



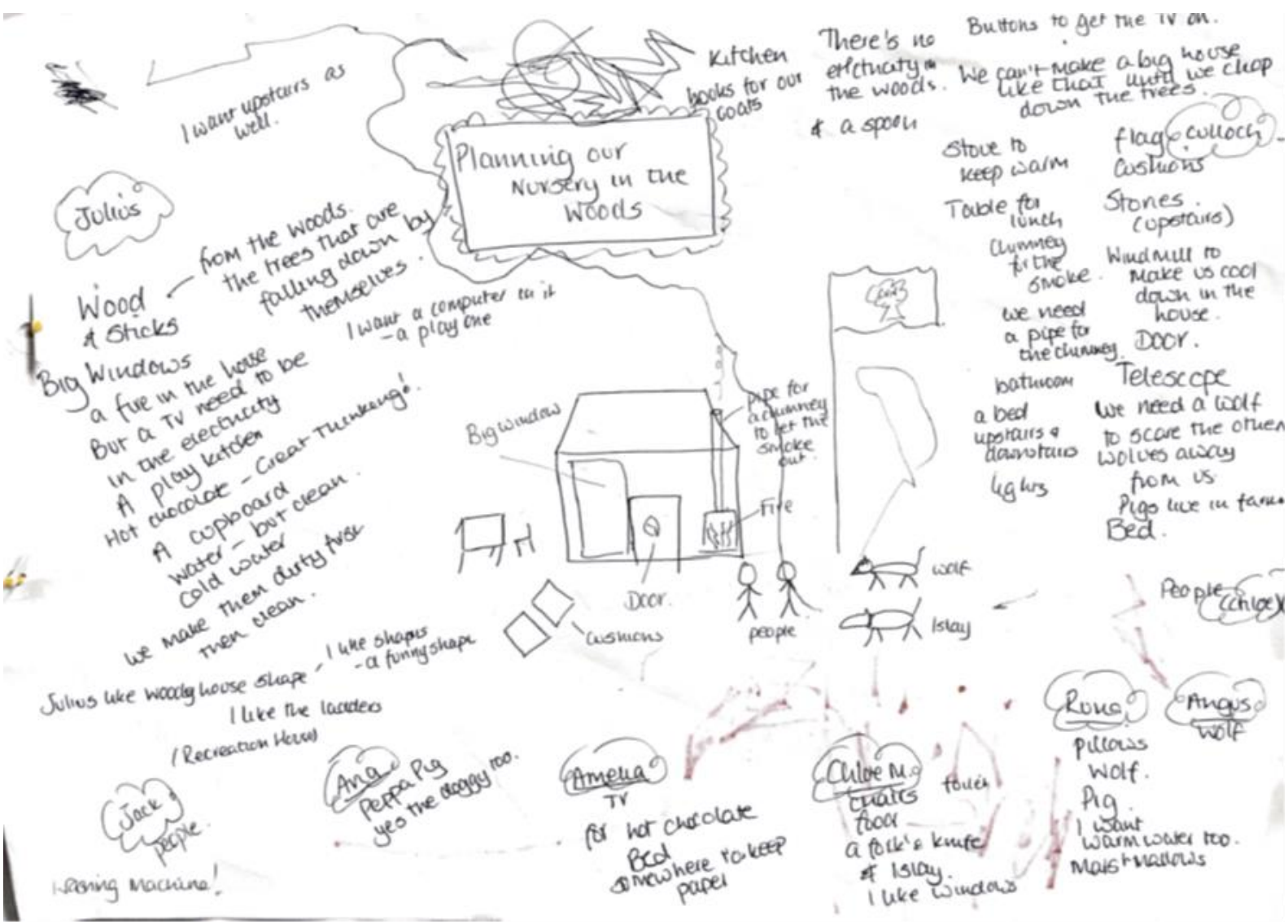
Cambusbarron Village Nursery

Updated Business Plan

Cambusbarron Village Nursery- Relocating to the Gillies Hill Woodland

Cambusbarron Village Nursery CIC

September 2023



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1. Introduction

1.1 Background

Early Learning and Childcare in Scotland- Context (2023)

Following the expansion of funded early learning and childcare (ELC) hours for children aged between three and four years and eligible two-year-olds in August 2021, the 2023 Scottish Budget announced further expansion to ELC entitlement. Currently, parents who work more than 16 hours a week and earn less than £100,000 are entitled to 30 hours free childcare a week for children aged three to four. From April 2024, the scheme will be expanded so that working parents of all children over the age of nine months are also entitled to free 30 hours of childcare. This change is being delivered using a staggered approach over the next three years.

Current ELC provision is already at capacity, and Cambusbarron Village Nursery (CVN) is keen to prepare for the increase in demand. As a fully funded provider of ELC within Stirling Council, CVN began delivering increased entitlement in August 2019. Prior to this the nursery was delivering three-hour sessions on weekday mornings, which has now doubled to six hour sessions.

With children spending longer time in ELC services there has been a change to the Care Inspectorate standards for environment. The room currently used by CVN does not meet the new standards and the Care Inspectorate have indicated that they would not register a new service in the current environment.

Local Context

In 2019, Cambusbarron Community Development Trust (CCDT) purchased 64 hectares of Polmaise Wood including the Gillies Hill Community Woodland (GHCW) area, giving the community an active role in protecting, managing and developing the Hill. CCDT has among its constitutional aims to advance the education of the community about its environment, to manage community land for the benefit of the community and to advance community development within the community.

The village of Cambusbarron is a highly sought after area in Stirling, due to its village feel and proximity to amenities in services in Stirling. The village has expanded significantly in recent years with new developments expanding the boundaries of the village. In late 2022, David Wilson Homes began a new residential development on the outskirts of the village and woodland which will include 194 new homes (inclusive of 48 on-site affordable homes as socially rented properties).

1.2 Purpose of this Document

This updated Business Plan (2023) sets out CVNs plan to relocate their service from its existing location in Cambusbarron Community Centre to Gillies Hill Community Woodland in the process consolidating their position as a high-quality provider of outdoor play and learning for early years. To do so, it builds on the research and foundations set by the 2021 Feasibility and Business Plan but with a change in approach which considers the challenges and opportunities presented over the last two years since completion of the original document.

To facilitate the move to the woodland, CVN intends to register as a fully outdoor Early Learning and Childcare (ELC) service. Using this approach, CVN will still meet statutory guidance for ELC services but will not be constrained by the requirements of 'indoor-outdoor' childcare settings.

CVN still holds the long-term ambition to have a purpose-built facility in the woodland as set out in the original Business Plan, but, as an interim measure, intends to construct a temporary shelter in the woodland to support outdoor nursery provision. The temporary shelter will meet the Care Inspectorate requirements for an Outdoor service by providing a warm shelter for respite



in adverse weather conditions, a place to eat and rest and a meeting place for parents and staff members.

CVN currently operates from Stirling Council owned Cambusbarron Community Centre as its main base, renting the activity room and utilising the paved area at the front of the centre for outdoor activity, alongside regular trips to the woodland. It has become apparent that the current nursery location in the Community Centre is unsuitable for meeting the regulations for ELC services. It does not provide the scope to develop the service in line with need in the community and surrounding area. One of the primary limitations of the use of this building for the nursery is the lack of free flow access from indoor to outdoor areas, which limits the children's freedom in choice in where to play. Rental costs for Cambusbarron Community Centre increased by 60% pre covid. In 2023, rent has further increased by a further 20%. This has an adverse impact on organisational sustainability and therefore adds an extra incentive to establish the woodland based nursery.

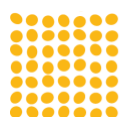
1.3 Organisational Context

Cambusbarron Village Nursery CIC (CVN) is built upon the strong foundations laid by Cambusbarron Playgroup, a service which served the community of Cambusbarron and the surrounding areas for some 50 years. CVN is a community interest company formed in 2019 to provide high quality early learning experiences for children between age 2 ½ and starting school. CVN operates in partnership with Stirling Council to offer fully funded places to eligible children. Spaces are offered on a fee-paying basis to children who are not yet eligible for funding (i.e. from age 2 ½ until the term after their third birthday).

