



# The Business Plan for a Children's Day Nursery in Stony Stratford



Stony Stratford Children's Centre  
**The Sp@ce**  
For young people from 4½ to 14 years old

Russell Street Day Nursery  
Parents' Association

## CONTENTS

1 OVERVIEW .....	3
2 CONTEXT .....	4
HISTORY .....	4
PLANNING POLICY: STONY STRATFORD NEIGHBOURHOOD PLAN.....	5
STONY STRATFORD SCHOOLS EXPANSIONS .....	5
3 DEMAND .....	5
CUSTOMER BASE .....	6
HOUSING AND POPULATION GROWTH .....	6
LOCAL NEED.....	7
NATIONAL POLICY.....	8
4 QUALITY AND STANDARDS: .....	9
THE CONTRIBUTION OF CHILDCARE PROVISION: .....	9
STANDARDS: .....	10
EMPLOYMENT: .....	10
5 THE PROPOSITION: .....	10
THE PROVISION.....	11
LOCATION .....	12
TRAFFIC .....	13
ACORN CHILDCARE2 .....	14
6 FINANCES .....	14
START-UP COSTS.....	14
CUSTOMERS AND FEES.....	15
SUMMARY OF FINANCIAL ARRANGEMENTS .....	15
7 MARKETING.....	16
8 IMPACT .....	17
CONCLUSION: .....	18
9 APPENDICES.....	19
APPENDIX 1 .....	19

APPENDIX 2 .....	21
APPENDIX 3 .....	23
APPENDIX 4 .....	26

## **1 OVERVIEW**

This business plan is set in the wider context of Stony Stratford's role as a centre of economic activity and a source of facilities for learning, health and care serving the parish (Stony Stratford, Galley Hill, and Fullers Slade) and supporting neighbouring areas. The vision for the community is of a holistic range of play, nursery, childcare, learning and youth facilities, in line with Milton Keynes' Council's aspiration for its children. Following a recommendation by Stony Stratford Town Council (SSTC) it was agreed by the Development Control Committee that £50,000 from the Community Facilities S106 contribution from development at former BMG MOTORS SITE, London Road, Stony Stratford should be used towards setting up nursery and childcare provision in Stony to replace a closed facility and meet growing need and demand, subject to the production of a suitable business plan.

This business plan outlines the current and developing context, the growing demand, the importance of quality provision for Stony Stratford and Milton Keynes and outlines an innovative partnership proposition. It also highlights the proposed expenditure on setting up the nursery, the matched funds secured, the timeline for implementation and the financial viability of the nursery. The final section looks at the long term impact and return on investment.

The proposed joint venture involves The Stony Stratford Children's Centre, known now as The Space on London Road, Acorn Childcare 2 and The Russell Street Day Nursery Parents' Association (RSDNPA)

All three organizations are charities. The Space provides play, leisure and after school activities for children aged 4 to 14, Acorn Childcare2 is part of Acorn Nurseries, an established nursery provider across Milton Keynes and RSDNPA is a local parents' charity working within the community.

In summary the proposed joint venture will:

- Provide a viable 40 place nursery in Stony Stratford which will be located at The Space for a 3-5 year period or longer
- Meet the current and future demand as outlined in section 3
- Be able to take advantage of any future developments within the town e.g. Cofferridge Close or St Giles House
- Support The Space is the realization of its vision for its future role in Stony Stratford (see section 5)
- Ensure the S106 money is spent appropriately on equipment for the nursery with the SSTC receiving reports from RSDNPA and then monitoring through the established Inter Agency Group that includes an SSTC councillor

- Bring matched funding from Acorn Childcare 2 to improve facilities at The Space
- Support the development of a diverse quality offer within the parish by working in partnership through the Inter Agency structure which includes all the players who work with children and young people and contribute to a range of community aspirations within Stony Stratford Town and Parish.

## 2 CONTEXT

### HISTORY

This business plan outlines the strategy to open a Children's Day Nursery within Stony Stratford to replace the Russell Street Day Nursery (RSDN) which closed down in December 2010. RSDN had provided a much needed service to Stony Stratford for 75 years. The nursery was operated by Milton Keynes Council, but the condition of the building deteriorated to the point where it was no longer fit for purpose. The nursery was the only council nursery to achieve an 'Outstanding' rating from Ofsted, and was very popular with families living in Stony Stratford. There is currently no nursery within the town, and the staff and children of the old Russell Street Day Nursery were moved to the Rowans nursery situated in Fullers Slade, initially running alongside the Sure Start nursery on site, but subsequently merging with it.

The Russell Street Day Nursery provided a very popular service, operating at 94% capacity with a substantial waiting list during its final years of operation. A petition to re-open the nursery gathered over six hundred signatures through a few hours of canvassing and the service is clearly missed by local families with young children.

The Russell Street Day Nursery Parents Association (RSDNPA) has been campaigning to re-open the nursery, and it was successful in securing £50K in Section 106 funding in 2011, as referred to in the Overview. Stony Stratford Town Council is supportive of the group and of the ambition for provision as outlined.

Key facts and timeline summary:

- Russell Street Day Nursery had been part of the fabric of Stony Stratford for over 75 years
- RSDN was closed by MK Council in December 2010 due to the building falling into a state of disrepair.
- Building renovation costs estimated at £63k to keep building useable for next 5-10 years. Estimate of £170k to complete all work needed including new roof. To demolish the current building and construct a new Day Nursery the cost was estimated at around £350k.
- 4 of 8 MK Council Day Nurseries went out to tender (of which Acorn were awarded two). RSDN remained closed.
- RSDN operated at 94% occupancy rate (24 places) and had a 3-6 month waiting lists (6 months for 6 month–2 year olds, and 3 months for 2-4 year olds).
- July 2011 – RSDN awarded £63,000 s106 monies by Stony Stratford Town Council.
- September 2011 – DCC ring fenced the award of £50,000 for 12 months.
- August 2012 – DCC extended s106 monies for a further 12 months

- November 2013 – confirmation that RSDN merged with Rowans at Fullers Slade.
- November 2013 – DCC extended s106 monies for a further 6 months.

## PLANNING POLICY: STONY STRATFORD NEIGHBOURHOOD PLAN

Neighbourhood Plans are a new development for local planning purposes. They have been introduced through the Localism Act 2011 and are the responsibility of town or parish councils. As a result of an application by Milton Keynes Council to the Department of Communities and Local Government, Stony Stratford Town Council was awarded frontrunner status and allocated funding for the development of a Neighbourhood Plan. A working group of town councilors and residents has been working on the development of the Plan since April 2013.

In the run-up to public consultation on possible contents of the Plan, the working group considered in some detail the key challenges facing the community. Two key issues emerged at an early stage: the need to ensure the continued vibrancy and vitality of the High Street and the need to consider appropriate facilities for both younger and older members of the community.

Although the Neighbourhood Plan is still at draft stage, public consultation clearly supported the provision of nursery facilities in the town in the light of the relocation and closure of the Russell Street Day Nursery. Such facilities could be developed either in a completely new site such as Cofferridge Close or as part of the redevelopment of St Giles' Mews as specified on page 2 of the Sales Release – under the heading 'Development Potential' (See Appendix 1). Alternatively, the use of existing facilities was also supported.

