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Programme: Certificate in Higher Education Business Skills for the Workplace

Module: Enterprise and Entrepreneurship - LCLM4006

Task 1: Individual Written Business Plan

Lecture's Name: Dr Deji Olagboye

Name: Louise Faulkner

Student ID: 2521018



Prifysgol Cymru
Y Drindod Dewi Sant
University of Wales
Trinity Saint David

Executive Summary

Bubbly Buddies is a proposed community-based youth club that aims to provide affordable, inclusive, and engaging activities for young people aged 10–16 in Water Orton. The organisation seeks to address the need for accessible youth provision that promotes wellbeing, social inclusion, personal development, and community engagement through recreational, educational, and employability-focused activities.

The primary target market comprises young people aged 10–16 and their parents or guardians seeking affordable after-school, weekend, and holiday provision. Bubbly Buddies' unique selling proposition is its youth-led and community-focused approach, enabling participants to influence activities while accessing educational support, digital-skills development, and community projects within a single programme. Secondary research identified approximately 627 young people aged 0–17 in Water Orton, indicating potential demand for local youth provision (CityPopulation.de, 2026). Market analysis also identified a gap in local provision for services that combine social, educational, and employability development, supporting the organisation's objective of recruiting 30 members within six months, achieving a 75% average attendance rate, and retaining 80% of members after the first year.

Bubbly Buddies will operate as a Charitable Incorporated Organisation (CIO) and requires £5,000 in start-up funding, sourced through a government grant (£3,000), crowdfunding (£1,000), local sponsorship (£500), and founder investment (£500). Financial forecasts project start-up expenditure of £4,700 and a positive opening cash balance of £300, indicating financial viability during the launch phase. Overall, the combination of identified local demand, a clear gap in existing provision, diversified funding sources, positive projected cash flow, and measurable performance targets suggests that Bubbly Buddies is both operationally and financially viable, with the potential to generate positive social outcomes for young people and contribute to the long-term development of the Water Orton community.

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Figure 1: Bubbly Buddies Logo



Source: Author's own work (2026).

Overview of the Business

Bubbly Buddies is a proposed low-cost, community-based youth club for young people aged 10–16 in Water Orton, providing a safe and inclusive space where they can build confidence, develop new skills, and form positive relationships outside school hours. The club's mission is to empower young people through creative learning, teamwork, and community engagement. With a growing youth population in Water Orton, there is an increasing need for affordable and accessible activities that promote wellbeing, social inclusion, and personal development.

The club will offer a range of activities designed to support young people's social, educational, and personal development. Core activities will include sports sessions, creative workshops, homework support, digital skills training, employability programmes, and life-skills activities. All sessions will be supervised by trained staff and volunteers to ensure a safe and supportive environment. A key feature of Bubbly Buddies is its youth-led approach, allowing members to contribute ideas and provide feedback on future activities. This ensures that the programme remains engaging, relevant, and responsive to the needs of local young people.

Legal Format

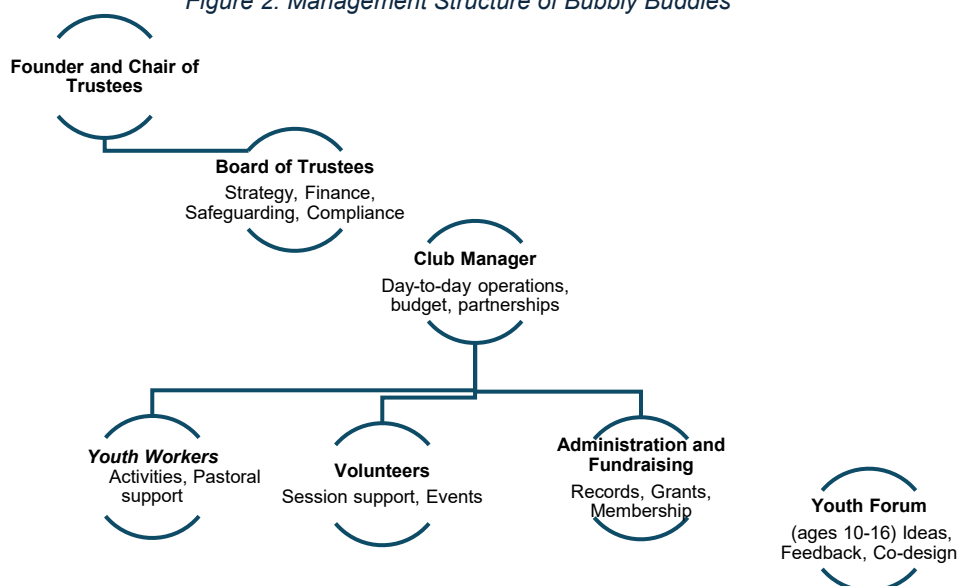
Bubbly Buddies will operate as a Charitable Incorporated Organisation (CIO), a legal structure specifically designed for charities in England and Wales. This format provides a separate legal identity, allowing the organisation to employ staff, own property, apply for funding, and enter contracts in its own name while offering limited liability protection to trustees (Charity Commission, 2023). The CIO structure is particularly suitable because it supports the club's charitable aim of improving youth wellbeing, social inclusion, and community engagement while ensuring effective governance and accountability.

