



Middle Temple Nursery Proposal
Subject to Contract

20th April 2010

Private & Confidential

Newpark Childcare

MIDDLE TEMPLE NURSERY PROPOSAL

Introduction

There is an incontestable and urgent need for a childcare facility within the Inns of Court, and we support the work of the Bar Nursery Association in their attempt to answer this need. Childcare issues affect a large proportion of the individuals working within the legal profession, therefore the Inns cannot afford to ignore the problems facing many parents when the time comes to return to work after having a baby. Parents struggle to find nurseries near home of sufficiently high quality that can accommodate the long working hours typical of barristers and solicitors.

The Bar Nursery Association has identified the property within Middle Temple currently occupied by the cafe St. Clements as a potential site for this facility, and as such has approached Newpark Childcare as a preferred nursery provider.

We submit this proposal to you because we consider we could make this property viable as a nursery, and we believe that our family-run company would be a harmonious fit with Middle Temple and its barrister parents.

Newpark Childcare – a family business

Newpark Childcare is a small family-run business with over 15 years of Early Years childcare and education experience. We believe that parents should not have to compromise their child's need for an inviting, homely, and safe environment if they choose childcare in central London. Our nursery settings have been carefully designed to offer parents just that. Professional working parents rightly expect that their child's care and education should be reliable, convenient, and above all of the highest possible quality. We adhere to the principle that small is beautiful when we design our nurseries, in order to create a place of discovery for the children in our care. Our first setting, New Park Nursery & Montessori School opened in 1994 in Highbury, N5. We opened our second setting, Newpark Childcare Centre, in 2004 in the Barbican, EC2. We opened Newpark Nursery and also Newpark Montessori School in 2006 in Shepherd's Bush. For more information on Newpark Childcare's educational ethos and current operations please go to Appendix 2.



“Parents comment on how happy their children are, how well informed they are about their progress and how eager their children are to come to school.” *Ofsted Report 2008, Newpark Nursery, Shepherds Bush.*

Newpark Directors

- *Janice Clutterbuck, NNEB*



Janice, an Early Years educator of over forty years standing, opened New Park Nursery & Montessori School in Islington in 1994 in response to the growing need among working parents for quality childcare. As a working mother of three, she is the driving force behind Newpark Childcare's commitment to maintaining its reputation for providing professional working parents with the support, personal attention, and flexibility of childcare that modern families deserve.

Newpark Childcare

- *Barry Clutterbuck*

Barry, Janice's husband, is the co-founder of New Park Nursery & Montessori School. With over 40 years in business, Barry has the strategy and finance experience in the partnership. He designed and wrote the sophisticated computer programme which operates our childcare management system. His passion is creating unique environments which nurture children's natural curiosity and his property experience makes him invaluable when it comes to the creation of each nursery setting; he is the inspiration behind the stunning aquarium wall at Newpark Childcare Centre in the Barbican.



- *Tiffany Clutterbuck, LLB(Hons), Mont. Dip.(AMI)*



Tiffany, Barry and Janice's daughter, has been involved in the family business from the beginning and joined as a director in 2003. Together with her family, Tiffany has grown the business into the group of companies which we have today. She oversees the management of the nurseries and schools, ensuring that the nurseries operate to the highest possible standards in excess of those required by Ofsted, whilst reaching and maintaining full occupancy. Tiffany completed her Montessori teacher training in 2008 at the highly regarded AMI in London.

Demand for workplace-based childcare within the Inns of Court

Experience at our Barbican nursery has clearly demonstrated that parents are more than willing to travel into work with their children. It is our understanding that parents choose their childcare by carefully weighing up convenience with quality. If there is a nursery near their place of work which offers the reassurance that high quality nursery provision brings, and has opening hours which make their work life more manageable then we find that parents will travel to this nursery. Our Newpark parents have told us that the commuting time with their child has been on the whole a positive experience for both parent and child, and an important opportunity for quality time spent together. We are also of the firm opinion, again borne out by our experience at the Barbican, that the dynamic City of London, steeped as it is in history, is in fact a child-friendly environment rich in opportunities for learning and development, and through carefully planned outings we intend to explore this potential with the children in our care.