Neighbourhood Plans will be taken into account for planning purposes by the appropriate planning authority. In Stony Stratford's case, this will be Milton Keynes Council. The working group for the plan is currently working towards May 2015 as the likely date for the referendum on the adoption of the Plan. Such a timetable would complement the potential opening of a new nursery facility in Stony Stratford.

## STONY STRATFORD SCHOOLS EXPANSIONS

- Russell Street First School expansion
- St Mary St Giles Middle School expansion

See 'Stony Stratford Children's Day Nursery Update on Possible Locations Nov 2013'  
<http://cmis.milton-keynes.gov.uk/CmisWebPublic/Binary.ashx?Document=40751>

These two schools have identified the increase of young children within the parish and are planning to increase the number of classes and size of existing classes within the next couple of years.

## 3 DEMAND

## CUSTOMER BASE

Most parents prefer to choose a nursery close to home – or failing that their workplace – and currently there is no day nursery to cater for the working parents living in the relatively densely populated town of Stony Stratford. The Rowans (see context, Section 2) is situated on the edge of the wider Stony Stratford Parish area covered by Stony Stratford Town Council some distance from the town's main population and commercial centre.

The customer base for the nursery is predominately working parents from the local area but would also offer places for free entitlement to provide sessional care to facilitate the transition into work for other Stony Stratford parents currently at home with young children.

The three Acorn nurseries closest to Stony Stratford (Shenley, New Bradwell and Castlethorpe) are currently averaging 90% occupancy and all three have a waiting list for under 2's. Children on these waiting lists could be offered places at a new nursery in Stony Stratford and there are parent's at all three nurseries that currently live in Stony Stratford. AcornChilcare2 is confident that there is more than sufficient demand in Stony Stratford to support the day nursery.

Policies to encourage walking and reduce car dependency for reasons of health and traffic congestion mean that provision for young children should be focused within or very close to areas of population density.

This current customer base will grow as the local population expands.

## HOUSING AND POPULATION GROWTH

Milton Keynes enjoys its status as a popular and growing city. Within the area previously served by RSDN there are a number of families residing at the new Hayes development on the London Road and Blenheim Mews off Blenheim Avenue. In addition to this, there is a brand new development of homes on the former site of Orchard Hall adjacent to the Radcliffe School, and a proposed further development of approximately a dozen homes at Stratford House.

The Western Expansion Area (WEA) (see Figure 1) a near neighbour to Stony Stratford, shows plans for 6,500 new dwellings (Source: Milton Keynes Partnership, planning permission still current) with ground due to be broken in 2014 and development to follow rapidly.



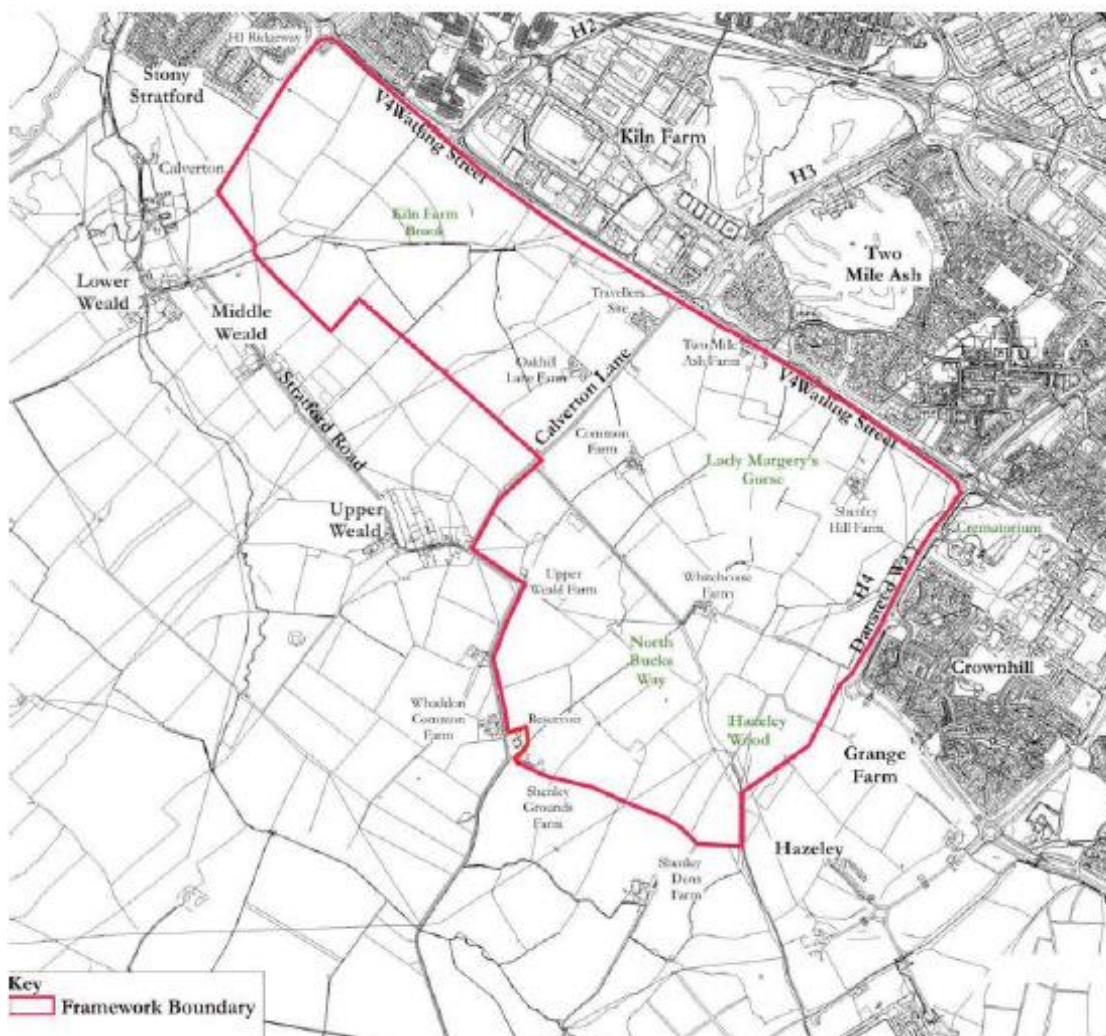


Figure 1

While there are plans for Primary and Secondary schools, nursery provision is not explicitly planned initially and the current implication of Milton Keynes Council's Childcare Sufficiency Assessments for 2011 and 2012 is that adjacent nurseries such as 'The Rowans' in Fullers Slade and others would provide places. Furthermore, the 2012 Childcare Sufficiency Assessment indicates concern in the medium term about capacity at The Rowans.

## LOCAL NEED

Fullers Slade ranks among the ten highest estates in Milton Keynes with a population of young people aged 0-15 (2011 Census Theme Report People aged 0-15 living in Milton Keynes). The Childcare Sufficiency Assessment for 2011 expresses concern about the levels of child poverty in the area and the need to provide more of the flexible and wraparound provision that helps parents into work.

