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**A Hempsall’s Business Change and COVID-19 ResponseTool**

The Business Map sets out the information to consider and collate, ultimately leading to a business action plan. It uses a six-step process:

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| Things to do  | **√** |
| 1.First, complete the ‘what’s changing’ section. |  |
| * Analyse demand and occupancy
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| * Understand if parental preferences and behaviours are changing
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| 2. Then use the tools to ‘find out more’ about the business and the environment in which it operates.  |  |
| * Complete a SWOT analysis
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| * Complete a PEST analysis
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| * Market analysis
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| * Complete a breakeven cost analysis
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| * Calculate the breakeven hourly rate
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| * Compare to last year
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| * Review fee structure
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| * Complete/update the cash flow forecast
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| * Develop a cash flow forecast for 2021 – 2022
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| * Review reserves and contingency plans
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| * Review COVID 19 Government funding opportunities
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| 3. After that, identify the risks. |  |
| * Complete the ‘risk register’
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| 4. Then it is time to consider the possible ideas and options.  |  |
| * Establish if demand has changed
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| * Review model of delivery to ensure it works for the setting and families
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| * Review finances
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| * Consider if cost savings are needed or possible
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| * Develop contingency plans
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| * Review reserves and be clear how long the business can continue without extra financial support.
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| * Find financial support for the business.
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| * Help parents to help themselves – what can help to reduce the cost of paying for childcare?
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| * Communicate
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| 5. Next, return to the risks and think about the actions to reduce or remove them. |  |
| * Return to the risks and think about the actions to take to reduce or remove them
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| * Complete the risk register and develop an action plan
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| 6 Measure progress and review regularly  |  |
| * Keep updating the cash flow, it will show how new arrangements are affecting the business.
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| * Monitoring a range of measurements will help to understand if things are working. Set the targets and build them into monthly monitoring discussions
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