Why would a Newpark nursery on the St. Clements site work?

We believe that this site could be sympathetically adapted to become the kind of premium quality nursery setting which we have over fifteen years of expertise in. Newpark Childcare's ethos is based upon the guiding principle of "small is beautiful" and our business model is specifically geared towards making small, beautiful nurseries profitable and sustainable without any impact on quality. It is this approach that makes our family-run company distinctive in the childcare marketplace, and we believe it is this that has ensured our popularity year after year amongst some of the most discerning clients. The demographic of our clients has always been professional career-driven parents and we have several barristers and solicitors as current and past clients. We

Newpark nurseries have received the highest possible scoring in recent food safety inspections.



"An impressive menu includes fresh foods of culturally diverse dishes that are healthy and nourishing." *Ofsted Report 2005, Newpark Barbican.*

Newpark Childcare

have found that these parents are conscientious parents demanding the very best from their nursery, and an expectation of a high level of communication regarding their child's welfare. Newpark is therefore uniquely placed to go forward with this proposed site.

Our nursery proposal

Newpark would undertake fully all the risk and responsibilities involved in the operation of a nursery in Middle Temple, and seek to establish a purely tenant-landlord relationship with the Middle Temple. We request that Middle Temple obtain the requisite planning application for change of use to D1. Following a change of use, Newpark would undertake the redecoration and adaptations of the property and would be responsible for all the compliance required in registering the premises with the government inspectorate for childcare, OFSTED. We propose operating a nursery on the St. Clements site along similar lines to our existing nursery in the Barbican. We would accept babies, toddlers and pre-school aged children. The exact numbers of children we could care for at any one time would be determined by OFSTED who would calculate our capacity based on children's ages and the square footage directly available to children. We estimate this might be between 35 to 45 children. Whilst our opening hours would doubtless alter over time as we adapted to the changing needs of parents, we would initially expect to open from 7am to 7pm Monday to Friday, 50 weeks per annum, closing for two weeks over Christmas and New Year and for all public holidays. The available types of places and costs cannot be set at this early stage; however they are likely to run along similar lines to our Barbican nursery. Our childcare fees are expensive by virtue of the high overheads, specifically salaries and learning resources, commensurate with delivering the highest possible quality of childcare. Please see Appendix 3 for our draft fee structure. We would seek to establish an admissions policy which gave preference and possibly a discount on fees to Middle Temple and their employees, and a preference to barristers and employees of chambers.

The premises would require a small amount of internal remodelling to adapt it to the needs of young children. A children's bathroom would need to be created with child-sized WCs, height-appropriate wash basins, and facilities for nappy changing. Laundry facilities would need to be constructed within the current kitchen space, and storage would need to be adapted to enable



"This beautifully maintained environment shows care and attention to detail." *MEAB Report 2009, Newpark Montessori School, Shepherds Bush.*

parents to leave buggies during the day. Security measures would need to be added to ensure that the premises safeguards the welfare of children appropriately. However, it is the current period aesthetic of the premises and the attractive surrounding area that endears us to the building and we would endeavour to preserve many of the beautiful features, which are very much in keeping with our existing nurseries: our Highbury nursery, for example, is a beautifully restored and well-maintained detached Victorian house in a tree-lined street in Islington.

Newpark Childcare

Sound Levels

We are fully aware that the St. Clements site is below the Middle Temple library, and as such noise levels must be considered. Our inspection of the property confirms that the existing use of the premises as a restaurant at peak times generates no more noise than we would expect from a well-run nursery. Children are mainly noisy when they are bored and we can assure you that at Newpark our children are happy and diverted by the many enticing developmental activities. Our existing nurseries operate closely alongside churches and homes for elderly residents and we do so without causing disruption to our neighbours. We are sufficiently satisfied that the concrete structure of the building will attenuate conductive and airborne noise. The soft furnishing and wooden furniture typical of a Newpark nursery would also go some way to additionally attenuate noise from within. Should it prove necessary, we will consider how the premises could be sound proofed.