While the 2011 census indicates that Stony Stratford ward experienced relatively low population growth compared with Milton Keynes as a whole it is noticeable that there was an increase in



the numbers of 0-4 year olds as against a decrease in the number of teenagers. This changing trend is supported by anecdotal evidence from residents and newcomers to the town about the arrival of new families and those intending to have families. Hence the need for more school places and the reason that Russell Street School in the heart of Stony Stratford is in consultation to expand to provide 90 places for its Reception year from September 2015, plus an increase in its nursery form entry (not to be confused with day nursery and sessional childcare provision). The consultation document refers to 'current shortfall in places being met by primary schools in adjacent areas' and this capacity is reducing as new housing is being built'.

## NATIONAL POLICY

The Government has recently announced some changes to the current rules relating to the free hours for under 2's and an extension to the tax-free childcare voucher system (see Appendix 2). These changes will allow Children's Day Nursery care to become more affordable with an increase in take up of places the intended outcome. However, those places need to be provided in the first place. It is expected that on a local level the increase in demand as a result of these changes will extend across a whole cross section of families within the Stony Stratford Town Parish.

Under current rules some 2 year olds can get free education if they meet the specific criteria. However, from September 2014 more 2 year olds will become eligible for free early education. Most significantly the children who will benefit are those with parents who get Working Tax Credits and earn no more than £16,190 a year, together with those children who receive Disability Living Allowance. There are also other criteria but these are the two major additions that will have greater impact within Stony Stratford, and thus increase the number of 2 year olds wanting to take up Day Nursery places.

Of perhaps an even greater impact will be the changes to the Tax Free Childcare Voucher System. A new scheme, Tax-Free Childcare, will replace the existing voucher scheme in autumn 2015. Parents already on the current scheme can stay on it until their child reaches 15. But, unlike childcare vouchers, it will be open to all qualifying parents, not just people whose employer offers the scheme. This will apply to many parents living within Stony Stratford and thus make it easier, and cheaper, for parents to place their children in Day Nurseries whilst they go out to work. It is extremely likely that a significant number of parents will take up this offer and therefore placing greater pressure on current supply. A return of a Day Nursery to Stony Stratford would go some way to alleviate such pressure.

### Summary:

- There is a current customer base for a day nursery also offering sessional care in Stony Stratford
- There will be increased demand resulting from housing development and demographic shift
- Changes in government policy will increase demand
- There are local needs within the community which the proposition (see section 5) will address with the development of this day nursery

## 4 QUALITY AND STANDARDS:

### THE CONTRIBUTION OF CHILDCARE PROVISION:

The introduction to the Childcare Sufficiency Assessment for Milton Keynes (MK Council 2012) emphasises the point that the mix of full day nursery provision, sessional care and wraparound care enables individual entitlement to be met as well as enhancing the development of all children and supporting the local economy in enabling parents to return to and sustain work and make progress in that employment. While this is particularly important in enhancing the life chances of children from more deprived areas, all Milton Keynes' children need to be able to access opportunities in early life.

The age from 6 months to 4 years has often been described as the most important of a person's life as it plays such a significant role in defining and shaping personality and character. The social interaction and learning opportunities provided by skilled staff make a significant contribution to this process. A Day Nursery encourages personal skills and improves social development and interaction, and therefore lays the foundations for the first stages of that steady progression. It allows children the opportunity to move on to Primary School with their friends.

This settled transition from Day Nursery to Primary School/Primary School Nursery Class and then on to Secondary School is so important to young people and that is why we must do what is right by those children in Stony Stratford and provide this opportunity for them. It can be very traumatic for a young child to leave friends behind and have to start again making new friends and building a new social group. Since the closure of Russell Street Day Nursery (RSDN) in December 2010 this disjointed progression is now what currently happens within Stony Stratford.

The mixed community of Stony Stratford includes both the Milton Keynes average proportion of graduates and pockets of high unemployment, including youth unemployment. National policies about encouraging unemployed adults to move from claimant to worker also require more and flexible childcare to be available, both for very young children and those starting school.

In addition to the role in helping develop a child's social skills and provide for a steady progression a Children's Day Nursery would also provide for that flexible care. Russell Street Primary School has a Nursery Class taking in 30 children per session (2 sessions per day). The recent consultation proposed that the school nursery class which can currently accommodate 30 children per session will be expanded to accommodate 39 children per session. As the nursery class operates 2 sessions a day, this equates to an additional 18 early education places.

However, there is no provision of care for those times either before or after class. The sessions run from 8.30-11.30am and again at 12-3pm. Since the closure of RSDN there is now no local Day Nursery provision to cater for these children (they require collecting and transporting), therefore making it difficult for parents to either send their children to these classes or to go out to work. One or the other usually has to give. A Children's Day Nursery located at The

Children's Play Centre would go some way to alleviating this problem and in turn satisfy the already existing demand.

#### STANDARDS:

Sir Michael Wilshaw, Chief Inspector of Schools and Head of Ofsted, recently (April 2014) emphasised the importance of structured learning for children aged two and above and Ofsted inspections are designed to bring all of the nation's nurseries up to standards of good or outstanding. The current ratings locally are mixed although evidence is cited of improvement and progress.

- Queen Eleanor School and The Rowans Nursery are both rated grade 3 (requiring improvement) at present but going in the right direction, Russell Street is on grade 2 (good).
- Acorn Childcare 2: proposed partner has 12 nurseries in all. 3 are outstanding on grade 1, 6 are good on grade 2, 2 require improvement and 1 is judged unsatisfactory.
- 5-7 Church Street is now owned by Stony Stratford Town Council (SSTC) and accommodates the council offices and houses the library service. SSTC is looking to enable partners to offer a wider range of learning activities involving schools and many other organisations. One development under consideration is a fairly informal early year's liaison grouping within the broader Stony Parish, building on the relationships that exist including the current interagency meeting. One of the key features would be that it would sit within the Stony Town Council framework, allowing the Town Council to act as a backstop for bids and partnerships and facilitate sharing of resources and practice.

The combination of the contribution of childcare and local working on quality practice, along with other benefits outlined in the proposition, would have a positive effect on the local social fabric and amenity value.

#### EMPLOYMENT:

Additionally, the nursery would support the local economy not only through enabling parents to work but also helping local businesses to recruit based on a quality childcare offer in the town. This is in accord with Milton Keynes Council policies and practices, like the Neighbourhood Employment Programme, for reducing unemployment (in Stony Stratford it tends to be just ahead of the Milton Keynes average- 2.9% in February, MK 2.7%). Lack of childcare that is accessible and responsive is often cited as a barrier to working. The 2011 Childcare Sufficiency Assessment referred to a need to encourage more parents in the area into work.

#### 5 THE PROPOSITION:

A joint venture between 3 local charities is proposed. These are:

The Russell Street Day Nursery Parents' Association, a registered charity (1032095) scheduled to receive £50k S106 monies from the Hayes Development in Stony Stratford as specified by the Stony Stratford Town Council. The RSDNPA is also represented on the working group led

by SSTC which is consulting on the Neighbourhood Plan which refers to community facilities such as nurseries. It is anticipated that this group will act as an ongoing focus for parents with young children.