CVN's overall mission is to provide a community focussed service which meets the needs of local children, their families and the community. CVN is a Community Interest Company (CIC) and reinvests all surplus or positives back into meeting its social aims and objectives which are as follows. To,

1. provide a safe, inclusive and nurturing environment where all children can develop confidence, take risks, learn from their mistakes, make informed decisions and develop a "can do" attitude.
2. encourage and celebrate creativity, curiosity and a life-long love of learning.
3. develop skills for the future by providing opportunities for children to engage in high quality, motivating, challenging and purposeful learning experiences across a broad curriculum.
4. work in partnership with parents and the local community to ensure that children are supported to achieve their full potential, be fit and healthy, have high aspirations and recognise the positive contribution they can make to society
5. provide high quality, accessible, flexible and affordable service for parents
6. be a community focussed service
7. facilitate parental employment and/or education
8. promote the benefits of outdoor play and learning particularly in the natural environment
9. promote learning for sustainability
10. provide outdoor play and learning opportunities to economically and educationally disadvantaged children and adults
11. provide training opportunities for fellow professionals
12. be a fair ethical and supportive employer

Mission : To provide a community focussed service which meets the needs of our children, their families and our community.



Values

- We will build strong, supportive and respectful relationships
- with our children, families and wider community
- We will provide a challenging, engaging and inspiring
- learning environment
- We will promote inclusion and respect diversity
- We will encourage and promote learning for sustainability

1.4 Methodology

2021 Feasibility Study and Business Plan	
Inception meeting (2020)	Due to the research being delivered during the covid-19 pandemic, lockdown restrictions meant that the inception meeting had to take place remotely with the Manager of CVN. A clearly articulated document was shared which clarified the motivation for this concept.
Demographic and Policy Study	<p>Study of key demographic trends in the local area using Community Insight, a software package that collects data from over 30 databases and a range of other sources.</p> <p>Analysis of key national and regional policies to show strategic fit with Scottish Government, and Stirling Council priorities.</p>
Market Research	Market research to establish the demand for an outdoor early learning and childcare service.
Survey	A local survey aimed at families with young children was distributed online only due to the pandemic (using SurveyMonkey). This was circulated by CVN, through parent networks and on the Cambusbarron Community Council Facebook page. A total of 56 family responses were received which is a good representative sample.
Stakeholder interviews	<p>In-depth interviews carried out by phone with local and external stakeholders from the following organisations;</p> <p>Stirling Council, Inspire Scotland, Cambusbarron Community Development Trust, Cambusbarron Community Council</p>
Parent interviews	1-1 telephone interviews conducted with four families who have used the CVN service to identify qualitative input to the concept and future vision.
Technical Appraisal	<p>We worked in close partnership with a technical consultant who has a particular interest in carbon neutral construction.</p> <p>Site visit by building consultant to assess the practicality of constructing a bespoke building in the woodland and to make recommendations on the most practical and cost effective way to develop and take the project to completion.</p> <p>Further thinking was undertaken on how to ensure the woodland building could be safely powered off grid.</p>



Research report and options	Research report produced for discussion with CVN staff and way forward agreed
Further Technical Work	The technical advisor supported the CVN with additional thinking on on- and off-grid power solutions
Business Plan (2021)	This business plan was developed to indicate the way forward to secure the nursery in the forest.
Updated Business Plan (2023)	
Business Plan (2023)	<p>A series of meetings and discussions were held between CVN, Inch Architecture and Community Enterprise to establish a way forward for the nursery, given difficulties securing capital funding for a purpose-built facility.</p> <p>A way forwards was agreed, and additional research was conducted, including case study interviews with a fully outdoor nursery to provide inspiration and information on the operational considerations of setting up as an outdoor nursery.</p> <p>Financial projections have been updated in line with refreshed plans.</p>



2. Need and Evidence of Need

2.1 Evidence of Need

Demand for ELC Services

1. Demographics and statistics show a rapidly growing population in and around the village of Cambusbarron and more broadly across the city of Stirling. This has increased the demand for ELC services.
2. Population growth in Stirling is accelerating faster than the national average with a projected 8% growth in children under the age of three years between 2017 and 2039, further increasing demand for childcare.
3. The Seven Sisters housing development site of 192 homes, which is currently under construction, sits near the edge of the Gillies Hill Woodland. This will further increase demand for childcare in the area.
4. CVN has been delivering regular woodland play sessions since April 2018. These have been an overwhelming success with parents reporting that children have grown in confidence, independence, physical stamina as well as having an increased awareness and understanding of the natural environment. These sessions are now a keystone of CVN's service.
5. Stirling Council has now rolled out the expansion of ELC from 600 to 1400 hours. More recent announcements by the Scottish Government to further expansion of childcare between 2023 and 2025 will further increase demand. All these changes have had a significant impact on local ELC providers and the services they offer.
6. CVN began to deliver the increased entitlement in August 2019. Where the service previously was open for 3-hour 10 min sessions every weekday morning it now is open from 0845 and 1515 providing 6 hour sessions. Initial parent consultation in 2020 indicated that, because of the longer sessions, Woodland Play was now more challenging for younger children. This was one of the original drivers behind seeking a physical base located in the woodland.

All children aged 3 and 4 and eligible 2's (in receipt of Universal Credit) are currently entitled to 1140 hours, which is around 30 hours a week in term time.

7. There are no other fully outdoor ELC providers in the Stirling learning community. The 2020 Business Plan highlighted that Inspiring Scotland were in the planning stages of setting up an outdoor nursery in the nearby Bannockburn learning community (Bannockburn House), however as of June 2023 this has not yet happened due to planning issues and limited access to the site. Even in the case of this nursery being set up, competition and displacement between the two services would be minimal given the demand and supply of ELC places in Stirling and the continued 'village' focus of CVN and the commuter focus of Inspiring Scotland's provision.
8. Blueprint 2020 says that parents should have choice. CVN is offering something different for people living in Cambusbarron and the surrounding area.
9. Stirling Council are currently considering providing ELC options in every learning community that align with the 9am-3pm school day. This is often a preference of many CVN customers, particularly those who already have school aged children.

Support for the Project

10. There is a strong interest and enthusiasm amongst families for the further development of woodland play and learning. 100% of families surveyed with pre-school children said they would send them to the nursery *all year round*, including during school holidays. This



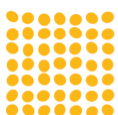
strongly indicates that having base within the woodland mitigates previous concern around being outdoors all day in adverse weather conditions.

11. Testimonials left in survey responses and 1-1 conversations with parents revealed the numerous benefits learning in an outdoor setting has for their children. Parents felt that their children's confidence and independence had grown from spending time outdoors in a low-tech environment. Children were much more environmentally aware and appreciative of nature.
12. Parents and families felt that one of the major selling points of the nursery is its *village* focus, giving the children the opportunity to experience a strong sense of community and 'village way of life'. Therefore it is important that the woodland nursery retains this sense of strong connection to the village and encourages families from a range of different backgrounds to use the service. Case study research into other outdoor nurseries has provided inspiration for different ways to include a diverse group of families and children in provision, not just those who are well off.
13. One of the main concerns related to the relocation to a permanent woodland nursery was security.
14. Logistics and access were also common concerns among parents; particularly being able to access the premises by car. One parent also expressed concern that with the woodland nursery being further away from the primary school, similar drop off times could be a challenge moving forwards. CVN already works flexibly with parents providing staggered drop off and pick up times, increased flexibility can be built into the business plan. A range of alternative options including shuttle buses and or walking buses from the village will be investigated to help mitigate these concerns.

Accessibility

15. Stirling Council Planning Department have advised that there should be accessible walking options to the new nursery site, reducing the dependency on car travel. The planning permission submission should demonstrate measures taken to reduce car travel to reach the site. This will include the upgrading of the path infrastructure linking the village and the woodland nursery site.
16. The forest access road is connected to Polmaise Road which parents felt is unsuitable for walking due to its frequent use by quarry traffic and lack of pedestrian footpath. In fact, this is likely to be the least popular pedestrian access route with more direct routes within the woodland available. CCDT has plans to upgrade some of the main paths within the woodland, the path connecting the school to the nursery site (Linda's Path) being one of them. The technical appraisal indicates that location also offers good pedestrian access from the nearest housing areas in Cambusbarron into the woodland via an existing pathway network. A circular path in the plans for the Seven Sisters' field will increase pedestrian access methods and will link the development directly to the woodland.
17. CCDT is developing a community garden inside the woodland Walled Garden. In consequence there are already plans to up-grade the access track leading up to the proposed nursery site, providing good vehicular access. However, CCDT have also expressed a preference for limiting the amount of traffic going in and out of the woodland to a minimum. CVN are also keen to provide vehicle free access to encourage active travel to and from the site.
18. It is understood that the CCDT will be improving the service road, and this will facilitate construction work access. For construction access, it would only be required to bring the road up to "forestry road" standard with a compacted gravel surface. The upgraded road leading to the nursery will provide improved parking, disabled and emergency vehicle access.