“Children are ... go for daily walks ... and visit the park” *Ofsted Report 2008, Newpark Barbican.*

Outdoor Playspace

An outdoor environment is essential for children’s physical development and it enriches our children’s knowledge and understanding of their world. We understand that Inner Temple have expressed their full support for a nursery in the Inns and have kindly offered use of their gardens to the proposed nursery in Middle Temple. We therefore do not seek to obtain consent from Middle Temple to use their gardens for children’s outdoor play space, unless it was offered; we would require only rights of access over the garden in the event of a fire.

A Sustainable Proposal

Newpark Childcare intends to use its own internal financial resources and reserves to fund fully the set up and initial running costs of the nursery in Middle Temple until it is able to support itself. Our company has grown organically and slowly without the need for external financing; we do not overstretch ourselves financially or operationally which has ensured the success of all our ventures. We have a successful nursery business model which we intend to implement in this instance, and the future profitability of the Middle Temple nursery is borne out by our company’s track record and current position: our Highbury and Barbican settings are at 100% occupancy, and our most recent setting in Shepherds Bush broke even within 18 months of launch. Our group of nurseries combined annual turnover is £1.5 million. Our experience at the Barbican has demonstrated that there is a high demand for workplace childcare in the City of London, and we see this project in Middle Temple as demand-led expansion of our existing provision. We are able to provide financial references from our accountant and bank if required.



“The children at Newpark Montessori School display above-average levels of learning and development. Their development in such areas as numeracy and literacy ... is outstanding.” *MEAB Report 2009, Newpark Montessori School, Shepherds Bush.*

Newpark Childcare

Lease Conditions

Our proposal is subject to contract and the conditions below:

- 1) Demise:
 - a. The property to be the subject of the lease would be the dining area, servery, common room, kitchen, rest room, stores, WC, hallway and stairs as outlined in red on the attached plan in Appendix 1.
- 2) Term:
 - a. The lease would be a fully internally repairing lease.
 - b. The lease would be for a term of 15 years from a date to be agreed.
 - c. The Lease will be contracted out of Sections 24-28 of Part II of the Landlord and Tenant Act 1954 relating to security of tenure and compensation.
 - d. We require a provision within the lease for Newpark to have the right of first refusal to renew the lease at the end of the lease term if the premises is to continue operation as a children's nursery.
 - e. The lessees would not be permitted to assign the lease without first obtaining the written consent of the lessors (such consent not to be unreasonably withheld).
 - f. The lessees would not be permitted to underlet or otherwise part with the whole or part of the demise.
 - g. We would be open to discuss the practicalities of Middle Temple using the premises on occasion at weekends.
- 3) Rent:
 - a. We propose a rent in the region of £23/sq.ft. inclusive of business rates.
 - b. Rent to be payable monthly in advance.
 - c. The rent will be subject to five yearly upward only rent reviews to the increase in the Retail Price Index.
- 4) Break Clause:
 - a. We require the option of a tenant-only break clause at the time of the rent review at the expiry of the fifth year of the term.
- 5) Use:
 - a. We require (and the planning consent must reflect) the exclusive and unrestricted use as a childcare facility of the property and its demise as laid out in (1) above.
 - b. We require rights of passage over of the common parts denoted in green, namely the male, female and disabled bathrooms and fire escapes.
 - c. We require rights of passage via the library entrance, and use of the lift, for wheelchair access to the property, and any other rights of passage as agreed with Middle Temple.
 - d. We require use of the male, female and disabled toilets for adults only.
 - e. We require the right to impose the necessary security measures such as cameras, lights and lockable doors etc., to ensure the protection of children on the premises within our demise.
- 6) Outgoings:
 - a. We would undertake to comply at our own expense with all statutory and other Local Authority regulations relating to our use of the premises for day nursery.
 - b. We would be responsible for our occupational costs of electricity, gas and water.
 - c. Middle Temple would be responsible for insuring the building against all usual perils.

