

Applied Leadership and Management in the Workplace

Module Assignment Submission

Student Name:	Jeraldine Derrick
Student Number:	2525457
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JD Therapy Support

Owner – Jeri Derrick

Location – Neath & Swansea

Contact details - Jd.therapysupport@outlook.co.uk –
07519605540

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1. Executive Summary

This business plan outlines the development of JD Therapy Support, a sole trader business providing therapy-assistant services for children aged 4–18 with Additional Learning Needs (ALN), Special Educational Needs (SEN) and Acquired Brain Injury (ABI) across Swansea and Neath Port Talbot. The service is designed to implement Occupational Therapy (OT), Speech and Language Therapy (SALT), Physiotherapy and behavioural programmes prescribed by qualified clinicians within children's homes, schools and community settings.

The business has been developed from my experience of working with children and young people with additional needs and individuals with acquired brain injuries. Through this experience I have identified a gap between therapists prescribing programmes and families receiving consistent support to carry them out. JD Therapy Support has been designed to bridge that gap by providing regular therapeutic implementation that complements, rather than replaces, existing clinical services.

Research undertaken for this business plan highlights increasing demand for specialist support, influenced by rising numbers of children with ALN and SEN, lengthy NHS waiting times and greater pressure on education and health services. Analysis of the local market, competitors and wider business environment has helped shape the pricing strategy, marketing approach and operational planning, while also identifying potential risks and how they will be managed.

The business will focus on building professional relationships with therapists, schools and case managers alongside developing a strong local reputation through recommendations and digital marketing. A mobile service model, supported by secure digital systems and professional governance, allows overhead costs to remain low while providing flexible, person-centred support.

Financial forecasts show that the business is achievable, with break-even expected at approximately 23 sessions per month and positive cash flow maintained throughout the first year. As referral networks and repeat bookings increase, owner drawings are forecast to reach approximately £2,500 per month by Month 11. Overall, this business plan shows that JD Therapy Support has been carefully planned, is financially realistic and has the potential to provide a valuable service for children, families and professionals across the local area.

2. Introduction

JD Therapy Support is a sole trader business providing specialist therapy-assistant services for children aged 4–18 with Additional Learning Needs (ALN), Special Educational Needs (SEN) and Acquired Brain Injury (ABI) across Swansea and Neath Port Talbot. The business delivers Occupational Therapy (OT), Speech and Language Therapy (SALT), Physiotherapy and behavioural programmes developed by qualified clinicians, alongside home education support, functional skill development and community-based therapeutic activities. Delivering intervention within familiar environments enables children to practise skills in everyday situations, improving confidence, independence and the transfer of learning into daily life.

The business has been established in response to increasing demand for consistent therapeutic support alongside existing statutory services. Growing numbers of children with ALN/SEN, increased home education and extended NHS waiting times have created opportunities for flexible services that complement instead of replace qualified therapists. JD Therapy Support addresses this gap by providing regular implementation of therapy programmes, allowing therapists, schools and families to achieve greater consistency between formal interventions. This positioning creates a clear advantage within the local market.

A sole trader structure has been chosen because it offers low start-up costs, reduced administrative requirements and the flexibility needed to develop personalised relationships with families and professionals during the first year of trading. Other business structures were considered, including a partnership and a limited company. A partnership was not suitable because JD Therapy Support is designed to be delivered by a single practitioner, and

introducing partners would increase shared liability, reduce operational autonomy and complicate decision-making. A limited company was also explored; however, this structure involves higher administrative demands, formal reporting requirements and additional costs such as incorporation fees and annual accounts (Government Digital Service, 2016). These structures do not suit a small, mobile service in its early stages of development. The sole trader model enables straightforward financial management, rapid decision-making and a more personal service for families. Risks associated with sole trading will be effectively managed through professional insurance, Social Care Wales registration, safeguarding procedures and secure data-management systems, supporting safe and sustainable business growth.

3. Personal Suitability and SMART Objectives

My professional experience provides a strong foundation for establishing JD Therapy Support. Over six years supporting individuals with ABI and five years working with children and young people with ALN, SEN and complex needs have enabled me to develop the practical skills required to implement OT, SALT, Physiotherapy and behavioural programmes safely and consistently. This experience has also strengthened my understanding of safeguarding, multidisciplinary working and person-centred practice, which are essential when supporting vulnerable children and collaborating with therapists, schools and families.

In addition to clinical knowledge, I have developed strong organisational and communication skills through managing therapy programmes, producing bespoke resources and maintaining accurate documentation. Existing professional relationships with therapists, case managers and families provide a valuable foundation for developing referral pathways, reducing reliance on paid advertising during the early stages of the business. These strengths support the business model identified throughout this report, where professional collaboration and continuity of care are key.

The skills audit also identifies areas for further development, including advanced specialist training, digital marketing and financial management. These areas provide scope for targeted professional development, which will improve service standards and reinforce sustainable business growth. Planned investment in accredited CPD, business systems and bookkeeping software shows a commitment to maintaining professional standards while improving operational efficiency. Recognising these development needs at the planning stage reduces future business risk and improves operational efficiency.

To build on these strengths and achieve measurable progress, the business has identified the following objectives.