As a registered charity, Bubbly Buddies will be able to access a wider range of grants, donations, and sponsorship opportunities than many other business structures. This will support the organisation's long-term financial sustainability and help keep participation costs affordable. The CIO structure also promotes transparency and public trust through its requirement to report to the Charity Commission and comply with charity law. This is important when working with young people, as parents, funders, and community stakeholders must have confidence in the organisation's management and safeguarding practices. Overall, the CIO structure provides a strong foundation for delivering Bubbly Buddies' social mission and supporting future growth.

Management Structure

Bubbly Buddies will operate under a clear management structure to ensure effective governance and service delivery. Overall responsibility for the organisation will rest with a board of trustees who will oversee strategic planning, financial management, safeguarding, legal compliance, and risk management. The trustees will meet regularly to monitor performance and ensure that the charity achieves its objectives.

Figure 2: Management Structure of Bubbly Buddies



Source: Author's own work (2026).

The day-to-day running of the club will be managed by a Club Manager, who will coordinate activities, manage budgets, supervise staff and volunteers, and maintain relationships with parents, schools, and community organisations. The Club Manager will be supported by trained youth workers and volunteers who will deliver sports, creative, educational, and employability activities. Young people will also have a voice through regular feedback sessions and a youth forum, ensuring the club remains youth-led and responsive to changing needs.

Environmental and Community Support

Bubbly Buddies is committed to supporting both the local community and environmental sustainability. The club will encourage members to participate in community projects such as litter-picking events, fundraising activities, and partnerships with local charities and organisations. These initiatives will help young people develop teamwork, leadership, and civic responsibility while strengthening community relationships. Research suggests that community-based youth programmes can positively influence social inclusion and personal development among young people (Eccles and Gootman, 2002).

To minimise its environmental impact, the club will promote recycling, reduce the use of single-use plastics, reuse craft materials where possible, and source supplies from local businesses. Environmental awareness activities will also be incorporated into the programme to encourage sustainable behaviours among members. These practices support the club's commitment to social responsibility and community development.

PESTLE Analysis

A PESTLE analysis was conducted to evaluate the external factors that may influence the success of Bubbly Buddies.

Politically, local government support for youth services creates opportunities for funding and partnership development. Warwickshire County Council provides grants for organisations delivering youth activities (Warwickshire County Council, 2026). However, competition for public funding is high and policy priorities may change, making long-term reliance on grants a potential risk. Bubbly Buddies should therefore diversify income sources while maintaining strong relationships with local authorities.

Economic factors present a significant challenge. Rising costs of venue hire, utilities, insurance, equipment, and staffing may affect financial sustainability, while charitable funding remains highly competitive (NCVO, 2024). To reduce this risk, the organisation will combine grants, sponsorship, fundraising, donations, and membership fees, improving financial resilience and reducing dependence on a single source of income.

Social factors strongly support the proposal. Water Orton has approximately 627 young people aged 0–17, suggesting demand for accessible youth provision (CityPopulation.de, 2026). Furthermore, concerns surrounding youth wellbeing and social isolation increase the need for affordable activities that promote confidence, social interaction, and personal development. Bubbly Buddies' youth-led approach may strengthen participation by ensuring activities reflect the interests of local young people.

Technological developments create opportunities to engage with families through websites, email, and social media while supporting digital-skills development. However, increased online activity also raises safeguarding and data protection risks that could damage the organisation's reputation if not managed effectively (Information Commissioner's Office, 2024).

