Breaking Down Barriers – Helping You See Opportunities, Not Challenges

childcare
works

childcare works

Today we will:

1 Explore how SWOT analysis and the 5 Whys Method can be used to identify opportunities and overcome challenges

2 Apply problem-solving frameworks in two case studies

3 Consider how we use scenario planning and strategic thinking

4 Signpost to other useful content

Positive Psychology Techniques

Introduction to positive psychology and its relevance in childcare

A growth mindset can help you become more resilient in the face of setbacks

A growth mindset can help you become more adaptable

A growth mindset can help you cultivate a positive attitude
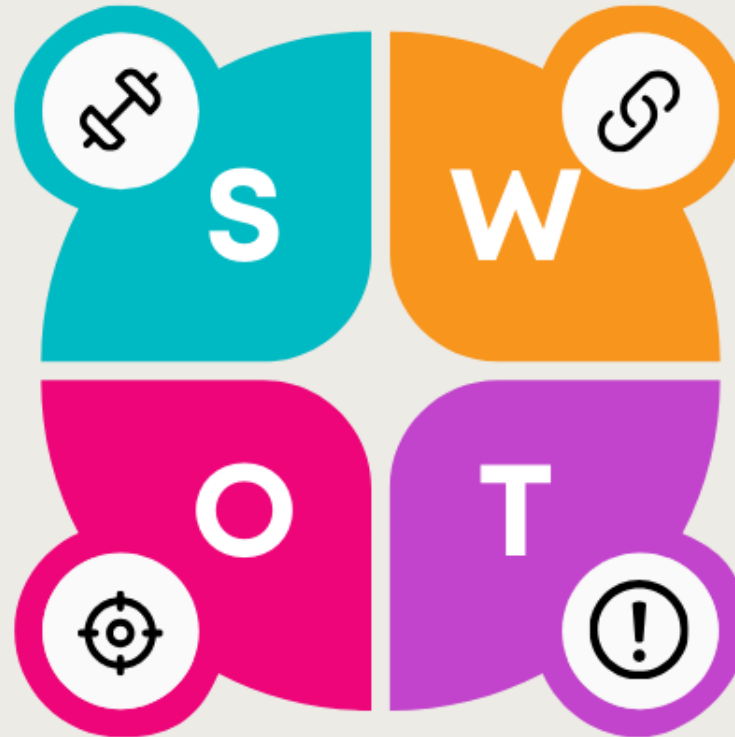
Problem-Solving Frameworks

SWOT Analysis

Comprehensive SWOT Analysis

Strengths
- Strong Brand Reputation
- Experienced Educational Team
- Flexible Offer
- Effective Social Media

Weaknesses
- Limited Occupancy
- High Marketing Costs
- Dependency on Key Clients
- Lack of Data Analytics

Opportunities
- Growing Skills
- Emerging Technologies
- Strategic Partnerships
- Expansion Prospects

Threats
- Intense Competition
- Shifting Consumer Trends
- Economic Downturn
- Regulatory Changes

Link to recording: SWOT analysis - childcareworks.org.uk

Mott MacDonald

Problem-Solving Frameworks

5 Whys Method

- **Why?**
- **Why?**
- **Why?**
- **Why?**
- **Why?**

Mott MacDonald

Problem-Solving Frameworks

5 Whys Method

Problem	• Team members are missing deadlines
Why	• They are unclear about their tasks
Why	• Instructions were not clear
Why	• The team leader did not provide detailed guidelines
Why	• The team leader was unsure of the project requirements
Why	• The project goals were not well-defined from the start
Root	• Project goals were not well-defined

Challenges into Opportunities

Case Study One

Challenge:
A setting was experiencing declining occupancy, which threatened financial stability and operational viability.

Problem-Solving Frameworks

Case Study One:

Problem	• Reduced income is threatening financial stability and operational viability
Why	• Occupancy is only 55%
Why	• The number of enquiries converting to bookings has decreased
Why	• Parents do not want full days or just 3-hour sessions only
Why	• Parents work patterns have changed
Why	• Parents have more opportunities for flexible working and working from home
Root	• Rigid scheduling options did not meet the needs of modern, working families

Challenges into Opportunities

Case Study One:

Strengths	Weaknesses
Full qualified staff team Good reputation Location in business park Active social media Large building/garden	Rigid delivery model Low occupancy Staffing expense Reduced number of enquiries
Opportunities	**Threats**
Newly opened business park and shopping centre New housing Extended entitlements Increasing under five population	Falling roll Decreased income Changing family needs Increased competition Flexibility of competition

Challenges into Opportunities

Case Study One

Strategy:

- Introduced flexible scheduling options
- Part-time slots and extended hours
- Drop-in care services

Marketed the new flexible options through social media, local advertisements, and parent newsletters.

Challenges into Opportunities

Case Study Two

Challenge:
Decreasing occupancy, increasing building costs and a falling birth rate in under-fives.

Challenges into Opportunities

Case Study Two

Strengths	Weaknesses
Full qualified staff team Good reputation Location close to 3 schools Active social media Large building/garden	Increasing building costs Low occupancy Decreasing income Reduced number of enquiries
Opportunities	**Threats**
Wraparound expansion/funding Local demand Limited venue space in locality	Increased building costs Decreasing income Reduced number of under fives

Challenges into Opportunities

Case Study Two

Strategy:
o Developed after-school provision
o Homework help and enrichment activities
o Collaborated with local schools

Outcome: Successfully utilised available space and resources, leading to increased revenue. Enhanced the settings service offering, making it a more integral part of the community. Strengthened partnerships with local schools and increased community visibility.

Challenges into Opportunities

Analysis of the strategies used and the outcomes achieved

Key Learning

- Innovation
- Community engagement
- Positive mindset

Skills Developed

- Scenario planning
- Reflective practices
- Strategic thinking

Scenario Planning and Strategic Thinking

Introduction to scenario planning

Benefits:

- Enhances preparedness for various possible future situations.
- Encourages proactive problem-solving.
- Reduces reactive decision-making.
- Identifies risks and opportunities early.

Steps for scenario planning

1

Identify potential challenges

Use tools like SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) to identify internal and external factors.

2

Develop different scenarios

For each identified challenge, create several plausible scenarios that outline different ways the future might unfold. Include best-case, worst-case, and most likely scenarios to cover a broad spectrum of possibilities.

3

Plan responses for each scenario

Develop strategic responses and action plans for each scenario.

Assign responsibilities and create timelines for each action.

Ensure that plans are flexible and can be adjusted as the situation evolves

Scenario Planning and Strategic Thinking

Strategic Thinking

Key Components:

- Vision and goals
- Data-driven decisions
- Flexibility and adaptability

Mott MacDonald

Example of Scenario Planning and Strategic Thinking

1

Identify potential challenges

Cost of living crisis - Potential decrease in occupancy due to economic constraints faced by families.

2

Develop different scenarios

Best-Case: Occupancy decreases by 10%.

Worst-Case: Occupancy decreases by 30%.

Most Likely: Occupancy decreases by 20%.

3

Plan responses for each scenario

Best-Case: Enhance marketing efforts, introduce small discounts for referrals.

Worst-Case: Implement significant cost-saving measures, consider restructuring fees.

Most Likely: Introduce moderate promotional offers, optimize operational costs.

4

Strategic Thinking:

Vision and Goals: Maintain high-quality service and support for families.

Data-Driven Decisions: Monitor occupancy trends and financial health.

Flexibility and Adaptability: Be ready to adjust marketing strategies and budget allocations based on real-time data.