The Sp@ce, situated on London Road, is a registered charity (number 1099869) and a limited company (number 4736566). The Space is run by a management committee of five including the Chair and employs a play leader, bookkeeper and sessional staff to run the centre and its own programmes. It also hires out the premises to users whose activities accord with the stated vision. 'Our aim is to enhance and secure provision for the Stony Stratford Community and to ensure that the Children's Centre (in The Space) is the hub for activities and opportunities for all children and families living locally. We wish to build on our established reputation for play and care provision of children aged 4.5 to 14 years old, by working with partners to explore expanding the age range and services offered.'

Acorn Childcare2, which is a registered charity (1145108) as part of Acorn Childcare. Acorn already runs a number of successful nurseries in Milton Keynes and is willing to invest £40k in the medium term to provide funding to match the S106.

The development of a nursery providing day and sessional care all year round at The Space would provide a stepping stone towards the longer term vision of a nursery as part of the Stony offer of health centre, schools, learning and library services etc. focussed around one of the possible venues in the town centre. It would also enable The Space to start to move towards its vision of a comprehensive play offer including a nursery element through piloting various activities and innovation and thinking about how to improve the premises. The Space would charge Acorn Childcare for operating the nursery thus bringing much needed income.

## THE PROVISION

It is proposed to accommodate the nursery within the existing envelope of The Space. An underused area will be upgraded (thus improving the capacity at The Space) and modified to provide the essential facilities. The nursery will then be able to share some spaces with other users and with The Space staff – thus moving towards the kind of integration of activity beneficial to the community and children's development. There is an abundance of outdoor space and it will be possible to identify suitable nursery access.

The Space has a 5 year lease from 2013 from Milton Keynes Council. The Space is responsible for the maintenance of the building but would need permission for alterations. The implementation plan would involve working up the detailed arrangements for joint working, gaining permissions and making the alterations to the building during the autumn of 2014 and spring of 2015. Meanwhile Acorn Childcare would recruit staff and launch the marketing with a view to a staged start from spring 2015 operating at full capacity from autumn 2015.

This would align with the temporary accommodation of Hobby Horse (Pre School based at Russell Street School) at The Space during the academic year 2014-15.

The nursery will be a 40 place provision offering provision for 51 weeks of the year, (not including weekends or bank holidays) and open from 7.30am to 6.00pm. All food, activities, nappies and equipment are included in the fees. (See section 6 for finances)

The accommodation whether discrete or shared will include:

- Play spaces that offer separate areas for the different age groups and different types of activity, but with the opportunity for free-flow activities between most of these, including access to an outdoor play area
- A secure outdoor play area, ideally with a covered area to enable use in all weathers
- Kitchen
- Toilets and nappy change area
- Staff room and toilet/cloakroom
- Office
- Reception/lobby area
- Utility/laundry room

The intention is to plan a 5 year agreement with a potential review after 3 years.

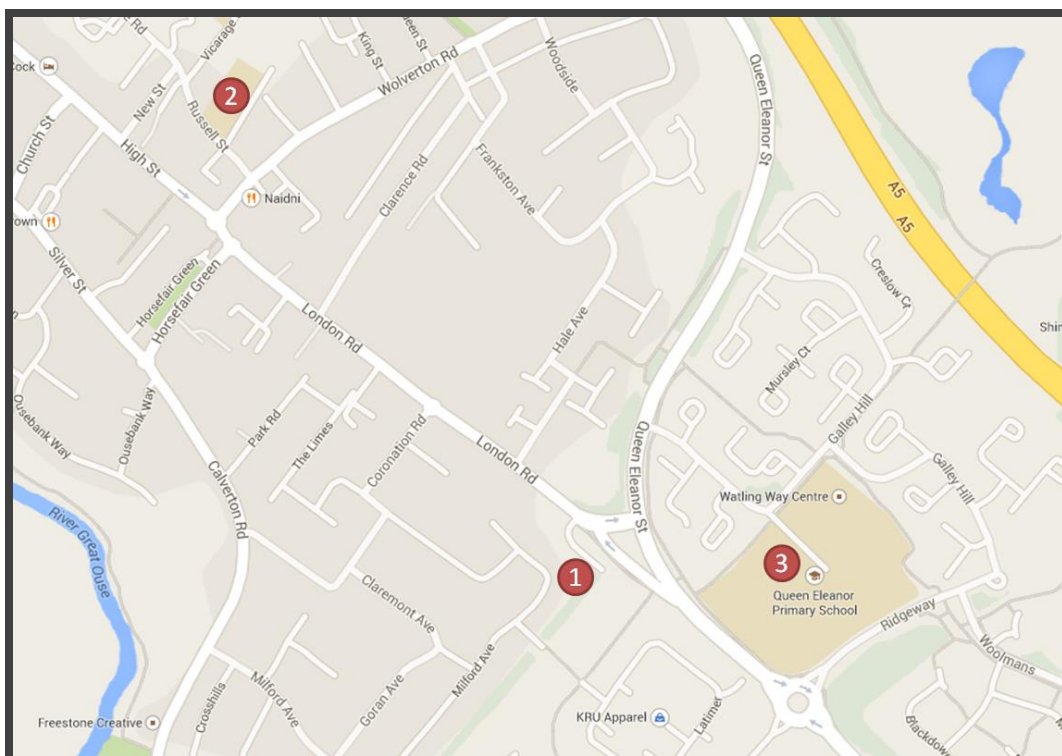
## LOCATION

The Sp@ce is located at the top of London Road, Stony Stratford at the connection with the road network serving Galley Hill, Fullers Slade and the WEA. The Sp@ce provides after-school facilities for local children from the local schools and is accessible from those schools (see Figure 2).

The provision of day nursery places would complement the already existing after-school provision, enabling continuity for parents and families. It would also be possible to work in partnership with the SureStart Centre and children's day nursery at the Rowans in Fullers Slade.

The children's day nursery at The Sp@ce would also provide, in the first instance, support for families living in the WEA until such time as suitable facilities become available.

Finally, the location of The Sp@ce at the geographic centre of the parish enables the maximum potential for access to the facility by foot or cycle.



**Figure 2**

## TRAFFIC

Unlike with set school drop off and pick up times, the hours of traffic for Day Nurseries are more dispersed throughout the day. Drop offs would expect to be from opening time of 7.30am to around work start time of 9am. Then pick up and drop off over lunch time 1-2pm for those children on one session per day. End of the day pick up would range from anywhere around 4-6pm when the Day Nursery would close. Traffic is therefore very unlikely to cause an issue.

Another important aspect to consider is that a Day Nursery on the corner of Queen Eleanor and London Road would not only have great vehicular access, but it may well encourage more local parents to walk their children to nursery rather than drive. The Sp@ce sits almost directly within the centre of the Ward. With more parents in a position to walk, a benefit to none or one car families, the local traffic is likely to remain unaffected. Currently parents are required to drive out of town to Day Nurseries in New Bradwell and/or Wolverton, or even the Rowans, so by not having a Day Nursery in Stony Stratford parents are quite literally forced to drive. These parents are driving through Town to get to an out of Town Day Nursery. It could therefore be right to assume that a Day Nursery at The Space would actually see a drop in local traffic as those parents approaching from Queen Eleanor Street would not need to enter the Town, and if they did these journeys would be offset by those parents currently driving to Nursery who would now be in a position to walk.



