine achieved a Level 3 qualification in teaching adults and in 2016 achieved a Post Graduate Certificate in Early Childhood Studies with a view to continuing study to Diploma and MA level.

7. Equipment

We purchase our equipment from reputable pre-school catalogues and check items for relevant safety marks and suitability for our age range of children. Risk assessments are carried out regularly and any recycled, sale or charity shop items considered for potential safety hazards

Our on-going plan is to purchase quality equipment from Community Playthings. We create a wish list of items that would be valuable.

2017-2018 Wish List:

- Community Playthings outside building blocks (£2,960) [purchased]
- Additional pieces of furniture and dividers for inside to further enhance key bases and to create a messy area that can be gated off when not needed [on-going]

8. Facilities

The indoor and outdoor facilities require a considerable amount of maintenance. This is an area where costs are increasing. The new lease requires Nursery to be responsible for an increased amount of maintenance and the fixtures and fittings are now over 10 years old.

In recent years Committee has organised the Probation Service team to paint the interior walls and paintwork, and carry out clearing and maintenance work in the garden. (Painting walls, woodwork and treating outside woodwork and playground markings). Although requiring an amount of work coordinating the service and providing it with materials and resources it has been a very successful partnership and would be recommended for future Committees. In any case, these jobs will need to be repeated on a rolling basis with wood and fences outside and marking needing annual attention.

It will be a challenge for the current and future committee to work out how maintenance can effectively be achieved in accordance with the provisions of the new lease and in light of the availability of volunteer support.

Office space

The Administrator is now in a separate office off the lobby. This has provided more space for the administrator, manager and supervisor, allows better monitoring of the outer door, and provides an easier forum for interaction between the administrator and parents. It would be ideal for an internal route to be created so she can access the main room securely without using the main door.

The space also provides a space for parental consultations, Committee meetings and meetings with other professionals. Already this space has been well used for meetings and it would be ideal to have separate meeting space from the Administrator, outside the main room.

The option of reorganizing the office and cupboard space by knocking through between the new office and the current cupboard has been investigated and is not viable due to utility services running through. Permission for an additional 'internal lobby' has been granted by the City Council but funding will need to be sought. There is scope also to explore the option of space sharing with the Sub-Aqua group who use their space mainly in the evenings and weekends. However, the space would need an upgrade of heating and lighting and a space and agreements made about access and sharing.

9. Marketing strategy

The four P's of marketing to maximise our marketing potential are:-

Product – We are committed to providing a high quality early years' service. Staff have many years of childcare, early learning experience and receive on-going training to enhance that experience so that the children receive an excellent quality of care.

The play environment is modern, child friendly and provides a stimulating learning environment with plenty of different and changing opportunities for children. The excellent outdoor space extends those learning opportunities. The staff plan the curriculum carefully and are imaginative in the way they set up the room and the outdoor space, with care and attention to the requirements of the EYFS. This year has seen an increase in work to engage with parents in the form of an open afternoon and a parent evening to engage more with parents and share ideas and enhance staff, committee and parent relationships.

Promotion – Our promotional strategy at the present time includes posters and word of mouth, but this is not enough to secure new children from outside areas. It is important to continue to develop and maintain an up to date, distinctive, web-site as part of the strategy to improve our profile. We also have a Facebook Page. We have a good reputation with outside professionals that has led to referrals from the Hearing Support Service and the Special Educational Needs teams.

Ways we could improve:

- Co-ordinated, attractive posters and flyers and marketing materials
- Produce a more cohesive Welcome Pack for new families: consisting of an attractive Welcome folder for information sheets to be placed in.
- Develop the look of the web-site to coordinate with other agreed publicity materials in style, content, colour. Ensure all internet listings have the correct details.
- Posters and flyers need to be distributed to libraries, local schools, nurseries, toddler groups and churches. We will target these places in our local area and consider new areas as well, such as Iffley, Florence Park, Osney, and Botley
- More intensive use of social media.

