



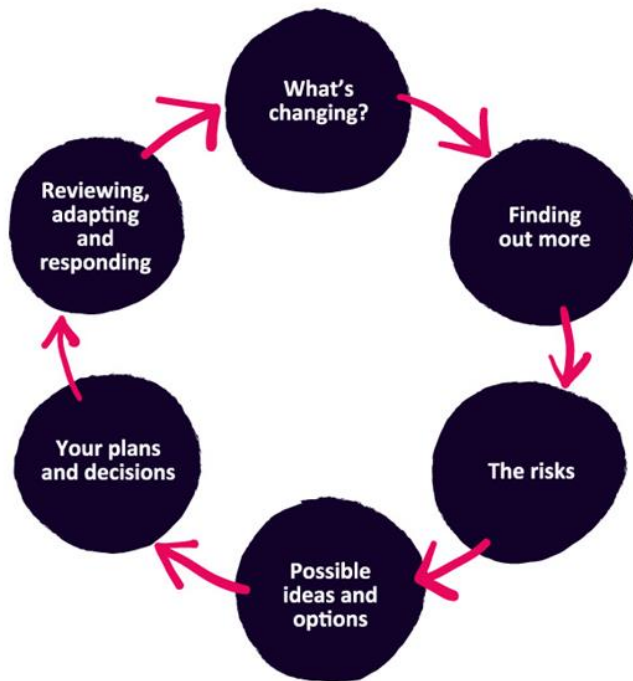
**business  
map**

**Understanding  
what is changing**

**Using the  
Business Map  
in Wirral**

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# Our focus today



1. **‘What’s changing’** section.
2. Use tools to ‘find out more’.
3. Identify the risks.
4. Consider ideas and options.
5. Return to risks and think about actions to reduce/remove them.
6. Complete the action plan and monitoring tool.



# We will consider

- a) Parental preferences and behavioural changes.
- b) Analysis of demand.
- c) Calculating occupancy.

# Changes

- Employment has changed
- Working habits are different e.g. working from home
- Parents' confidence varies
- Cost of living

# Their impact

- Different need for childcare, reduced or increased?
- Different financial arrangements, reduced/increased ability to pay?
- Greater appetite for funding support

# Risks

- Lower occupancy
- Reduction in paid for hours
- Reduced income
- Increased competition
- Increasing costs
- Workforce pressures

# What can we do?

- Understanding and managing costs
- Increasing occupancy
- Maximising paid for income
- Maximising funding (where applicable)
- Explore new opportunities

# Analysing demand

- Has demand for childcare changed?
- Have parents' requests, preferences, needs and behaviours changed?
- Which are the biggest changes?
- What impact is this having on the business?
- What is easy to change and respond to?
- What feels difficult, if not impossible?

# Occupancy

Calculate the maximum  
'fundable or sellable' hours  
available each week

Calculating maximum occupancy		Example
A	<p>Calculate the <b>maximum 'fundable' or 'sellable'</b> hours available each week.</p> <p>Hours per week the setting can sell x number of registered places = Total number of hours available to be sold each week.</p>	<p>50 hours per week x 42 registered places = 2,100 sellable hours per week</p>



# Occupancy

## Calculate maximum occupancy

Calculating maximum occupancy		Example
B	Multiply A x number of weeks open to calculate annual <b>maximum occupancy</b> .	$2,100 \times 50$ weeks a year $= 105,000$

# Occupancy

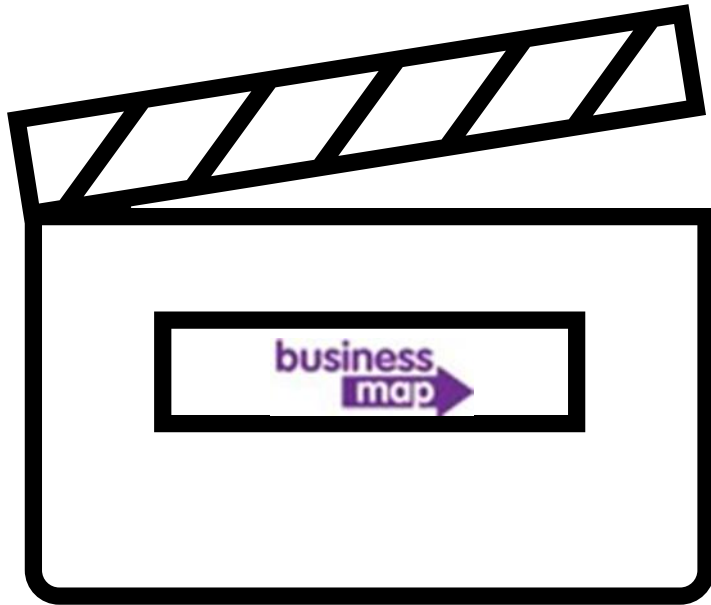
## Calculate the actual hours being used

Now calculate usual or typical occupancy. This is the normal occupancy achieved across a week, term, or year.		Example
C	Calculate the <b>actual number of hours</b> being used per year. (Number of children on roll x number of hours used each year).	78,750

## Calculate usual or typical occupancy

Now calculate usual or typical occupancy. This is the normal occupancy achieved across a week, term, or year.		Example
D	<p>Calculate the <b>normal occupancy percentage</b> for the year.</p> <p>Divide C (actual number of hours) by B (maximum capacity) of the setting = normal % occupancy.</p>	<p>78,750 ÷ 105,000. = 75%.</p>

# Action



- Consider if and how parental preferences have changed.
- How has this affected demand, patterns of take up and occupancy?
- Calculate your normal occupancy so you can plan accurately.



**business  
map**

## Using the Business Map in Wirral

### Toolkit contents

- Six video presentations
- Four 'how to' guides
- Downloadable tools
- Additional resources from the original DfE funded Business Map programme can be accessed here:  
<https://foundationyears.org.uk/2021/01/hempsalls-business-map-for-early-years-providers/>