Newpark Childcare

- d. We would be required to maintain insurance in respect of our contents and any additional public liability or other insurance made necessary as a result of our occupation.
 - e. Middle Temple would be responsible for all external repairs to the building and common areas
- 7) Alterations & Repairs:
- a. We require consent within the lease for us to undertake all building works necessary for the operation of a working childcare centre on the property. The works up to 12 weeks to complete, so we would require a rent-free period for the first 12 weeks after taking possession and the rental be payable from completion of this period.
 - b. We require consent for the erection of tasteful and appropriate signage at two entrances to the premises – one on Middle Temple Lane, and one on the internal doors leading from the library.
- 8) Other:
- a. This offer is subject to the property having the requisite planning for use (D1) as a children's nursery.

Timetable to opening

We are ready to take possession of the building at your earliest convenience, following planning change of use being granted. We anticipate a maximum 12 week redecoration period, and we will apply for OFSTED registration at the beginning of this period, with an aim to being registered as early as possible. Our experience is that the length of OFSTED registration process is unpredictable and dependent on the availability of inspectors. We conservatively anticipate being ready to accept our first child six months after taking possession.

Value Added Tax

Nurseries are zero-rated for VAT purposes, therefore VAT is a considerable cost of doing business within the childcare sector. Whilst the rental figures detailed in this proposal are exclusive of VAT for the convenience of Middle Temple, we would respectfully bring to your attention that all financial calculations which underpin this proposal are based on the assumption that VAT is an expense for Newpark.



"Children are cared for in a warm, welcoming and secure environment. The procedures to maintain children's safety are very well implemented." *Ofsted Report 2008, Newpark Barbican.*

Newpark Childcare

Landlord References

Two of our premises are church halls which we have secured on long leases. We have built up excellent working relationships with our existing landlords, and through our involvement with the Diocese of London and parish churches have built up a good understanding of the needs of historical, established institutions and how to deal sensitively with the often competing interests of its members. We anticipate that this experience makes us a desirable tenant for Middle Temple. If you wish to contact our existing landlords for a reference, please contact:

Reverend Katharine Rumens
Rector
St. Giles' Cripplegate
Fore Street, Barbican
London EC2Y 8DA
Tel: 020 7638 1997