## ACORN CHILDCARE2

Acorn Childcare2 is a local charity (1145108) that has been established since 1989 and currently runs 9 nurseries in Milton Keynes and Northamptonshire as well as a variety of out-of-school clubs, play schemes, crèches and Forest Schools. Acorn consists of two not-for-profit companies, one of which has charitable status, and it is this social enterprise company which hopes to open a new day nursery in Stony Stratford. The company took over two other ex-MK Council nurseries in 2012, and has a total of seven nurseries in Milton Keynes.

Acorn's central office staff would oversee the management of the nursery, but all staff based at the site would need to be recruited specifically for this nursery, although existing Acorn staff might choose to apply for positions and previous Russell Street staff might wish to return to Stony Stratford. All Acorn sites are set up to communicate by phone and computer network, and all policies, procedures and working practices would be set up in line with other Acorn nurseries. With Acorn's central office and two other Acorn nurseries within five miles, the support for the new nursery will be hands-on and closely monitored.

## 6 FINANCES

### START-UP COSTS

Of the £90k start-up costs for a 40 place nursery £25k would go towards the renovation costs. We would probably need to spend £40K initially, and then the additional tables/chairs/equipment as numbers rise. The figures can be adapted depending on how much space and equipment might be shared, and some items (washing machine etc.) could be rented rather than purchased.

The building work required to make the Sp@ce suitable for use as a nursery is estimated at £25K (as a minimum) as follows:

Installation of 4 toilets and nappy change area	£8K
Patio doors to garden at rear of building	£3K
Kitchen upgrade	£5K
New entrance door and fencing for rear play area	£4K
Surfacing and fixed equipment for rear play area	£5K
<b>Total building costs</b>	<b>£25K</b>

Marketing, staff uniform, ramp-up & other costs	£15k
<b>Total start-up costs</b>	<b>£40K</b>
Essential equipment (s106)	£40k
Additional equipment (s106)	£10k
<b>TOTAL</b>	<b>£90k</b>

The overall total funds that will be required to set up the 40 place Children's day Nursery at The Sp@ce are estimated to be in the region of £90k. This will be split between the s106 funds contribution of £50k with an additional £40k raised by Acorn Childcare2. The s106 funds will be used for the purchasing of equipment for the Day Nursery and this is likely to be in a number of stages within three to six months, as and when more places are taken up. The essential items totalling £40k will be purchased first with the remaining £10k s106 monies going towards additional essential items or towards some of the desirable items (see Appendix 3).

## CUSTOMERS AND FEES

Most of the families using the nursery would be parents working either full or part-time, but other families may also access the facilities in order to take up the government's offer of free nursery education for all three and four year olds and some two year olds. Fees are paid monthly in advance, primarily by direct debit or online, and current rates locally average £950 per month for each full-time equivalent place (FTE). Full-time rates would be less than this, but part-time places would be charged at a higher rate to compensate for the uneven fill-up rates for part-time sessions.

## SUMMARY OF FINANCIAL ARRANGEMENTS

A forecast cash flow, demonstrating both projected turnover and running costs for a start-up 40 place nursery for the first two years is outlined in Appendix 4. This shows an increase in occupancy over the first 12 months to 80% with a break even at 75%. Appendix 4 also demonstrates that Acorn Childcare2 would be prepared to run the nursery at a potential loss of £33k in year one based on previous experience of opening nurseries of 40+ places, moving into surplus in year two, and eliminating the deficit completely in year three. By the end of year 5, Acorn Childcare2 expects to have recouped in addition the initial investment of £40k.

As a charity, Acorn Childcare2 is able to create restricted funds which mean that money can only be spent on specific purposes or projects. Once the S106 funds have been received by RSDNPA, these would be transferred to Acorn Childcare2 to be held in a restricted fund to be spent solely on equipment for the new nursery. A similar arrangement occurred when MK Council transferred equipment to Acorn from the old MK Council nurseries, with the value of it still sitting in 'restricted funds' until it has depreciated over the agreed period.

RSDNPA will work closely with Acorn to ensure that items are purchased in time for when they will be required. This arrangement will continue after the opening of the Day Nursery until the

funds are fully spent. Any reports on the expenditure that is required by either/or Stony Stratford Town Council and MK Council will be completed. The format of such reports will be determined at a later date as the project gets underway.

## 7 MARKETING

Acorn Childcare has a very strong reputation in Milton Keynes. Word-of-mouth recommendation is the most significant marketing tool for Acorn, and this is backed up with prospectuses, websites and other social media, local publicity, sign written vehicles and strong communication networks with other agencies in the area, including children's centres and schools.

The catchment area for a new nursery in Stony Stratford would be predominantly families living and working in the area. Local publicity would ensure that the nursery has a high profile, and if a central Parish location can be found, there would also be a high footfall locally which would reinforce the promotional activities.

The marketing strategy would consist of the following:

- Press coverage: the re-opening of a nursery in Stony would be a good news story that would attract press attention, in local papers and on the radio, backed up with a small amount of advertising as necessary for an Open Day when an opening date is finalized. A local celebrity or other attractions would help to draw attention to the opening celebrations.
- A mini-website could also be created to encourage word-of-mouth promotion and discussion about the nursery's progress. This would eventually be integrated into the main Acorn website but would also link to other relevant sites
- Social Media: Acorn would create a facebook page for the new nursery before it opens to provide updates on its progress and promote it to potential families. This would link to the social media currently used by Acorn on facebook, twitter and other sites. The Space could also use its facebook page to inform their families about the nursery.
- Local advertising in Stony, with posters and a leaflet drop prior to the nursery opening, and, subject to obtaining permission, a sign on the roadside to advertise the nursery's location.
- Printed prospectuses would be produced and Acorn's central marketing would include the Stony site. Daynurseries.co.uk would also be used to promote the nursery once it is open.

The cost of the above would be fairly minimal in that much of it is using the time and resources that already exist within Acorn's organisation. It is anticipated that £500 would cover the additional costs of promoting the nursery's opening, and ongoing marketing costs are included in the forecasts.

## 8 IMPACT

### Capacity:

- Existing demand: the 40 full time equivalent places will enable more children to be placed within their community and meet the need to increase wraparound and sessional care as part of encouraging more parents into work
- Increasing demand: as new houses are built on the Western Expansion Area there will be a strong local offer of childcare, play and nursery facilities linked into the local schools, partnering with other providers and linking in terms of location the new development with the mature community of Stony Stratford
- Changes in government policy: the 40 full time equivalent places will also help to supply the increase in entitlement to nursery provision for younger children

### Benefits for groups:

- Children: social and learning benefits, stability of experience, friendships, siblings, continuity with school and other play settings
- Parents: provision local to home (walkable from most of the area); more choice and opportunity to integrate work and childcare
- Businesses: good local childcare helps staff recruitment and is part of a thriving infrastructure
- Community youth groups; continuity of engagement with young people

### In addition:

- Local partnership support for quality
- Diversity of provision that works together – in the tradition of the Inter Agency Group – supported by SSTC

### Local facilities:

- The Space is a valuable MK and Stony resource which needs a range of community partners and users; the nursery developments would create a viable proposition for further development within the town e.g. Cofferridge Close, St Giles House or other.