Place – We are located right in the centre of Hinksey Park Ward, between New Hinksey Foundation Stage at New Hinksey School, Vicarage Road and Grandpont Nursery in Whitehouse Road.

Price/Cost

Due to budgetary constraints there is no annual advertising budget allocated. Any advertising will need to be funded from external sources such as grants or sponsors.

If funding is available we should seek to produce high quality leaflets and flyers for our service. Our Prospectus: Information for Parents has been kept simple and easy to update by Administrator and Manager.

The Manager and staff have a number of information sheets given to parents when they arrive: detailing the Nursery structure, details of the EYFS, 2 year progress check, settling and what to do if their child is ill. This is updated by the Manager and printed as necessary to keep costs low.

Target Market

Our catchment area is the Hinksey Park Ward although this is only used as admission criteria if places are under pressure and we have more children applying than places available. We welcome families from all cultural and social backgrounds and seek expertise and support for children with Special Educational Needs. Clearly our target market is young families. The surrounding areas have a high population of young families so this is an obvious starting point for marketing.

We monitor our ethnic profile: this can be compared to the local demographic and ethnic profile of our area and measures taken to encourage certain members of the local community if they do not seem to be accessing our services.

Responsibility for the marketing strategy

The Committee have the overall responsibility of the marketing strategy and will review it regularly at the committee meetings. The Publicity Officer, Chair and Fundraiser will work together to ensure that all the actions are implemented and are working effectively. There will be a review at the end of the year to analyse our strategies and see if they could be improved in any way.

For fundraising publicity it is important to have a strong strategy to promote events as there are many groups locally competing with fundraising events. We need to ensure that fundraising events are inclusive and that we are clear on the financial goals, keeping expenses for a minimum unless funding and return can be assured. Publicity for events is the responsibility of the whole committee but a Committee may choose to appoint a Publicity Officer to make recommendations and coordinate strategy.

10. Finance

For the setting to remain sustainable it is vital that fees exceed staff costs. In this year we have managed this thanks to SEN funding and additional funding from the Manager's work as part of the Leaders of Early Learning Programme. We have also saved money due to staff absence being covered by existing team with no supply cover necessary.

Our fee income has risen dramatically over the last few years, while donations and grants have remained fairly consistent. We need to increase the value of donations by registering for Gift Aid.

The setting is now billed for gas and electricity, which used to be paid by a grant from Oxford City Council. Following the separating of meters Oxford City Council now need Playgroup to pay for the amounts used. This has added between £1000 and £1500pa to our costs.

Non-staff costs have risen considerably in particular printing costs. This is an inevitable consequence of keeping good records. A new printer, purchased in 2017 may be more cost effective. Staff have been reminded to use draft printing whenever possible.

The May 2017 annual budget has been produced included an increase in staff wages of 5% and an increase in fees of just under 2%, leaving an anticipated breakeven position at the year end.

The lease for the premises came to the end of its initial term in September 2015. After several rounds of negotiation the committee has agreed heads of terms on a new lease and the document is with lawyers for scrutiny. Under the terms of the proposed new lease, Nursery will be expected to pay an allocated amount towards Buildings Insurance: this is likely to be in the region of £500 p.a.

Action Plan 2017-18

Action	Timescale	Responsibility
Pursue incorporating as a CIO	By Easter 2018 [achieved]	Chair
Set up Gift Aid	Following CIO process	Treasurer
Improve communication between Committee and parent base to support recruitment of new Committee members and ensure Committee communication is provided in the way that best suits parents	By Easter 2018 [second parent afternoon held in March 2018]	Secretary
Finalise lease with the City Council and explain plans to Incorporate to put lease signing into that timeframe	In line with Incorporation time line	Chair
Continue parent play sessions and training evenings (2-3 per year)	1 autumn term 1 Spring term [achieved]	Manager
Explore option of direct fundraising with supporter base e.g. a Christmas appeal for specific item with target		Chair / Manager

Explore, with Oxford City Council and other occupants of the premises, the opportunities to develop the Sub-Aqua space for shared use	By Easter 2018	Manager
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Grants

Grant income is matched in the budget by the equivalent expenditure on equipment

Targets for 2017-18 is:

£3,000 for purchase of Community Playthings outside blocks

£1,000 to complete fund for further items of Community Playthings furniture to divide messy area

Donations

Donations can often be used more flexibly than grant income as it is not so often tied to particular project. This can, therefore, support, general costs.