Additional Services



19. Initial research conducted on behalf of CVN in December 2019 exploring income generating possibilities concluded that as there is already a breakfast club, afterschool club and summer school operating in the village. The after-school club in the village has since closed, so there is now a gap in the market to provide services in this area. Financial analysis of the viability of additional services has showed 'wrap around' out of school care to be unsustainable at this time.
20. A holiday club (Easter, Summer and October) based in the woodland would provide CVN with an opportunity to generate an income throughout the summer months and fill a gap in the market without adversely affecting the organisations financial sustainability. Parents surveyed as a part of the research in 2021 indicated they would be interested in using the service all year round, including the school holidays.
21. There is potential to explore parent/child learning opportunities alongside CCDT, as well as increasing intergenerational activity in the forest.. However, as educational activities are one of CCDT's core activities in the woodland, CVN would look to complement this rather than launching their own ticketed learning events. By adopting a partnership approach to providing learning opportunities, CVN will be able to support CCDT aims to use the forest as a learning resource and will encourage community members to use and enjoy the woodland. Increasing community engagement in the woodland is likely to have a number of positive ripple effects including an improved sense of community and promoting active citizenship and volunteering in the woodland.



3. A New Childcare Model

3.1 Overview

Cambusbarron Village Nursery intends to register as a fully outdoor nursery. This is defined as an 'early learning and childcare setting where provision is outside requiring minimal infrastructure'. This approach will enable CVN to continue and develop its social aim and objective to 'promote the benefits of outdoor play and learning particularly in the natural environment'.

As outlined in the original 2021 Business Plan, the preferred model of staff and the board is to develop a stand-alone, bespoke facility for the nursery based in the woodland. Given difficulty securing capital funding for the building, this is now the longer-term plan for the nursery. This is likely to be more achievable once the nursery has established its own full-time base in the woodland.

Many of the services outlined below are already being delivered by CVN at the woodland site but will be more effective with this as a full-time base. These activities and services can be developed in both phases.

3.2 Our Services

Core Nursery Service

CVN will continue to provide high quality early learning and childcare (ELC) but from a new woodland-based nursery setting. The focus will be to continue to support children aged from 2½ to 5 in the village of Cambusbarron and the surrounding areas. CVN operates in partnership with Stirling Council to offer fully funded places to eligible children. Additional hours are also provided for younger children on a fee-paying basis. CVN is currently registered for a maximum of 16 children at each session.

As this business plan and the site design evolves, discussion will continue about whether increasing these numbers is viable or attractive in an outdoor setting.

CVN's overall mission is to provide a community focussed, woodland based service which meets the needs of local children, their families and the community. CVN will provide a safe, inclusive and nurturing environment in a natural setting where all children can develop confidence, take risks, learn from their mistakes, make informed decisions and develop a "can do" attitude.

CVN's aim is to investing in the children and families for the long term.

Additional Services

Woodland Holiday Clubs

CVN will offer woodland based holiday clubs for school aged children. This will be principally at Easter and in the Summer and October offering a range of out-door activities with the benefit of shelter available when required.

Depending on the ability of the participants, examples of woodland activities include;

- Woodland management and nature exploration
- Building dens and other structures
- Fires and cooking
- Games and invitations for imaginative play
- Natural crafts

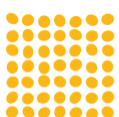


- Using tools, such as knives and saws
- Scavenger hunts and adventure
- Seasonal celebrations.

Summary Table

The following table outlines the services CVN plans to offer. The woodland nursery has four distinct services, appropriate for different age groups of children.

	Woodland Nursery	Holiday Clubs
What?	Full time nursery care for young children from 2 ½ to 5. Early Learning with outdoors focus. Nursery will employ a forest school ethos with children learning outdoors the majority of the time.	Holiday Clubs (see above)
For what ages	3-5 via funded places, eligible 2's from 2.5 years 2 ½ to 3 for an additional fee Further hours beyond funded hours for an additional fee	Primary school age
When?	9am-3pm Term Time	9am – 3pm (half day available) During Easter, Summer and October holidays 10 weeks total (6 weeks – Summer 2 weeks – October, 2 weeks – Easter)
How does drop off / collecting work?	Parents/carers drop off and collect children each day Walking bus option (potential shuttle bus from village) to minimise traffic entering the woodland	Parents/carers drop off and collect children each day Walking bus option (potential shuttle bus from village) to minimise traffic entering the woodland
How do you book?	Parents register in advance, following CVN and Stirling Council Admissions Policy. Parents must give notice to change hours or withdraw child. An online booking system will be scoped out and implemented.	Parents register and pay in advance An online booking system will be scoped out and implemented.
How much does it cost?	Free for parents with council funded 1140 hours provision (6 hours per day following the 9am-3pm term time model)	Whole week = £150 (6 hours per day) – £5 per hour (£30 per day)



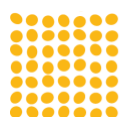
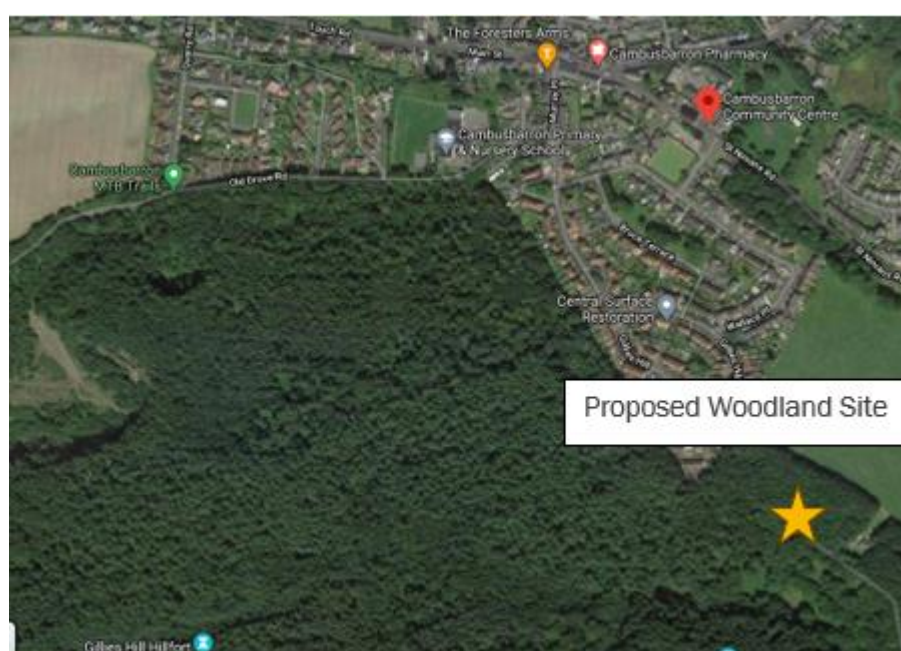
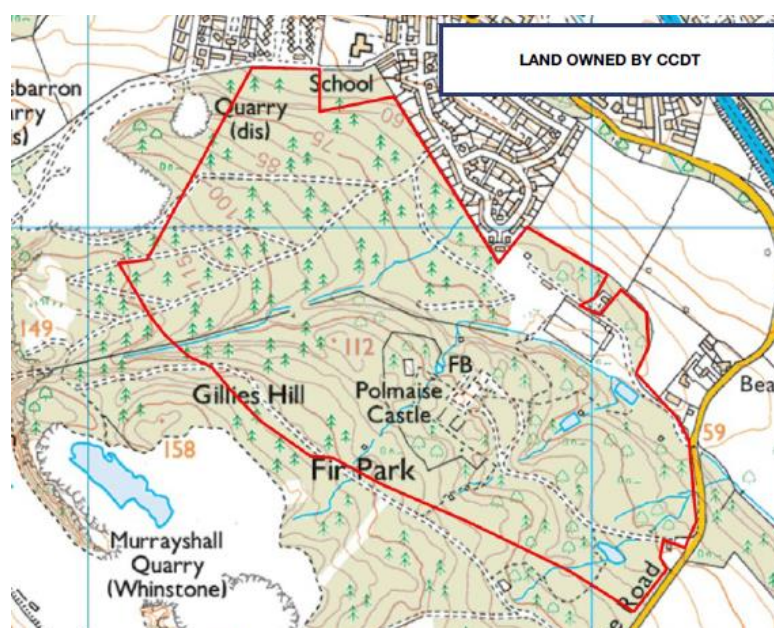
	Fee from Stirling Council = £6 per hour with 40p top up for lunch provision (£6.40 ph) Non eligible parents £6.40 per hour.	
What else is provided?	Snacks and lunch (additional cost for lunch for unfunded sessions)	Snacks and lunch
Capacity	16	16

3.3 The Site

This map shows the extent of the wood that is community owned. The map below indicates the approximate area where the woodland nursery will be constructed. This is the same area where it is intended to place the woodland shelter and eventually the bespoke CVN woodland building.