### Links to the school system:

- The day nursery would develop links with the local schools to ease the transition for children starting school

- It is anticipated that most of the nursery children will be from the local area and will therefore move on to local schools, and children will therefore be able to move to school with friends from their peer group
- Partnerships between schools and early years settings will be enhanced by having a nursery on the same site as the out-of-school club
- There will be more opportunities for staff from the different settings to share resources and best practice

## CONCLUSION:

The partnership between the three organisations offers a unique opportunity to meet the clear demand for nursery provision within the Stony Stratford parish as outlined in Section Three. The S106 funds are essential for the successful realisation of the project drawn up in consultation between all three charities. In addition the allocation of funds in this way will leverage further significant investment to ensure the long-term viability of the project and achieve the range of outcomes listed in Section One of this Plan. Section Six demonstrates the financial viability of this project. Finally, Section Eight highlights the positive impact that this project will have on the local community.

## 9 APPENDICES

### APPENDIX 1

#### ST GILES HOUSE STONY STRATFORD



SUITABLE FOR CARE, COMMUNITY OR RESIDENTIAL REDEVELOPMENT  
SUBJECT TO NECESSARY CONSENTS  
2.68 acres freehold



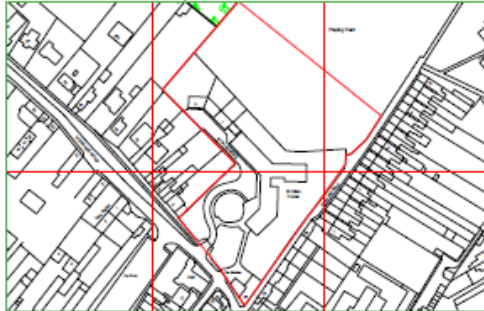
**St Giles House  
Stony Stratford  
Milton Keynes  
MK11 1HT**

#### Amenities

- prominent site of 2.68 acres
- good quality residential area
- potential for care, residential, community (including nursery), retirement and other uses subject to necessary consents
- situated within a short walk of the town centre
- 17,965 sq ft of existing accommodation
- existing C2 use on part



# ST GILES HOUSE STONY STRATFORD



## Opportunity

The opportunity comprises two elements, firstly land formerly known as St Giles House, a vacant care home situated on a site of approximately 1.53 acres owned by, and surplus to the requirements of, Milton Keynes Borough Council. And secondly 1.15 acres of surplus school playing fields in the ownership of St Mary and St Giles School, abutting St Giles House to the north. We are inviting proposals for the purchase of the wider 2.68 acre site subject to planning and Section 77 of the School Standards and Framework Act 1998 approval.

## Location and situation

St Giles House is located in the historic market town of Stony Stratford, approximately five miles to the north west of Milton Keynes town centre. The property is located off Vicarage Road within a short walk of the local amenities of Stony Stratford high street. The site is bounded by school playing fields to the north and otherwise, the locality is residential.

## Development potential

A Development Brief for the larger site incorporating the surplus school playing fields has been prepared by the Local Authority Planners. The Brief considers that the development of the site for a C2 Use scheme, or community uses (including a nursery) would be appropriate and that redevelopment for general needs residential would be appropriate provided that it can be proven, via a marketing campaign of up to 12 months, that there is no demand for a financially viable community use on the site. It should be noted that the loss of the surplus element of the playing fields may require the approval of the Secretary of State and Sport England will be a statutory consultee for the application.

## Planning

The site is covered by the Milton Keynes Local Plan saved policies. The property is situated within a conservation area and is covered by two policy designations. The school playing field area is designated as a community use, and the St Giles House site is designated as housing. Discussions with the Local Authority planning department have however confirmed that the last use of the St Giles House site was as a C2 Use Class care home, which is deemed to be a 'community facility'. The buildings are not listed, however the rubble stone walls on the south east boundary (Vicarage Walk) and the south west boundary (Vicarage Road) are Grade II listed. We understand that there are no tree preservation orders on site, however, as the site falls within a conservation area all trees will be afforded an element of protection.

## Areas

We estimate the total gross internal area of the existing buildings on the site to be approximately 17,965 sq ft (1,669 sq m). The St Giles House element of the site extends to approximately 1.53 acres (0.62 ha) and the surplus school land extends to approximately 1.15 acres (0.47 ha). In total the site comprises 2.68 acres (1.09 ha).

## Tenure

The property is being offered freehold.

In order to protect our client's interests it may be necessary to retain a 1m wide strip of land along the north west boundary.

## Viewing

Strictly by appointment only through sole agents, Gerald Eve LLP.

## Further Information

Further information including site survey, tree survey and Development Brief to be provided on request. Please contact:

### Max Paddick

mpaddick@geraldve.com  
Tel. 0207 333 6320

### Rachel Ward

rward@geraldve.com  
Tel. 0207 333 6413



## Conditions under which these particulars are issued

- All details in these particulars are given in good faith, but Gerald Eve LLP for themselves and the Vendors/Lessors of this property for whom they act give notice that:-
- These particulars do not and shall not constitute, in whole or in part, an offer or a contract or part thereof, and Gerald Eve LLP have no authority to make or enter into any such offer or contract.
- All statements contained in these particulars are made without acceptance of any liability in negligence or otherwise by Gerald Eve LLP, for themselves or for the Vendors/Lessors.
- None of the statements contained in these particulars is to be relied on as a statement or representation of fact or warranty on any matter whatsoever, and intending purchasers must satisfy themselves by whatever means as to the correctness of any statements made within these particulars.
- The Vendors/Lessors do not make, give or imply, nor do Gerald Eve LLP or any person in their employment have any authority to make, give or imply, whether in these particulars or otherwise, any representation or warranty whatsoever in relation to the property.

The statement does not affect any potential liability under the Property Misdescriptions Act 1991. Particulars issued April 2014

## **National Policy & Future Demand**

### **Free Hours for Under 2's**

Currently some 2-year-olds in England can get free early education.

To qualify a parent must be getting one of the following:

- Income Support
- income-based Jobseeker's Allowance (JSA)
- income-related Employment and Support Allowance (ESA)
- support through part 6 of the Immigration and Asylum Act
- the guaranteed element of State Pension Credit
- Child Tax Credit (but not Working Tax Credit) and have an annual income not over £16,190
- the Working Tax Credit 4-week run on (the payment you get when you stop qualifying for Working Tax Credit)

Children looked after by a local council are also entitled to a place.

### **Extension of free hours for under 2's**

From September 2014 more 2-year-olds in England will be eligible for free early education.

As well as the current rules, a child will then also be eligible if any of the following apply:

- you get Working Tax Credits and earn no more than £16,190 a year
- they have a current statement of special educational needs (SEN) or an education, health and care plan
- they get Disability Living Allowance
- they've left care through special guardianship or an adoption or residence order

### **Tax free childcare voucher system**

- These are a Government scheme operated through employers that allow you to pay for childcare from PRE-TAX salary, known as salary sacrifice. Childcare vouchers can save many parents with kids aged up to 15 over £1,000 a year on childcare. It's only available via employers, but many large and small companies take part.
- The key is they enable you to pay for childcare out of your PRE-TAX and National Insurance income.
- Basic rate taxpayers can pay for up to £243 of childcare with vouchers each month (£55/week). This is PER PARENT, so two working parents could get £486 of vouchers each month. (This also applies to higher/top rate payers who joined

before 5 April 2011, as long as they don't take a break from the childcare voucher scheme of more than 12 months.)

