

Business Model Canvas (BMC)

For: Butterfly Nursery in Brighton & Hove (UK)

Date: 16/11/2020

Partners

- **NHS hospital:**
 - has an accountant who helps monitor the nursery's financial situation;
 - provides a lot of customers through the hospital and in connection with training programmes;
 - supports the mission and vision;
 - provides funding for planning and invoicing software;
 - is a trusted brand: stands for quality and reliability;
 - has a HR service;
 - helps with the design of leaflets and publicity;
 - adapts the timing of training programmes to availability of places at the nursery.
- **Local council:**
 - refers families with occasional needs;
 - promotes the nursery's services, both online and in personal contact with the parents.
- **Lunch provider (business):**
 - ensures high quality;
 - good for marketing: one nursery won a healthy eating award.

Activities

- **Strong pedagogical practice tailored to occasional/flexible childcare provision:**
 - there is an ample range of activities;
 - focusing on comfort and safety;
 - sensitive care.
- **Focus on family involvement:**
 - all staff members communicate with care with families;
 - every child and every parent gets a warm and enthusiastic welcome;
 - staff members ask parents proactively what they need;
 - parents receive support in applying for and spreading out funded hours.
- **Quality control:**
 - open communication culture among staff: problems are discussed and resolved together;
 - internal training system for nursery staff: every employee receives extra training and coaching on the job;
 - first priority is quality care for and interaction with parents and children. Procedures are supportive, but not binding.

Value

- **Convenience & accessibility:**
 - long opening hours (early bird & twilight sessions);
 - drop 'n' go sessions at a fixed hourly price;
 - childcare on the hospital site;
 - places always available;
 - usability adapted to the different target groups: staff, trainees and patients;
 - parents can stay & play.
- **Solution-focused:**
 - childcare based on families' needs, not on fixed provision;
 - no waiting list;
 - parents do not need to wait for funding: an immediate start is possible;
 - asking for changes is normal.
- **Additional support for families:**
 - plenty of communication with parents;
 - administrative support (if needed);
 - looking for the best possible way to use funded hours.

User relations

- **User-focused:**
 - childcare hours are based on parents' needs.
- **Proactive:**
 - phoning parents to let them know how things are going;
 - inviting parents to discuss the funding possibilities.
- **Very welcoming and approachable:**
 - all members of staff actively welcome parents and children;
 - staff are always ready to receive new families; parents can always drop by or phone; putting children and parents at ease is key.

Users

- **Families from the local area.** Some of these need flexibility due to their work or for personal reasons, but not all.
- **NHS hospital patients.** These need short-term childcare during treatment. Sometimes they are looking for one-off care, sometimes for repeat care (during dialysis, weekly blood tests, etc.).
- **NHS hospital staff:** nurses, doctors, other staffmembers.
- **People attending NHS training.**

Channels

- **The local council:** tells families about the nursery who are looking for such flexible childcare or attending NHS training.
- **The NHS hospital:** informs patients and staff about the nursery.
- **Marketing and promotion:** take place through social media, website, leaflets, newsletters, newspapers and TV.

Costs

- **Staff:** affordable due to the combination of qualified staff and staff undergoing training. Because of its flexibility, the nursery partly works with staff who are more highly trained than average.
- **A good software system for payments and planning:** makes it possible for staff to focus on pedagogical tasks. Without this system, the nursery would need more staff.
- **Rent:** for the building.
- **Meals:** partly paid for by the parents.

People and resources

- **Personnel:**
 - Butterfly works with a clear staff profile; there is a well-thought-out recruitment and training policy and a supported vision and mission;
 - back-up staff are available for busy times;
 - there is energetic and strong leadership.
- **Supportive procedures and guidelines:** registration and reception; an adapted system for holidays, etc.
- **Planning and invoicing software; watertight planning system.**

Income

- **Funding channels:** all possible funding channels are known about and used.
- **Extra income:**
 - through occasional sessions (drop 'n' go);
 - higher rates apply for early and late sessions;
 - there are additional food charges for parents who can afford it.
- **Extra occupancy:** early bird, twilight and drop 'n' go sessions use unfilled hours and thus generate extra income at little or no cost.

Flexibility in planning and use of the setting

Butterfly Nursery in Brighton & Hove (UK)



Butterfly Nursery is one of a group of three nurseries that combine regular care with occasional and flexible care under the umbrella of the Sussex Community NHS Foundation Trust. The nursery is located on the site of a hospital visited by many patients for short medical checks. There is also an NHS training centre on the site.

Butterfly aims to make childcare more accessible by offering flexibility in its planning and use.

Why is that flexibility necessary?

The childcare system focuses on regularity and predictability. Group care in particular tends to work to a pre-agreed care plan and fixed hours for dropping off and collecting children, with parents being required to pay for either a half-day or a full day. Such an approach is understandable, as the funding of childcare is based on fixed childcare sessions and days and organisations must achieve a certain occupancy rate. This last requirement can be met more successfully with predictable childcare needs. For parents with irregular or insecure lives, for example due to unemployment or unpredictable or non-standard working hours, this inflexibility is an obstacle. They make less use of formal childcare, and when they do use it, it ends up being relatively expensive for them because they sometimes have to use and pay for more hours than they need.

The rhythm of childcare is increasingly at odds with the rhythm of the world of work. More and more parents are working irregular hours as part of the '24-hour economy', especially people with low incomes, migrants and single parents. In most European countries, formal childcare is not adapted to these flexible working hours.

What strategies help?

Being flexible about the times when parents can drop off and collect their children in order to adapt to their working hours or other needs.

How might that look in practice?

Butterfly Nursery allows a great deal of flexibility in the planning and use of childcare. The nursery looks together with parents for the best ways to fund childcare. The organisation caters to a mixed group of users. It provides care for the children of healthcare workers, people attending NHS training, local parents and hospital patients.