&

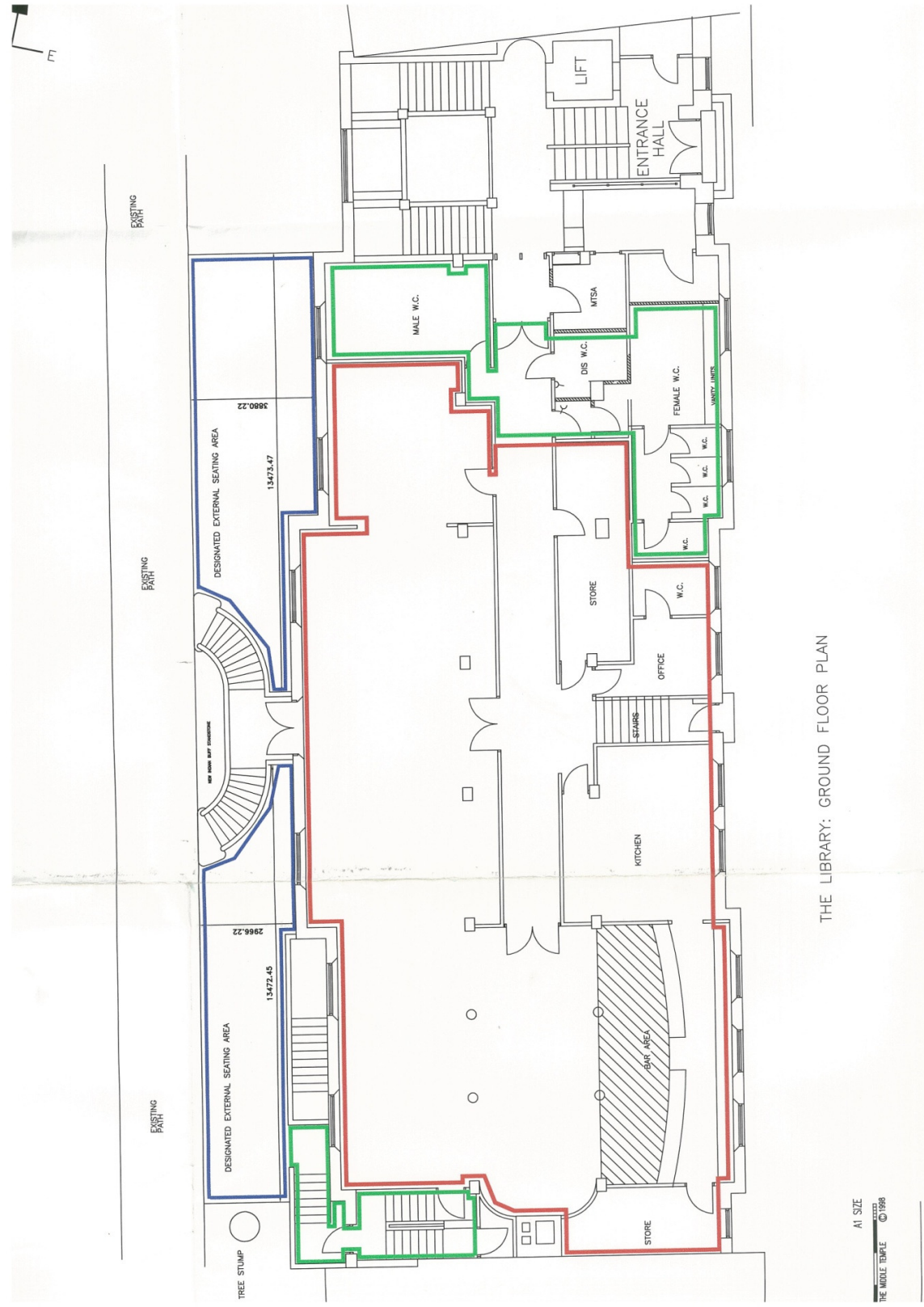
Father Robin Jones
Priest-in-Charge
St. Luke's Church
450 Uxbridge Road
London W12 0NS
Tel: 020 8749 7523

Our Contact Details

If you wish to discuss any of this proposal with us we would be delighted to do so. Please contact Newpark director Tiffany Clutterbuck on 07966 962077 or tiffany@newparkchildcare.co.uk.

Newpark Childcare

Appendix 1 – St. Clements Lease Plan

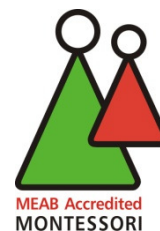


Newpark Childcare

Appendix 2 – Newpark Childcare additional information

Our Educational Ethos

We feel it is our duty as an Early Years educator to engender a positive attitude and a sense of excitement in a child towards his or her learning. We believe the importance of the physical care of each child goes hand in hand with a play experience which sets individual learning patterns – a way of thinking which the child will use and enjoy throughout his or her educational life. Our focus is on encouraging independence in children and stimulating them with experiences and activities aimed at developing the excitement of new thought, imagination, and discovery.



Each day in our care our children benefit from a carefully crafted plan of activities, based on their physical, intellectual, linguistic, emotional and social needs. Our carers draw on the knowledge they build up of their key children and, together with written observations, appraise the holistic development of each individual child. From this they are able to devise an exciting and stimulating daily plan which incorporates outdoor, indoor, group and one-to-one activities. Our curriculum is a balance between free choice and structure and has at its foundation the Early Years Foundation Stage Areas of Learning and Development and Montessori Principles.

We have high ambitions for our children's attainment and work closely with parents in their choice of primary school. We have a proven track record of feeding children into some of the top selective independent schools in London, including St. Paul's Cathedral School, Charterhouse and James Albyn Preparatory School.