Legal compliance is critical because the organisation works directly with children and young people. Although safeguarding, equality, health and safety, charity, and data protection requirements increase administrative responsibilities and costs, compliance is essential to

protect participants and maintain stakeholder confidence (Disclosure and Barring Service, 2026).

Environmental factors have a less direct but important influence. Sustainable practices such as recycling, waste reduction, and local sourcing can strengthen the organisation's reputation while supporting community values. Environmental projects also reinforce the club's social mission by encouraging responsibility and community participation.

Competition Analysis

The main local competitor is the Water Orton Scout Group, which provides structured programmes for young people through its Scouts and Explorers sections, focusing on outdoor learning, leadership development, and volunteering (Scouts, 2026). While these activities support personal development, their specialist focus creates a market gap for a service combining recreational activities, educational support, digital-skills training, employability development, and community engagement. Other competitors, including local sports clubs and youth organisations, typically focus on one area of development. However, established providers benefit from recognised brands, existing memberships, volunteer networks, and access to funding, creating barriers to entry. Consequently, Bubbly Buddies must differentiate itself through affordable, youth-led activities that address multiple developmental needs while complementing existing provision. A limitation of this analysis is its reliance on secondary research; future surveys or focus groups with local young people and parents would provide stronger evidence of demand and participation barriers, supporting more informed strategic decision-making (Scouts, 2026; Burns, 2022).

Marketing Plan

"A clear marketing strategy is essential for attracting and retaining customers" (Burns, 2022). Bubbly Buddies will adopt a focused local marketing strategy targeting young people aged 10–16 and their parents or carers. The club's marketing message will emphasise affordability, inclusivity, and its youth-led approach while promoting services such as homework support, digital-skills development, employability workshops, and community projects.

A mobile-friendly website will serve as the primary source of information and registration, supported by search-engine optimisation using keywords such as "youth club in Water Orton".

Social media platforms, including Facebook, Instagram, and TikTok-style content, will be used to engage both parents and young people while complying with safeguarding and data-protection requirements. Offline promotion will include posters and leaflets distributed through schools, libraries, community centres, and local businesses. Partnerships with schools, youth services, and local charities, alongside introductory sessions and community launch events, will increase awareness, build credibility, and support member recruitment and retention.

Measurement

Marketing performance will be reviewed monthly using website analytics, enquiry sources, social media engagement, taster-session attendance, registrations, cost per enquiry, and member retention. Registration forms will record how families heard about the club, enabling resources to be directed towards the most effective channels. During the first six months, Bubbly Buddies aims to recruit 30 active members, achieve an average 75% weekly attendance rate, and establish a waiting list. A longer-term objective is to retain 80% of participants after the first year, demonstrating the effectiveness, relevance, and sustainability of the club's services.

Funding and Expenses

Bubbly Buddies will require £5,000 in start-up funding to launch its services. Rather than relying on loans, the organisation will use a bootstrapping approach by combining grant funding, crowdfunding, sponsorship, and a founder contribution. This reduces financial risk and eliminates interest repayments, allowing more resources to be invested directly into service delivery.

Table 1: Start-up Funding Sources	
	MONTH
Cash in	1
Founder Contribution	£500
Government Grant	£3,000
Crowdfunding	£1,000
Local Sponsorship	£500
Total cash in-flows (A)	£5,000

Source: Author's own work (2026).

The start-up budget will be used to cover the essential costs required to launch Bubbly Buddies and deliver activities safely and effectively.

Table 2: Start-up Expenses and Cash Flow Forecast	
	MONTH
Cash out-expenses	1
Venue Deposit and First Month's Hire	£500
Equipment, Tables and Storage	£500
Activity Resources and Equipment	£900
Insurance	£350
Marketing and Promotional Materials	£500
Website and social media set up	£250
DBS Checks and Safeguarding Training	£700
Administration and Registration Costs	£300
Refreshments and Participant Supplies	£200
Contingency fund	£500
Total cash out-flows (B)	£4,700
Your net cash flow (A-B)	£300

Source: Author's own work (2026).

The forecast indicates a positive first-month net cash flow of **£300**, with major expenditure allocated to activity resources (£900), DBS checks and safeguarding training (£700), and venue hire (£500). These costs are funded through grants, sponsorship, crowdfunding, and founder investment, while a **£500 contingency allowance**, representing approximately 10% of start-up expenditure, provides protection against unforeseen costs and strengthens financial sustainability (NCVO, 2024; Warwickshire County Council, 2026).

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