#### Extension of tax free childcare voucher system

- A new scheme, Tax-Free Childcare, will replace the existing voucher scheme in autumn 2015. If you're already on the current scheme, you can stay on it until your child reaches 15 (providing you don't move jobs). But, unlike childcare vouchers, it will be open to all qualifying parents, not just people whose employer offers the scheme.
- Tax-Free Childcare will be open to single parents/couples who work 8+ hours a week (including self-employed) and who pay for Ofsted-registered childcare for a child under the age of 12 (or 16 if the child is disabled).
- Under Tax-Free Childcare, eligible families will get 20% of their yearly childcare costs paid for by the Government. This could mean up to £2,000 per child (the scheme assumes a maximum of £10,000/year childcare costs per child).

## APPENDIX 3

<b>Start-up costs for 40 place nursery</b>					
<b>Reception</b>	<b>Cost (ex vat)</b>	<b>Qty</b>	<b>Full costs (inc vat)</b>		<b>Start up Essential (inc vat)</b>
Welcome Centre (16)	£1,050.00	1	£1,260.00	1	£1,260.00
Welcome Cubbies (8)	£430.00	1	£516.00	0	£-00
Wall pegs (8) x 2	£95.00	2	£228.00	1	£114.00
<b>Sleep</b>					
Shanticots	£429.00	2	£1,029.60	1	£514.80
Dream Coracle	£250.00	5	£1,500.00	3	£900.00
Rest Mat stacker + 10 mats	£770.00	2	£1,848.00	1	£924.00
Fitted sheets	£18.00	20	£432.00	10	£216.00
Blankets	£19.00	20	£456.00	10	£228.00
<b>Large furniture</b>					
Nappy change unit	£3,600.00	1	£4,320.00	0	£200.00
Various storage & roomscape sets	£5,000.00	1	£6,000.00	1	£6,000.00
Canopy Unit	£534.00	1	£640.80	1	£640.80
Library shelf	£300.00	1	£360.00	1	£360.00
Library rack	£215.00	1	£258.00	1	£258.00
Browser box	£170.00	1	£204.00	1	£204.00
Dress up Unit	£435.00	1	£522.00	1	£522.00
Compact dress up unit	£290.00	1	£348.00	1	£348.00
Kitchen Set (cornwall)	£750.00	1	£900.00	0	£-00
Kitchen set (sussex)	£946.00	1	£1,135.20	1	£1,135.20
Creative unit	£650.00	1	£780.00	1	£780.00
Art trolley	£470.00	1	£564.00	1	£564.00
Junior art island	£625.00	1	£750.00	1	£750.00
Mini floor easel	£237.00	1	£284.40	1	£284.40
Sand and water centre	£1,083.00	1	£1,299.60	0	£-00
Small sand tray	£370.00	1	£444.00	1	£444.00
Small water tray	£370.00	1	£444.00	1	£444.00
Playsize set of 4 (bed/pushcart/cradle/ironing)	£475.00	1	£570.00	1	£570.00
Child sofa	£360.00	1	£432.00	1	£432.00
Role play table + 2 chairs	£303.00	1	£363.60	1	£363.60

Toddle boxes (exmoor)	£672.00	1	£806.40	1	£806.40
Billy goats bridge with slide	£1,312.00	1	£1,574.40	0	£-00
<b><u>Blocks &amp; Trucks</u></b>					
Hollow blocks 1/2 school set	£980.00	1	£1,176.00	1	£1,176.00
Hollow block cart	£290.00	1	£348.00	1	£348.00
Mini hollow 1/2 nursery set	£380.00	1	£456.00	1	£456.00
Mini hollow block cart	£144.00	1	£172.80	1	£172.80
Unit block set 1/4 set	£494.00	1	£592.80	1	£592.80
Fixed shelf for block set	£345.00	1	£414.00	1	£414.00
Mini unit blocks double set	£160.00	1	£192.00	1	£192.00
Set of 4 big trucks	£425.00	1	£510.00	0	£-00
Set of 5 small trucks	£240.00	1	£288.00	1	£288.00
<b><u>Tables &amp; Chairs</u></b>					
Half Circle table(6)	£274.00	1	£328.80	0	£-00
Half circle table (7)	£317.00	1	£380.40	1	£380.40
Round table (8)	£221.00	2	£530.40	0	£-00
Rectangle table (8)	£222.00	1	£266.40	1	£266.40
Trapezodial table (5)	£210.00	1	£252.00	1	£252.00
Glider	£495.00	1	£594.00	1	£594.00
Teachers low chair	£106.00	5	£636.00	3	£381.60
Mealtime chair	£93.00	6	£669.60	3	£334.80
Me-do-it-chairs	£46.00	8	£441.60	4	£220.80
Woodcrest chairs	£70.00	26	£2,184.00	13	£1,092.00
<b><u>Outdoor Equipment</u></b>					
Push me-pull me (set of 3)	£328.00	1	£393.60	1	£393.60
Low kiddie car	£90.00	2	£216.00	1	£108.00
Mighty mini bike	£94.00	2	£225.60	1	£112.80
Pedal trike	£109.00	2	£261.60	1	£130.80
Pushbike for 2	£85.00	1	£102.00	1	£102.00
Various other outdoor equipment	£300.00	1	£360.00	1	£360.00
<b><u>Kitchen</u></b>					
Fully fitted kitchen + equipment	£8,000.00	1	£9,600.00	1	£2,600.00
Equipment only	£3,000.00	1	£3,600.00	0	£-00
<b><u>Electrical Equipment</u></b>					

Washing machine	£1,000.00	1	£1,200.00	0	£-00
Tumble Dryer	£1,000.00	1	£1,200.00	0	£-00
Dishwasher	£1,000.00	1	£1,200.00	0	£-00
<b><u>Milk kitchen</u></b>					
Fully fitted + equipment	£1,000.00	1	£1,200.00	1	£400.00
Equipment only	£500.00	1	£600.00	0	£-00
<b><u>Mealtimes</u></b>					
Crockery and cutlery (inc bottles and cups)	£300.00	1	£360.00	1	£360.00
Aprons/Bibs/Flannels/tablecloths	£250.00	1	£300.00	1	£300.00
Serving trolley	£150.00	1	£180.00	1	£180.00
<b><u>Soft furnishings</u></b>					
Rugs/beanbags/cushions	£1,000.00	1	£1,200.00	1	£1,200.00
<b><u>Resources/equipment</u></b>					
All other toys & equipment inc books/puzzles/construction/role play etc.	£5,000.00	1	£6,000.00	1	£4,000.00
<b><u>Initial start-up orders (consumables)</u></b>					
ESPO - art and craft	£500.00	1	£600.00	1	£600.00
KH - hygiene supplies	£500.00	1	£600.00	1	£600.00
<b><u>Office/Staff room/I.T</u></b>					
Staff PC	£600.00	1	£720.00	1	£720.00
3 x eylog tablets	£750.00	3	£2,250.00	1	£750.00
Table/chairs/desk	£500.00	1	£600.00	1	£600.00
<b><u>Total</u></b>			<b>£73,671.60</b>		<b>£39,942.00</b>