“There is an impressive selection of resources... The range of resources is constantly being extended for the benefit of the children.” Ofsted Report 2008, Newpark Nursery, Shepherds Bush.

Newpark Childcare – in partnership with working parents

We feel a duty of care not just to the children in our charge, but also to their parents who have to juggle the demands of a career with the needs of their families. Therefore our nurseries offer parents a helping hand in a variety of ways.

- 1) Opening hours to suit the reality of parents' working lives.
- 2) Part time attendance options are also available.
- 3) Ad-hoc Service: For children who usually attend part-time, parents can arrange for them to attend nursery on an adhoc basis on the days that he or she is not normally in nursery. This affords parents much needed flexibility to cover their childcare if they unexpectedly need to work. This service is charged for at an hourly rate.
- 4) External Services: At Newpark, our duty to parents does not begin and end with nursery opening and closing times, and as such we feel the need to go further in our partnership with parents than is traditionally the norm within our sector. We have developed a number of childcare services which we offer in the parent's own home and which are fully and comprehensively covered by our public liability insurance. These “External Services” are

Newpark Childcare

unique to Newpark and time and again our parents comment to us that these services have helped them out in difficult times. We would intend to offer all these services at Middle Temple. These services are:

a) First Day Sickness Cover:

If a child is ill and cannot attend nursery, we can arrange for one of our nursery nurses to care for that child at home for the first day they are ill and absent from nursery. This gives parents a 24-hour period of grace to attend any important meetings and arrange alternative home care for their child for the remainder of the time they are unwell. This service is provided at no additional charge and is available for parents whose children attend full time.

b) Return Home Service:

We provide a Return Home Service for the occasions when parents cannot pick up their child by the end of our nursery day. Parents drop their house keys off at nursery in the morning, and one of our qualified staff will take their child back home after the nursery closes.

c) Home Childminding:

Our staff also provide evening and weekend Childminding services to all our parents in their home.

5) Ways to reduce fees: In childcare, as the saying goes, you truly get what you pay for, and therefore the majority of your Newpark fees go directly to your child's carers and teachers by way of salaries to ensure the highest possible care and education. However we seek to help parents reduce their childcare costs in a number of ways:

a) Newpark nurseries accept all major childcare vouchers. Using childcare vouchers can help parents in the 40% income tax bracket to save nearly £200 per month on their childcare fees if both parents participate.

b) For parents who wish to pay annually in advance we can arrange a 5% discount on request subject to the child's attendance being five days fulltime.

c) We offer a 10% reduction on the fees for second siblings, subject to both children's attendance being five days full time.

d) Children over 3 years old will qualify for a government Nursery Education Grant, currently £500 per term, which will be reimbursed to parents upon receipt.

6) Emergency Childcare: Newpark Childcare can provide parents and employers with emergency childcare at a moment's notice when their usual childcare arrangements break down for any given reason on any given day, for example, the nanny calling in sick or a school closed for a teacher training day. Either parents can book individually with us for a day and pay hourly, or sets or law firms can purchase places in advance to guarantee attendance. The service helps reduce the amount of working hours lost and disruption caused when parents are absent from work due to childcare issues. It also reduces the extra workload subsequently placed on other colleagues. An emergency childcare arrangement provides a positive alternative to the financial burden of temporary staff, especially in terms of key administration staff. The further benefits of our service for the employer are that this is an attractive personnel employment benefit, the cost per employee is low, the expense is tax deductible, and it facilitates the promotion of the equal opportunities and return-to-work policies implemented by your organisation. "Emergency" children in our care receive special attention from our highly qualified and experienced staff who interact with the children through a wide range of stimulating and entertaining activities within our welcoming and safe

Newpark Childcare

environment. Our nurseries are perfectly suited to the needs of 'back-up' children since they are small and have a relaxed and homely atmosphere.