Target for 2017-18

£1,500

The aim for purchasing equipment is to invest in quality equipment from *Community Playthings* wherever possible, so that over the longer term playgroup accumulates good quality, long lasting, furniture that co-ordinates and can be linked together to act as flexible room dividers.

The PLA can provide a Funder Finder CD Rom for loan.

Fundraising Results 2017:

Event	Responsibility	Target	Realised
Spring Fair, May 2017	Chair	£1,000	£500
Fireworks, November 2016	Chair	£1500	£1,800

The Reserve for this year, as set by the Reserve Policy is £36,000

The Reserves Policy ensures that Playgroup retains enough funds to cover one term's overheads and staff wages as well as compulsory redundancy figures in case of emergency. The Policy has to be reviewed annually.

Please refer to the current budget. It is the responsibility of each Committee member to remain informed of the financial situation at Playgroup.

SWOT ANALYSIS

Strengths

- Experienced/ qualified/ dedicated staff
- Central location within the community
- Good reputation for over 40 years
- Ofsted outstanding rating
- Committed and hardworking parent management committee
- Early Years Partnership: Nursery Education Fund, extended 2 year old funding etc
- Strong working partnership and links to Oxford County Council Early years
- Local Links: New Hinksey Foundation Stage Unit and Granpont Nursery School and Childcare, SOAP and other voluntary/community groups
- Accessible
- Excellent purpose designed premises and outdoor space

Weaknesses

- High turnover of committee members with subsequent loss of continuity, skills and information.
- Committee members take time to become fully aware of their roles and responsibilities and can lack experience and knowledge for long term planning, increasing pressure on the Manager

Opportunities

- Expansion of services: afternoon sessions and/or breakfast clubs. Parent surveys/feedback indicates demand is there
- Continued increase in number of neediest 2 year olds to receive 15 hours funding per week
- 30 hour offer
- Pupil premium
- Grandpont Daycare's decision to go to full year commitment for fees (as opposed to term time only)
- Afternoon or weekend use for family activities/courses by outside providers including use of venue for training workshops run by County Council early years or other providers
- Potential funding opportunities in re-arrangement of Oxfordshire's Children's Centres (e.g. the Communities Fund).
- Applying for a new Leading Aspect Award.
- Working more widely to support families and parenting e.g. parent evening events, play afternoons, TAF and Early Help
- To rebrand and relaunch alongside CIO process. Nursery to rebrand as nursery or Pre-school to more accurately reflect the education we provide
- Set, maintain and use a supporters' list for fundraising, donations and promotion of the group to the wider community (using Gift Aid to maximise financial benefit)

Threats

- Increasing provision for under-3s and the just 3s in nurseries and schools following the introduction of the single point of entry for schools and government policy to encourage under 3s on school sites
- Increasing costs of maintenance and repairs for the premises as building ages and lease places increased obligations
- High staff costs and pension commitments
- The need to raise significant income through grants and fundraising
- The need to sustain and maintain large commitment from volunteer committee and supporters.
- Failure of NEG rates to keep up with the real cost of provision

Charity number 1174863 Ofsted number EY557982

- Potential financial shortfall between actual running costs and hourly rate paid from NEG and 30 hours funding formulae
- Increased costs under the new lease soon to be finalised.
- Increasing costs as services are increasingly charging more or introducing charges for services previously funded by central early years budget e.g. the Early Years Advisory Service, OSCB services and training

Review Date

September term 2018