# APPENDIX 4

Start-up forecast		Year 1												
		Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
Income														
Nursery income		3800	11400	15200	17100	19000	22800	26600	26600	28500	30400	32300	34200	267900
Grant funding		0	0	0	0	0	0	0	0	0	0	0	0	0
Total Income		3800	11400	15200	17100	19000	22800	26600	26600	28500	30400	32300	34200	267900
Expenditure														
Staff costs		8000	9300	9120	10260	11400	13680	15960	15428	16530	17328	18088	18810	163904
NIC/pensions		380	1140	1520	1710	1900	2280	2680	2680	2850	3040	3230	3420	26790
Catering		190	570	760	855	950	1140	1330	1330	1425	1520	1615	1710	13395
Hygiene costs		76	228	304	342	380	456	532	532	570	608	646	684	5358
Play equipment		76	228	304	342	380	456	532	532	570	608	646	684	5358
Activities/Trips		76	228	304	342	380	456	532	532	570	608	646	684	5358
Furnishings		30	30	35	35	40	40	45	45	45	50	50	50	495
Equipment		50	50	60	60	65	65	70	70	75	75	80	80	800
Training/Recruitment		160	160	160	160	160	160	160	160	160	160	160	160	1920
Travel		150	150	150	150	150	150	150	150	150	150	150	150	1800
Rent		3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	36000
Bus Rates		350	350	350	350	350	350	350	350	350	350	350	350	4200
Water Rates		60	60	60	60	60	60	60	60	60	60	60	60	720
Utilities		100	100	100	100	100	100	100	100	100	100	100	100	1200
Maintenance		50	50	50	50	50	50	50	50	50	50	50	50	600
Insurance		80	80	80	80	80	80	80	80	80	80	80	80	960
Telephone/Broadband		60	60	60	60	60	60	60	60	60	60	60	60	720
Subscriptions		15	15	15	15	15	15	15	15	15	15	15	15	180
Software Consumables		20	20	20	20	20	20	20	20	20	20	20	20	240
Security		40	40	40	40	40	40	40	40	40	40	40	40	480
Subsistence/refreshments		20	20	20	20	30	30	30	30	40	40	40	50	390
Ofsted		200	0	0	0	0	0	0	0	0	0	0	0	200
Central costs		2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	2500	30000
Total Expenditure		15683	18379	19012	20551	22110	25188	28276	27754	29260	30462	31636	32757	301058
Net +/-		-11883	-6979	-3812	-3451	-3110	-2388	-1676	-1154	-760	-62	664	1443	-33168
bf		0	-11883	-18862	-22674	-26125	-29235	-31623	-33299	-34453	-35213	-35275	-34611	
cf		-11883	-18862	-22674	-26125	-29235	-31623	-33299	-34453	-35213	-35275	-34611	-33168	
Notes on income														
No of FTE places		4	12	16	18	20	24	28	28	30	32	34	36	
at £950 per place		3800	11400	15200	17100	19000	22800	26600	26600	28500	30400	32300	34200	
% occupancy if 40 places		10%	30%	40%	45%	50%	60%	70%	70%	75%	80%	85%	90%	

Start-up forecast Year 2

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Total
<b>Income</b>													
Nursery income	34560	35520	36480	36480	36480	36480	36480	36480	35520	36480	36480	36480	433920
Grant funding	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>Total Income</b>	<b>34560</b>	<b>35520</b>	<b>36480</b>	<b>36480</b>	<b>36480</b>	<b>36480</b>	<b>36480</b>	<b>36480</b>	<b>35520</b>	<b>36480</b>	<b>36480</b>	<b>36480</b>	<b>433920</b>
<b>Expenditure</b>													
Staff costs	19008	19536	20064	20064	20064	20064	20064	20064	19536	20064	20064	20064	238656
NIC/pensions	3456	3552	3648	3648	3648	3648	3648	3648	3552	3648	3648	3648	43392
Catering	1728	1776	1824	1824	1824	1824	1824	1824	1776	1824	1824	1824	21696
Hygiene costs	691	710	730	730	730	730	730	730	710	730	730	730	8678
Play equipment	691	710	730	730	730	730	730	730	710	730	730	730	8678
Activities/Trips	691	710	730	730	730	730	730	730	710	730	730	730	8678
Furnishings	30	30	35	35	40	40	45	45	45	50	50	50	495
Equipment	50	50	60	60	65	65	70	70	75	75	80	80	800
Training/Recruitment	160	160	160	160	160	160	160	160	160	160	160	160	1920
Travel	150	150	150	150	150	150	150	150	150	150	150	150	1800
Rent	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	3000	36000
Bus Rates	350	350	350	350	350	350	350	350	350	350	350	350	4200
Water Rates	60	60	60	60	60	60	60	60	60	60	60	60	720
Utilities	100	100	100	100	100	100	100	100	100	100	100	100	1200
Maintenance	50	50	50	50	50	50	50	50	50	50	50	50	600
Insurance	80	80	80	80	80	80	80	80	80	80	80	80	960
Telephone/Broadband	60	60	60	60	60	60	60	60	60	60	60	60	720
Subscriptions	15	15	15	15	15	15	15	15	15	15	15	15	180
Software Consumables	20	20	20	20	20	20	20	20	20	20	20	20	240
Security	40	40	40	40	40	40	40	40	40	40	40	40	480
Subsistence/refreshments	20	20	20	20	30	30	30	40	40	40	40	50	390
Ofsted	200	200	0	0	0	0	0	0	0	0	0	0	200
Central costs	2600	2600	2600	2600	2600	2600	2600	2600	2600	2600	2600	2600	31200
<b>Total Expenditure</b>	<b>33251</b>	<b>33780</b>	<b>34525</b>	<b>34525</b>	<b>34545</b>	<b>34545</b>	<b>34545</b>	<b>34555</b>	<b>33840</b>	<b>34575</b>	<b>34590</b>	<b>34590</b>	<b>411884</b>
<b>Net +/-</b>	<b>1309</b>	<b>1740</b>	<b>1955</b>	<b>1955</b>	<b>1935</b>	<b>1935</b>	<b>1935</b>	<b>1925</b>	<b>1680</b>	<b>1905</b>	<b>1890</b>	<b>1890</b>	<b>22036</b>
bf	-33168	-31859	-30119	-28164	-26208	-24273	-22338	-20413	-18498	-16818	-14913	-13022	
cf	-31859	-30119	-28164	-26208	-24273	-22338	-20413	-18498	-16818	-14913	-13022	-11132	
Notes on income													
No of FTE places	36	37	38	38	38	38	38	38	37	38	38	38	
at £960 per place	34560	35520	36480	36480	36480	36480	36480	36480	35520	36480	36480	36480	
% occupancy if 40 places	90%	93%	95%	95%	95%	95%	95%	95%	93%	95%	95%	95%	