As a part of the original project and 2021 Business Plan, a technical appraisal was commissioned to assess the practicality of constructing a single-story woodland building to serve the needs of CVN as it develops the delivery of woodland nursery and additional play and learning sessions.

The technical appraisal considered the selected location to be practical in building terms and well suited for the proposed new building and the activities planned for its use. The location of the proposed woodland site is shown above, it is located west of and adjacent to the existing walled garden within the woodland and can be reached using an existing service road which connects



to Polmaise Road. It is understood that CCDT will be improving the service road to facilitate construction access (for construction access it is only necessary to upgrade the road to 'forestry road' standard with a compacted gravel surface).

The proposed location will also offer satisfactory access to incoming services such as electrical power (though off-grid solutions such as local power generation are currently being considered) and water. David Wilson Homes have committed to supply power from the Seven Sisters development. The location also offers good pedestrian access from the nearest housing areas in Cambusbarron into the woodland via an existing pathway network. Not only is it suitable for the aspirations to operate as a woodland nursery, but it is also well placed in the village and near Stirling with relatively easy access from the main population centres which might be interested in additional activity.

Preliminary Environmental Assessment

Echoes Ecology Ltd was appointed by Cambusbarron Village Nursery to carry out a Preliminary Ecological Appraisal of the Site. Habitats within the Site, and where possible up to 100 metres outwith the boundary (together referred to as the survey area), were surveyed. An assessment of the survey area was completed on 09.05.2023. The main points relevant to the development of the woodland shelter (and bespoke nursery building as the long term goal) are:

- The Site of Special Scientific Interest (SSSI), Sauchie Craig Wood, is located 1.6 kilometres (km) west of the Site. There are no hydrological connection to Gillies Hill, therefore Sauchie Craig Wood will not be impacted by the works.
- There was no field evidence of protected species found during the survey. There is suitable habitat for nesting birds and commuting and foraging for bats. If proposed works are to be undertaken during the breeding bird season (March to September inclusive), then any areas of the Site that need to be cleared of vegetation must be shown to be free of nesting birds prior to works commencing. There are no other recommended surveys.
- There are native bluebells present throughout the site, these should be retained within the woodland.
- Nonnative species including Spanish Bluebells and montbretia were located in the woodland. Any soil that may contain non-native plant material must be moved in accordance with the Code of Practice on Non-Native Species.

3.4 Woodland Shelter

To facilitate CVNs move to the woodland, the plan is to construct a woodland shelter for the short-medium term. The move will establish CVN as an outdoor childcare provider with minimal built infrastructure. The woodland shelter is intended to provide shelter from inclement weather and a safe, warm space for children to meet, eat meals and relax and a storage space. The estimated size of the shelter is 25-30m sq (or 7x4m), comprising of:

- the playroom
- separated space for office/meeting
- separate toilet/changing area.

We intend to use a woodburning stove as a heating source to ensure the space is warm and comfortable during winter months. While it is intended that the woodland shelter will provide shelter during inclement weather, there will still be the need for contingency arrangements that have been agreed with parents, especially if there are potential hazards for parents/carers transporting their children to the woodland setting.

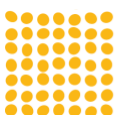


Detailed risk assessment procedures and training for staff will ensure that all have a good understanding of when it is necessary to move to an alternative site and what that site will be. There are several options that can be considered in the event of high winds, including the use of the Village Park which is a safer option in such conditions. The possibility of using Cambusbarron Community Centre as indoor back up sites for inclement weather will be investigated further before progressing with plans. There is potential for the service to use the Church Hall which is currently nominated as an emergency alternative should the Community Centre be unavailable (e.g., as a result of fire).

Consideration for design

Considering national guidance outlined in the Scottish Governments 'Out to Play' document, there are several factors and considerations that will be made during more detailed design discussions for a temporary 'off-grid' facility.

1. In an outdoor setting, a quality care environment should feature.
 - A space that encourages children to engage in energetic activities outside.
 - Calm spaces to rest and sleep away from the hubbub of other activities or where they can spend time on their own if they choose.
 - Well-organised fixed or mobile storage.
 - Children can easily access suitable resources.
 - Information displays for parent/carers/other visitors should be kept up-to-date and be with information that is personalised and relevant to the children's needs and interests.
 - Indoor environments such as shelters should complement and extend the learning opportunities outside.
2. In any outdoor setting, children will require places that provide respite from the elements, therefore some form of shelter is required.
3. The needs of staff and other adults on site should be considered, they will also need a shelter but may also need a separate space for breaks or to do paperwork. Different seating requirements should also be considered.
4. Water Management: the assumption is that the temporary facility will have no water mains connection, at least in the short term. Therefore, the water management system should be carefully considered including finding a means of providing fresh water on a daily basis for drinking and hygiene. Regular testing for quality must take place for private water and non-mains supply.
5. Handwashing: suitable handwashing facilities must be required for both staff and children, including running warm water, liquid soap and disposable hand towels. Consideration must be given about how to provide this at an off-grid facility including heating and keeping water warm throughout the day (see Mucky Boots case study in Appendix 2 for details). There are some other solutions including solar powered water heating bags which keep water warm.
6. Toileting: there is no fixed guidance on the standard of toileting facilities required for outdoor provision. Common alternatives to conventional flush toilets include composting toilets. CCDT have a composting toilet in the Walled Garden area which is already used by CVN when using the woodland for nursery sessions.



7. Power: CCDT have been trialling the use of a Jackery solar power system, This could provide suitable access to power should it be required (eg charging electronic devices, lighting etc).
8. Solar lighting should be considered for the woodland shelter, alongside handheld and head torches to ensure safety and the ability to facilitate play during hours of darkness in the winter months.
9. As with the purpose-built facility, CVN should work with CCDT to ensure the visual impact of the structure is as minimal as possible and is sympathetic to its woodland surroundings.

3.5 Long Term Plan- Purpose-Built Facility

CVN will continue to investigate possibilities to set up a purpose built facility in the woodland. There may be opportunities to partner with CCDT around the construction of a community hub/nursery in the woodland. The building would need to be designed with early learning and childcare in mind and meet the basic day to day requirements of children and staff, including toilet facilities and a kitchen.

When not used as a nursery, CVN want to facilitate partnership and community use as much as possible. It is anticipated that the building will also serve as a multi-functional space that can be used by a variety of local groups of all ages.

The suggestion is to purchase a bespoke building or adapt a structure that is fabricated off-site and adapt this to the specific needs of the CVN. Not building from scratch with a design team and a main contractor will reduce the cost while facilitating an appropriate building that will be sensitive to the site and part-designed by people involved in CVN.

Considerations for the design of the facilities

A supplier of such a construction will be engaged through a competitive tendering process to get involved in a co-design process with the staff, parents and stakeholders of CVN.

Taking into account national and local policy priorities and needs identified during the research, there are a number of factors and considerations that will be made during more detailed design discussions;

1. The building should enable children to move freely and independently between indoor and outdoor setting. This will not only provide enhanced learning opportunities but will further increase the children's self-reliance and confidence.
2. With the expansion of ELC provision and children spending longer days in nursery, having the option to spend time outside on a daily basis is essential. The ease at which children can move between indoor and outdoor setting is largely reliant on the design of the building, for this reason a bespoke building designed around the outdoor space will make it much easier for staff and children to spend time outdoors.
3. Guidance indicates that staff should have appropriate areas to take breaks away from the children, store their belongings safely and access an office for administrative work. There should also be a separate staff toilet.
4. Security should be considered carefully when designing the facilities. It is crucial that parents and carers feel the children are in a safe and secure environment while attending nursery. Appropriate building and site security should be ensured; security measures may include video entry/intercom system, locked gates in certain areas, CCTV covering external area which should be factored into the costing. However it is vital to point out that security should be sensitively built in while the building and site is as available to the local community as possible.