Communicating with parents

We often receive emails and letters from parents to thank us on how far we go to keep them informed as to their child's life at nursery. We arrange our staffing rota to ensure that staff are available for a verbal handover each day at drop off and pick up time. Each week parents take home a special "Complete Guide" book for their child. This is a weekly developmental update on their child's progress and is unique to Newpark. We also run a password-protected blog on the web that updates parents with news, stories and pictures of life at Newpark. Our most popular communication tool however is our Birthday DVDs which families love!



"The information provided is fascinating and (the nursery) makes a complete record (of development) available for parents." *Ofsted Report 2008, Newpark Nursery, Shepherds Bush.*

Our Qualified Staff



"The organisation is good. There are effective recruitment procedures in place which ensure that staff are appropriately vetted and qualified." *Ofsted Report 2007, Newpark Highbury.*

The Newpark Directors carefully hand-pick our carers not only by qualification, but also by aptitude for the job. We look for a high calibre of carer who sensitive, kind, compassionate, and who has a genuine enthusiasm and love for children. Our affectionate carers build constructive and close relationships with parents through our keyperson system, which ensures that new children and parents receive individual help during the settling-in period and that close links are maintained between parent and nursery through regular development reports and informal meetings.

Retention of staff is often a key concern to parents, and our track record is above average for the industry due to the measures we put in place as a responsible employer. Chief amongst these is providing a good salary to attract and retain committed, experienced and well-qualified staff. We offer a special loyalty

bonus on annual anniversaries of employment, give additional annual leave for staff birthdays, and award "duvet" days to reward a good attendance record. We continually offer our carers professional development training opportunities, such as Early Childhood degrees, Montessori teaching diplomas, and the Early Years Professional Status, to enhance the service which we provide and invest in our employees.

The Making of a Newpark Carer

It takes:

- energy and adaptability as healthy young children are unpredictable and demanding.
- tolerance and patience to cope with these changing demands.
- imagination to stimulate children and help them develop.
- cheerfulness and a sense of humour to face the demands of the job, day in, day out.

Above all it takes a real belief in the individual worth of each child and a determination to ensure that they have the opportunity to develop their full potential irrespective of their class, ethnic origin, gender, race, religion or disability.

Newpark Childcare

Appendix 3 – Middle Temple Nursery draft fee structure

All tenure fees are to be paid in full monthly in advance by Direct Debit only payable on the 1st day of each calendar month. Parents are responsible for payment of full fees at all times. All Tenured fees are calculated on a 52-week year and then divided by 12 to arrive at the monthly rate. Childcare vouchers are accepted. Children over three years old will qualify for a Dfee Nursery Education Grant. We do not accept reductions in monthly payments in lieu of third party payments. Any payments received by a third party in lieu of fees will be reimbursed to the parents when received. Please note all our part-time places are subject to availability and be allocated at our discretion. Discounts are available for second siblings, yearly pre-payment of fees and corporate placements. Please ask for details.

5 day regular attendance per week:

4 months - 2 years	£1650 /month
2 years - 5 years	£1270 /month

4 day regular attendance per week:

4 months - 2 years	£1520 /month
2 years - 5 years	£1170 /month

3 day regular attendance per week:

4 months - 2 years	£1300 /month
2 years - 5 years	£1010 /month

2 day regular attendance per week:

4 months - 2 years	£1000 /month
2 years - 5 years	£750 /month

First Day At Home Sickness Cover (see terms and conditions)

No charge – travel expenses only

Child Minding Service per hour plus travel expenses (see terms and conditions) Full Hour

Charging

From 8:00pm: £15.00 per hour

From 8:00pm - Bank holidays, Christmas day, New Year's evening and day £25.00 per hour

Cancellation fee per single Childminding booking £35.00

Return Home Service (see terms and conditions)

For each single booking £40.00

Cancellation per single Return Home booking £35.00

Ad-hoc attendance – 24 hrs notice required and payable in advance:

4 months - 2 years £15 per hour

2 years - 5 years £13 per hour

Cancellation fee per single Adhoc booking £35.00

Late collection fee:

For each fifteen minutes after 7pm £20.00