5. Due to its location within a designated semi natural woodland it is crucial, to both CCDT and Stirling Council that the visual impact of any structure is as minimal as possible and blend in well with the woodland surroundings. CCDT should be included in the decision making process where the exterior of the building is concerned.
6. Stirling Council Planning department have expressed a strong preference for limiting car travel to the site and making the building as accessible as possible by foot. The proposed location offers good pedestrian access from the nearest housing areas in Cambusbarron into the woodland via an existing pathway network. This will also facilitate increased use of the woodland by parents and families as they walk their children to and from the nursery. A walking bus or shuttle service with a drop off point near Cambusbarron Primary School may support parents that have to drop two children off at similar times and limit the need for multiple vehicles to access the woodland area.

The building itself should be fully accessible, not only for the children but for use by the wider community. Stirling Council Planning department have recommended early engagement with Stirling Area Access Panel. The access panel will be able to provide feedback and suggestions regarding specific design elements of a proposal, and highlight any accessibility implications or issues that could be addressed prior to the submission of a planning

Construction Options

In terms of building methods, it was recommended by the technical advisor that, to minimise impact on the fragile woodland site during the construction phase, maximum use should be made of “Off Site” and modular building methods in order to reduce on site building operations to a few weeks rather than many months.

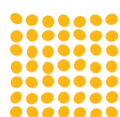
In this case, having most of the building constructed off site, then delivered in sections to site, offers major advantages. The off-site work can be completed locally. Reduction of building time on site will reduce the negative impact on the environment and the site location itself, as well as reducing security issues during building. The appraisal also includes “On Site” building options for comparative purposes.

Getting involved in the design may increase costs but gives CVN the opportunity to commission an innovative space for delivering high quality childcare. Ultimately, it will:

- Be a friendly environment for children to play and learn
- Be connected to the outdoor environment, creating a visual link between learning inside and outside
- Be safe and enclosed
- Be flexible enough to grow as the needs of the organisation grow
- Be eco-friendly

Before commission, more detailed discussion will be undertake on specific space requirements based on the numbers of children and aspiration for growth as the ultimate size of the building will be determined partly by cost, but largely by the number of children CVN aspires to register and have on site at any one time. Conversations with the Care Inspectorate are ongoing, but it may also be possible to register extra children on the basis that their care will be wholly outdoors (e.g. the rise from 16 to 24 children). These discussions will also affect the amount of space required.

The Care Inspectorate have issued a number of advice documents (e.g. *A Space to Grow*), detailing the best practice in designing spaces for young children. Alongside a design team, CVN will make best use of existing guidance and case studies of spaces that work well.



The next stage of the process is to commission a technical team, potentially an architect led design team with additional budget for site investigations to scope out detailed options for the site. Time will be required to facilitate a co-design process with a design lead (potentially an architect), the client and potentially a competitively tendered preferred supplier.

3.6 Next steps

The priority for CVN is now to move the nursery to the woodland and become established as a fully outdoor nursery provider. Several steps must be taken before this happens:

- Pre-planning application to Stirling Council to establish requirements to make a full planning application for the woodland shelter at the proposed woodland site.
- Consultation with parents; detailed discussion with parents/carers of current and future nursery users regarding the new arrangements.
- Engage architects to produce drawings for the woodland shelter at the site.
- Full planning application to Stirling Council.
- Source funding for woodland shelter etc

3.7 Beneficiaries, Benefits and Outcomes

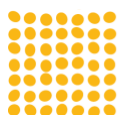
The core target beneficiaries for this project are ultimately families with young children, but we anticipate wider benefits to employers, and the community as a whole.

Because of the setting, it may be unrealistic to expect this childcare facility to be attractive and convenient for all families. We have, however, made a concerted effort to ensure that it will be as accessible as possible, and undertaken extensive consultation as to the best location for most families.

The chosen location in the Gillies Hill Community Woodland will predominantly be used by families living in the Cambusbarron area. We anticipate some parents, and some customers of the learning events may be willing to travel from Stirling or even further afield in the central belt, but core beneficiaries will be local people.

The key challenges locally that such a facility can address were identified during recent research as part of a community action plan. These were confirmed through the specific nursery consultation.

- Cambusbarron is blessed with a beautiful surrounding natural environment and there was wholesale appreciation of this through the consultation process. The community clearly value the green space on their doorstep and want to see more being made of the woodland areas with potential to develop more walking and cycling.
- It is recognised that the population is growing and changing with new housing on the horizon, and Cambusbarron seen as the perfect central Scotland commuter village.
- Cambusbarron faces various level of deprivation. The more deprived areas are located south and north of Birkill Road. These areas are in the middle of the SIMD scale and the domains of deprivation are education, employment and access to services.
- There is a higher population of people aged 0-15 than the Scottish average and similarly there is a higher population of people aged 65+ than the Scottish average.
- 7.2% of children in Cambusbarron live in poverty and 7.4% are in 'out of work' households, both lower than the Scottish average but figures which highlight the economic division within the community.



- Demographics and statistics show a rapidly growing population, thereby increasing the demand for ELC services. CVN is currently registered to provide a service to 16 children. Relocating to a new building in the woodland will enable CVN to grow this number.
- Feedback from the Early Years Officer at Stirling Council indicated that the vast majority of ELC providers in the Stirling Council area are at full capacity, there are no other outdoor or forest ELC providers locally and population is growing.

Outcomes

The following sets out our indicators, against which we will measure if we are achieving our goals;

Children

1. 16 pre-school children per year (attending full time), we also have a number of children who attend part time or split placement between CVN and other settings. All children will improve their confidence, creativity, skills and knowledge through contact with CVN in an outdoor setting.
2. 16- 24 primary school aged children will experience active learning which will improve their capacity for the Curriculum for Excellence. We will develop this service and increase numbers over time, starting with 16 children in the first year.

Local Families

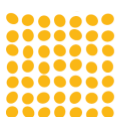
3. 30 local families will be stronger and more cohesive through contact with the woodland based village nursery.
4. We will implement a range of strategies to market our offer to and reduce financial burdens on lower income families (by offering discounts on outdoor gear and other initiatives).

Employment and the Local Economy

5. An estimated 20 jobs will be secured and created directly in the woodland based nursery itself and indirectly by use of local supply chains. We will create seasonal opportunities (perhaps for students) to support summer play schemes.
6. The provision of childcare will allow parents to access work and training opportunities. Flexible childcare for young children will allow parents to return to employment, volunteering or training (if they so choose), reducing financial stress, isolation and mental health problems.
7. Our plan is not just to develop childcare services in line with current need. Operating from the woodland as an outdoor based nursery, both in the short-medium and long term will enable CVN to respond flexibly to ongoing changes in demand. We will remain responsive and relevant while coordinating with statutory services.

Environment

8. Through our outdoor education philosophy, the childcare facility will imbue in young children – both locals, and visiting children in the summer – with a love of nature and the great outdoors.
9. The community of Cambusbarron will be a cleaner, safer and better place to live as children exposed to environmental issues will grow into adults who will respect and protect their local environment.





4. Governance and Operational Management

4.1 Governance

Cambusbarron Village Nursery is a Community Interest Company (CIC) limited by guarantee. However it has a much longer history and track record having evolved from the village playgroup which operated for over 50 years.

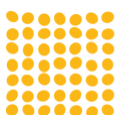
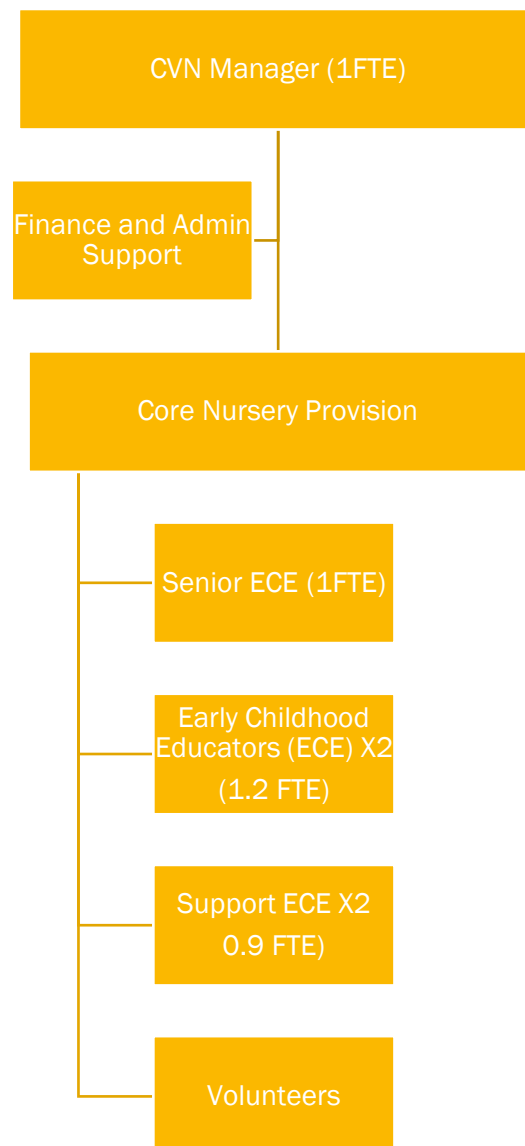
CVN has an asset lock and reinvests all surpluses back into meeting its social aims and objectives.

There are 6 company directors, one of which is the Manager and founding entrepreneur.

Additional activities proposed above which run alongside the core nursery provision, can also be operated under the main CIC, with their own cost centre.

4.2 Staffing

Within the childcare facility, the following staffing structure will be maintained with small extensions to delivery additional activity.



The Care Inspectorate stipulates the following adult:child ratios

- 1:5 for children aged 2-3
- 1:8 for children aged 3 and over

CVN will need to remain flexible about the number of staff required – as the business grows and demand increases, more staff will be needed to meet ratios.

As highlighted by stakeholders and case studies in the Feasibility Study, staffing is a key concern for any childcare business.

4.3 Compliance

CVN is already Care Inspectorate registered and this will continue in the woodland based nursery. Re-registration will be required for CVN to register as a fully-outdoor ELC provider. Early discussions with Care Inspectorate contacts and CVN staff indicate this will be well-received.

There is understandably a strong compliance burden for any organisation working with children, regardless of the setting. In order to be registered with the Care Inspectorate, any childcare business needs to meet a set of stringent standards.

Fully outdoor nurseries are not subject to the same compliance burdens as indoor-outdoor nurseries in terms of square meters per child. However there are still restrictions on things like hand-washing which will need to be adhered to in a fully outdoor nursery. Although the compliance burden is high, early and ongoing conversations with the Care Inspectorate and with the Early Years Team at Stirling Council has been proactive and positive.

4.4 Policies and Procedures

CVN already has a full set of policies developed for the current nursery provision and location. It is anticipated that these will be fully reviewed and revised to meet requirements of this new woodland facility. All childcare businesses are expected to have full and up to date risk assessments that are tailored to the particular site and circumstances. Safeguarding is a priority for all services involved in ELC. CVN's staff are members of the Protection of Vulnerable Groups (PVG) scheme and undergo annual child protection training. .

4.5 Working in Partnership

CVN will work in a close and evolving partnership with a range of agencies to ensure the smooth implementation of this business plan. The following table sets that out;

Agency	Nature of Partnership
Cambusbarron Community Development Trust	Community land owner from who CVN will secure a lease Joint management and marketing of the site to ensure good community benefit Joint site development, potentially in relation to infrastructure. Ensure the facility is of benefit to the wider community and supports the broader aims of woodland community ownership.



Stirling Council Early Learning and Childcare Dept	Negotiation, registration and ensuring a good childcare impact in the region
Cambusbarron Community Events group	Cambusbarron Community Events group is made up of local people who volunteer their time to organise a range of community events so there may be opportunities for joint management with the CCDT of woodland events.
Cambusbarron Primary School	Already close working relationships On a strategic level, we will work alongside headteacher and Parents Council to advocate on behalf of young children in Cambusbarron. On a practical level we will work closely with school staff to ensure smooth transitions for young children leaving our care to start primary school. Our after-care provision will work with schools to enable children to be safely collected from school and transferred to our childcare facility.
Inspire Scotland and other ELC providers (present and future)	Cross referral routes.
Cambusbarron Community Council	Ensure the facility is of benefit to the wider community and supports the broader aims of improving provision and services within the community.

4.6 Monitoring and Evaluation

The Woodland based nursery aims to become a robust, sustainable enterprise with services that achieve or exceed the targets and outcomes set out. CVN is committed to monitoring the progress of the work and to promoting both success and learning.

Outcomes and milestones will be fleshed out in more detail as the project progresses and, once agreed, those milestones and outcomes will be what is monitored against. There will be a clear baseline (see section 3.6) from which we can measure change which is rooted in the evidence of need set out in the research document. The nursery will also monitor for change outwith those outcomes and record any unexpected outcomes, positive and negative.

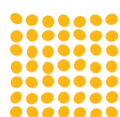
CVN will monitor its outcomes through regular reports to the board and funders, welcoming input and feedback from staff and families at all levels to encourage continual learning and improvement.

Baseline

The baseline for reporting the evaluation findings will be

- the outcomes set out section 3.6 of this business plan and in the various funding bids which emerge.
- the statistics, with particular reference to local authority statistics changing more slowly over time
- the numbers and kinds of people involved and number and nature of families and children

Process

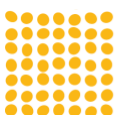


The Manager will produce regular (at least quarterly) monitoring reports and a detailed report annually.

Monitoring reports will be structured such that the Manager can present them to the board, and funders. The reports will outline progress towards each outcome and whether indicators and other measures have been achieved on target, with clear plans to address issues if these are not on track. Actions arising from board meetings will be implemented to improve impact.

Evidence will be sought from the following:

- Recording details of the numbers and nature of children registered and how they are developing
- Recording numbers of families benefiting
- The numbers of parents able to work or take up training opportunities and the long term impact of that
- Impact on the quality of life of children and families in Cambusbarron over time using surveys, interviews, life stories and focus groups



5. Finance: Costs, Funding and Sustainability

5.1 A Financially Sustainable Social Enterprise

CVN is an experienced and registered early years provider. A key part of our work is ensuring that what we do is financially sustainable long-term. Our vision for our evolution into the woodland base is to continue to be a viable social enterprise that generates sufficient income to cover costs. It will ultimately be able to invest both in its own growth as a business and share profits for the benefit of the wider community.

Once we have fully established ourselves in the woodland and have reached full sustainability, we hope to generate outside investment including grant funding and potentially loan funding to help us to progress towards our long-term vision of a bespoke facility in the woodland. However, we appreciate that significant funding and investment will be required to reach this goal.

5.2 Capital Development (Phase 1- Woodland Shelter)

While this is a significantly less costly option than a full bespoke building, CVN will still need to consider additional costs associated with moving to the woodland full time. Examples of capital equipment and resources may include:

- Handwashing equipment
- Water management equipment- fresh drinking water supply solutions
- Mobile phone and/or laptop charging equipment and spare battery
- Lighting solutions for darker months including solar lights

The cost estimate for this option are indicative and will need further scoping at the next level. These are estimates but a bespoke solution will need to be costed at the next stage. This will require additional fees in relation to the following;

Item	Amount
Site Development	
Planning, Building Warrant and other fees	£500
Site investigations and reports (ground survey, environmental impact survey, topographical survey etc)	£10,000
Purchase and Construction of Woodland Shelter Building	£12,000
Generator (solar and back up)	£15,000
Additional elements (unknown but likely to be added in consultation with staff and parents- e.g. woodburning stove and storage solutions)	£2,000
Furniture and equipment (including items listed above)	£10,000
Contingency (10%)	£4,950
Total	£54,450

5.5 Capital Development (Phase 2- Bespoke Woodland Building)

Costs for erecting a purpose-built facility are likely to be significant. The eventual sum will depend partly on the difficulty of getting services to the site, as well as preparing the ground. Discussions

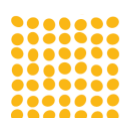


between CDT and David Wilson Homes (developer for the Seven Sisters housing site) indicate that the developer would connect the site to the electricity supply. However, this is likely to be at the end stages of the development which could be as late as 2028.

Item	Amount
Phase 1 : Lease	
Legal fees	£3,000
Total	£3,000
Phase 2 : Site Development	
Planning, Building Warrant and other fees (estimate)	£4,000
Site investigations and reports (ground survey, environmental impact survey, topographical survey etc)	£10,000
Basic Construction	£161,280
Additional elements (unknown but likely to be added in consultation with staff and parents	£80,000
Contingency (10%)	£20,000
Inflation (currently 5.4%)	£10.80
Landscaping	£50,000
Furniture and equipment	£30,000
Professional fees (circa 12% on construction including contingency and inflation)	£27,696
Total	£341,707
Non-recoverable VAT (see below)	£67,541
Total	£792,235

Funding Strategy for Phase 2

Fund	Details and estimated amount
Stirling Council	<p>Scottish Government states</p> <p>“Local authorities are responsible for ensuring that funded entitlement is available for all eligible children in their area. We are supporting them to build the capacity needed in their communities to phase in extended entitlement. We have a multi-year capital and revenue funding agreement in place with the Convention of Scottish Local Authorities (COSLA) which is fully funding the expansion in funded entitlement. We have provided councils with capital funding of £476 million to support associated building projects.”</p>
Place Based Investment Fund	<p>Stirling Council announced in September 2023 that £443,000 will be available in the 2023/24 allocation of the Place Based Investment Programme, funded by the Scottish</p>



	<p>Government. The PBIF focuses on projects that support local area regeneration, community development and economic growth.</p> <p>This fund is for capital only and there is no upper limit for funding requests. All contracts must be signed and orders committed by 31st March 2024 for projects funded in 2023/24 allocation. Applications must be made through Stirling Council.</p>
<p>The Clothworkers Foundation</p> <p>Working within their thematic area of “Disadvantaged Young People”</p>	£35,000
<p>Share offer, loan or community bonds</p> <p>Including Social Investment Scotland and FirstPort Catalyst Fund</p>	<p>Approximately £50,000 of re-payable finance</p> <p>CVN has had positive initial discussions with both SIS and FirstPort regarding loan funding.</p>
Cambusbarron Community Fund	Possible to secure strategic funding over £10,000
Barrat Housing	Potential planning gain

5.4 VAT

The provision of nursery care is VAT exempt and consequently no VAT can be recovered on the costs (unless de minimis), which includes the professional fees and construction and operational costs. Additional activity may provide some complexity and a VAT assessment may be required.

No VAT will be charged on supply so there is no implication on the cash flow.

5.5 Income Generation and Financial Viability

Income is largely generated through selling childcare to families. The proposed pricing structure is detailed below in the cash flow. Stirling Council pays CVN directly according to number of hours delivered. The council pays £6 per hour for childcare provision with an addition 40p per hour for lunches.

The following summary shows the projected growth of the business over its first three years following the move to the woodland site. This allows for diversification into holiday clubs to generate an additional income. The first model does not incorporate the hire of premises as CVN intends for the temporary shelter to be used exclusively by the nursery.

- Core nursery provision operates 9am-3pm, 5 days a week with a maximum number of 16 children (at least in the first year or two while only a temporary structure is in place for shelter). Due to the increase in demand and new houses coming to the area, we are confident that we will achieve 100% occupancy.
- Holiday clubs at Easter, Summer and October are run for between 16 (in the first year) rising to 24 children in year 3.

A summary of the 3 year cash flow is included below:



	Yr1	Yr2	Yr3
Income			
Trading	£157,440	£164,640	£167,040
Trading %	100.00%	100.00%	100.00%
Grants	£0	£0	£0
Total Income	£157,440	£164,640	£167,040
Expenditure	£126,987	£132,312	£134,766
Surplus	£30,453	£32,328	£32,274
Reserves / contingency	£30,453	£62,782	£95,056

The full cash flow projection can be seen at appendix 1.

5.6 Marketing and Communications

There are several key routes to communicate with parents:

- Social Media
- Posters and flyers – distributed in community spaces as well as through local schools
- Press Release in local papers
- High profile launch event
- Word of Mouth

Marketing spending will be dictated by the school calendar – with an advertising push in August before children return to school (for example, to advertise after school care to new P1s) or in preparation for the ELC panel which sits Feb/March. In addition, more budget will be needed in the run up to the holiday clubs to attract parents to book places for their children.

It is clear that places are limited and demand is high so marketing is less of a need than a necessity. The focus should therefore be on promoting the benefits of outdoor ELC to those who may not consider it an option.

5.7 Risk Assessment

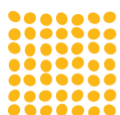
Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
Failure to secure capital funding	High	Low to medium	Costs kept as low as possible for both options Current funding strategy High demand for places	Build relationship with larger diverse funders Use of loan finance	Manager



Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
			Strong business plan and good research		
Failure to secure revenue funding	Low	Low	Already a sustainable model- revenue funding not required. Fundraising strategy	Focus on enterprise and income generation beyond core childcare offering. Use volunteers for holiday clubs. Consider other funders. Use of crowdfund targeted at parents.	Manager
Loss of Key Personnel, Volunteers and Board Members	High	Low	Staff committed to the vision and will be fully consulted before moving into the woodland full time. Staff are well used to spending time in the woodland with the children under CVN's current model.	Case study visits to other fully outdoor nurseries so an informed decision can be made.	Board
Running and maintenance costs higher than expected	Medium	Medium	Cash flow projection and business plan	Further fundraising Savings	Manager
Difficulties recruiting and retaining staff; key members of staff moving on	Medium	Medium	Good salary and terms and conditions	Invest in training and development Good supportive	Manager

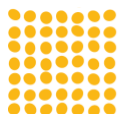


Risk	Impact	Probability	Existing Controls	Action Required	Lead Responsibility
				team with clear vision	
Difficulty re-registering with the care inspectorate	High	Low	Already registered with high scores. Early conversations with Care Inspectorate have been positive.	On-going discussion	Manager

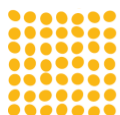


Appendix 1 : Cash Flow for Fully Outdoor Nursery

Cash Flow for move to woodland without bespoke building- Year 1																	
General notes	Assumptions and notes																
	Financial model starts once the temporary shelter has been built and the nursery has relocated to the woodland Core nursery and holiday provision runs from 9am-3pm																
			2024														
ASSUMPTIONS			Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total		
Core Nursery Provision	Weeks per month	Holiday weeks removed	4	4	4	4	1	2	4	4	4	5	4	4	5		
	Hours per week	9am-3pm	30	30	30	30	30	30	30	30	30	30	30	30	30		
	Additional purchased hours	Estimate															
		Number of places	16	16	16	16	16	16	16	16	16	16	16	16	16		
		Eligible/Funded places	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40		
		Non-eligible / Fee paying	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40		
		Average funded	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%		
		Average fee paying	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%		
Holiday Clubs		Number of days	5				20	10		5							
		Cost per day (9am-3pm)	£30				£30	£30		£30							
		Number of places	16				16	16		16							
Income from Nursery Provision			£12,288.00	£12,288.00	£12,288.00	£3,072.00	£6,144.00	£12,288.00	£12,288.00	£12,288.00	£15,360.00	£12,288.00	£12,288.00	£15,360.00	£138,240.00		
Income from holiday clubs			£2,400.00	£0.00	£0.00	£9,600.00	£4,800.00	£0.00	£2,400.00	£0.00	£0.00	£0.00	£0.00	£0.00	£19,200.00		
TOTAL INCOME			£14,688.00	£12,288.00	£12,288.00	£12,672.00	£10,944.00	£12,288.00	£14,688.00	£12,288.00	£15,360.00	£12,288.00	£12,288.00	£15,360.00	£157,440.00		
EXPENDITURE	Salaries	See staffing sheet	£8,253	£8,253	£8,253	£8,253	£8,253	£8,253	£8,253	£8,253	£8,253	£8,253	£8,253	£8,253	£8,253	£99,031	
	Contingency for sickness and holidays	10%	£825	£825	£825	£825	£825	£825	£825	£825	£825	£825	£825	£825	£825	£9,903	
	Staff training	As current	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400	
	Lunches (nursery provision)	£2.30 per child per day	£736	£736	£736	£184	£368	£736	£736	£736	£920	£736	£736	£736	£920	£8,280	
	Lunches (holiday provision)	As above	£184			£736	£368		£184							£1,472	
	Snacks per week	£40 per week average	£160	£160	£160	£160	£160	£160	£160	£160	£160	£160	£160	£160	£160	£1,920	
		Assumes eligibility for Small Business Bonus Scheme. Rateable value not available	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	Rates		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	
	Building maintenance	Total of maintenance and compliance	£0	£0	£50	£0	£0	£50	£0	£0	£50	£0	£0	£50	£0	£200	
	Insurance	Estimate	£1,000													£1,000	
	Stationery, postage & Printing		£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£240	
	Marketing (use of social media and core marketing capability)		£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300	
	Refuse Collection and cleaning materials		£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£240	
	Security alarm and other contracts		£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300	
	Registration and compliance (eg PRS for events)	And Care Commission registration (£165)	£500													£500	
	Misc		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200	
TOTAL OVERHEADS			£12,047.88	£10,363.88	£10,413.88	£10,547.88	£10,363.88	£10,413.88	£10,547.88	£10,363.88	£10,597.88	£10,363.88	£10,363.88	£10,597.88	£126,986.55		
SURPLUS / DEFICIT			£2,640.12	£1,924.12	£1,874.12	£2,124.12	£580.12	£1,874.12	£4,140.12	£1,924.12	£4,762.12	£1,924.12	£1,924.12	£4,762.12	£30,453.45		
Revenue grants		None- all grants used for capital expenditure														£0.00	
Cumulative balance			£2,640.12	£1,924.12	£1,874.12	£2,124.12	£580.12	£1,874.12	£4,140.12	£1,924.12	£4,762.12	£1,924.12	£1,924.12	£4,762.12	£30,453.45		



Cash Flow for move to woodland without bespoke building- Year 2																
	Assumptions and notes															
General notes	Financial model starts once the temporary shelter has been built and the nursery has relocated to the woodland															
ASSUMPTIONS			2025													
Core Nursery Provision	Weeks per month	Holiday weeks removed	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Total	
	Hours per week for funded places	9am-3pm	4	4	4	4	1	2	4	4	4	5	4	4	5	
			30	30	30	30	30	30	30	30	30	30	30	30	30	
	Growth from 16 currently	Number of places	16	16	16	16	16	16	16	16	16	16	16	16	16	
		Eligible/Funded places	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	
		Non-eligible / Fee paying	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	£6.40	
		Average funded	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	
		Average fee paying	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	20%	
Holiday Clubs		Number of days	5			20	10		5							
		Cost per day	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	£30	
		Number places	22			22	22		22							
	Income from Nursery Provision		£12,288.00	£12,288.00	£12,288.00	£3,072.00	£6,144.00	£12,288.00	£12,288.00	£12,288.00	£15,360.00	£12,288.00	£12,288.00	£15,360.00	£138,240.00	
	Income from holiday clubs		£3,300.00	£0.00	£0.00	£13,200.00	£6,600.00	£0.00	£3,300.00	£0.00	£0.00	£0.00	£0.00	£0.00	£0.00	
TOTAL INCOME			£15,588.00	£12,288.00	£12,288.00	£16,272.00	£12,744.00	£12,288.00	£15,588.00	£12,288.00	£15,360.00	£12,288.00	£12,288.00	£15,360.00	£164,640.00	
EXPENDITURE																
	Salaries	2% cost of living increase	£8,418	£8,418	£8,418	£8,418	£8,418	£8,418	£8,418	£8,418	£8,418	£8,418	£8,418	£8,418	£8,418	£101,012
	Contingency for sickness and holidays	10%	£842	£842	£842	£842	£842	£842	£842	£842	£842	£842	£842	£842	£842	£10,101
	Staff training	As current	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£200	£2,400
	Lunches (nursery provision)	£2.30 per child per day	£736	£736	£736	£184	£368	£736	£736	£736	£736	£920	£736	£736	£920	£8,280
	Lunches (holiday clubs)	As above	£253			£1,012	£506		£253							£2,024
	Snacks per week	£40 per week average Assumes eligibility for Small Business Bonus Scheme. Rateable value not available	£160	£160	£160	£160	£160	£160	£160	£160	£160	£160	£160	£160	£160	£1,920
	Rates		£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0	£0
	Building maintenance	Total of maintenance and compliance	£0	£0	£50	£0	£0	£50	£0	£0	£50	£0	£0	£50	£50	£200
	Insurance	Estimate	£1,000													£1,000
	Stationery, postage & Printing		£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£240
	Marketing (use of social media and core marketing capability)		£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
	Refuse Collection and cleaning materials		£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£20	£240
	Security alarm and other contracts		£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£25	£300
	Registration and compliance (eg PRS for events)	And Care Commission registration (£165)	£500													£500
	Misc		£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£100	£1,200
	Inflationary increase	2%	£246	£211	£212	£220	£214	£212	£216	£211	£216	£211	£211	£216	£216	£2,594
TOTAL OVERHEADS			£12,544	£10,756	£10,807	£11,226	£10,897	£10,807	£11,014	£10,756	£10,995	£10,756	£10,756	£10,995	£132,312	
SURPLUS / DEFICIT		With out grants	£3,043.59	£1,531.65	£1,480.65	£5,046.45	£1,846.89	£1,480.65	£4,573.59	£1,531.65	£4,364.97	£1,531.65	£1,531.65	£4,364.97	£32,328.42	
Revenue grants		No grants														
Cumulative balance			£3,043.59	£1,531.65	£1,480.65	£5,046.45	£1,846.89	£1,480.65	£4,573.59	£1,531.65	£4,364.97	£1,531.65	£1,531.65	£4,364.97	£32,328.42	



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Appendix 2: Mucky Boots Outdoor Nursery Case Study

Numbers

Mucky Boots takes up to 20 children. The nursery itself could take on higher numbers but it was highlighted that the nursery has a delicate relationship with the local community and woodland, so numbers are purposely kept between 16 and 20 to minimise traffic coming in and out of the village and impact on the natural environment.

Outdoor Space and Temporary Shelters

There are two main temporary shelters used on site in the woodland:

- Fire shelter in case of emergency
- Bell tent used as a resting (sleeping and quiet time) and eating place. The children have designated quiet time in the shelter after lunch which usually consists of telling stories and gentle songs.
- For resting, the nursery provides children with camping mats, blankets and hammocks.

The woodland space does not have fencing. Boundaries are discussed with children and managing safety and security comes down to knowing the individual child.

Indoor Premises

The nursery uses the village Scout Hut as their emergency shelter, storage and pick up drop off point. It is also used to heat up water for hand washing at the start and end of each day and use their bins. This is not registered as their setting. The nursery pays a peppercorn rent to both the woodland and the Scout hut for use (the annual lease for the hut costs £800).

Use of indoor space:

- 30 minutes at the start and end of each day
- Last hour of the day (darkness hours) between November and March
- Used approximately 6 to 10 full days over the winter months due to 'extreme weather conditions'. It should be noted that Mucky Boots use a very sheltered area of woodland that can sustain 35 mile per hour winds.

Logistics and Transport

Mucky Boots woodland site does not have designated car parking, so children are picked up and dropped off at the Scout Hut. Staff meet children in the adjoining field, and they walk to the woodland site together. Parents can choose to drop off and pick up themselves. It was noted that this is the most challenging aspect of running an outdoor nursery, but it also comes with benefits which include a sense of responsibility and independence for the children.

As the nursery is off grid there are no facilities for storing food, children bring their own morning snack and drinks. A staff member picks up lunch which is provided by an off-site catering company.

Staffing and Expert Input

All the Mucky Boots management team and most of the staff team are Forest School trained. This includes training on weather patterns and detailed risk assessments. The local community



woodland also has an experienced tree surgeon on their board of trustees who can make assessments on the safety of trees after extreme weather.

Learnings and Advice for CVN

- It is recommended that CVN work out how many days they have had to cancel woodland visits over the last year to get an understanding of how often they would need to be using an 'emergency' indoor space. What would be considered 'extreme' weather very much depends on how sheltered the setting is.
- Having forestry expertise on the board of either CVN or the local Development Trust is something the nursery could draw on to make assessments of the safety of surrounding area after inclement weather conditions.
- Forest School training for all staff is recommended before making the transition. The local OWL's network was recommended, and Mucky Boots also have their own social enterprise training arm.
- The importance of bringing the parents along on the journey was also highlighted, Mucky Boots has been such a success partially due to the highly supportive parent group.
- Investigate ways to make outdoor nurseries more accessible to parents on lower incomes or who are struggling financially. Mucky Boots has an agreement with Little Trekkers Outdoor Clothing to offer parents a discount on outdoor clothing for the children, kit is gifted to some families (on a trust basis without need assessment) and a nearly new sale if organised by the parent council. The £6 a head charge per day for consumables is optional.