- Complete a minimum of four accredited CPD modules within 6 months to expand specialist knowledge and maintain professional competence.
- Obtain professional insurance and Social Care Wales registration before trading to ensure full legal compliance.
- Implement Xero, WriteUpp and booking systems within 8 weeks to support efficient financial and clinical record management.
- Develop professional referral pathways with schools, therapists and case managers, securing at least 10 new professional contacts and three subcontracting agreements during the first six months.
- Achieve owner's drawings of £2,500 per month by the end of Year 1 while maintaining positive cash flow and meeting all operating costs, as demonstrated within the financial forecasts.

4. Market & Competitor Analysis

4.1 Market Size and Target Market

Market research indicates strong demand for a specialist therapy-assistant service across Swansea and Neath Port Talbot. JD Therapy Support is designed to support children aged 4–18 with ALN, SEN and ABI by implementing therapy programmes developed by qualified clinicians. Primary customers include families seeking consistent therapeutic support, while secondary markets include schools, therapists and case managers requiring reliable follow-up implementation and additional capacity. This broad customer base reduces reliance on a single income source and strengthens the long-term sustainability of the business.

Current evidence shows a significant and growing need for these services. The School Census (2025) shows quantitative data on over 18,000 pupils with ALN across Wales, with approximately 1,000 children located within Swansea and Neath Port Talbot, indicating a substantial local customer base. In addition, home education has increased from 1.6 per 1,000 children to 15.3 per 1,000, with many families citing unmet SEND needs as a contributing factor (Office for National Statistics, 2025). Further School Census data identifies 15,875 children requiring SALT, 14,845 children with behavioural, emotional and social needs, and 10,975 autistic pupils, demonstrating demand across multiple therapy disciplines (School Census, 2025).

The demand is also supported by NHS therapy waiting times. StatsWales (2026) reported that 62,554 people were waiting for therapy services, including 3,375 for Occupational Therapy, 37,973 for Physiotherapy and 3,580 for Speech and Language Therapy, with many individuals waiting longer than 14 weeks for intervention. These delays increase the likelihood that families will seek private support to maintain therapeutic progress while

awaiting statutory services (Therapy Services: Pathway Waiting Times, Grouped Weeks Waiting, October 2009 Onwards | StatsWales, 2026).

The business will not be competing directly with qualified therapists, instead, it complements existing services by providing consistent implementation of therapy programmes between clinical appointments. This approach addresses a recognised gap in provision, as therapists often have limited capacity to deliver regular follow-up sessions despite prescribing ongoing therapeutic activities. By embedding therapy into children's daily routines at home, within schools and in community settings, the business aims to improve continuity of care, maximise the effectiveness of therapist-led interventions and improve long-term outcomes for children and families.

Market segmentation in the business serves several distinct customer group, families require accessible and flexible support that complements existing therapy, schools increasingly require additional assistance to meet their responsibilities under the Additional Learning Needs and Education Tribunal (Wales) Act, therapists benefit from a trusted practitioner who can implement therapy programmes consistently, and case managers require experienced therapy assistants capable of supporting children with complex needs and ABI. Serving multiple customer groups creates diverse referral pathways and reduces reliance on individual clients.

Overall, the market evidence shows that this business is entering a growing market supported by demographic trends and increasing educational demand. Rising numbers of children with ALN, increased home education and prolonged NHS waiting times provide strong justification for the business model.

4.2 PESTLE Analysis

Below is a PESTLE analysis was undertaken to identify the political, economic, social, technological, legal and environmental factors that may influence the success of the business.

Factor	Impact on JD Therapy Support
Political	Welsh Government policies, including the Additional Learning Needs and Education Tribunal (Wales) Act 2018, promote person-centred support and multidisciplinary working. Increased investment in children's services creates opportunities for collaboration with schools and healthcare

Factor	Impact on JD Therapy Support
	professionals. However, changes to funding or commissioning arrangements could reduce referral opportunities.
Economic	Rising household costs may reduce some families' ability to pay privately for therapy support. Conversely, increasing NHS waiting lists encourage families to seek earlier intervention through private services. Offering flexible pricing and session packages helps balance affordability with financial sustainability.
Social	The increasing prevalence of ALN, autism diagnoses, ABI and home education has increased demand for flexible community-based therapy support. Families increasingly value personalised services delivered within familiar environments that improve independence and everyday functional outcomes.
Technological	Digital systems including WriteUpp, Xero, secure cloud storage, Microsoft 365 and social media marketing improve efficiency, reduce administrative time and strengthen communication with professionals and families. Compliance with GDPR and secure electronic record management remains essential.
Legal	The business must comply with GDPR, ICO registration, safeguarding legislation, DBS requirements, professional indemnity insurance, public liability insurance and Social Care Wales registration. Adherence to these requirements protects clients while maintaining credibility.
Environmental	Delivering services within homes, schools and community settings reduces the need for families to travel to appointments. Efficient journey planning, digital documentation and electronic communication will reduce environmental impact while improving operational efficiency.

This PESTLE analysis shows that external factors present considerably more opportunities than threats for JD Therapy Support. Political support for inclusive education, increasing social demand and advances in digital technology create favourable conditions for business growth. Although economic pressures and legal compliance present challenges, these risks can be effectively managed through flexible pricing, professional governance and efficient business systems. By understanding these external influences before trading begins, JD Therapy Support can proactively adapt its services and pricing rather than reacting to market changes after they occur. This approach reduces financial and operational risk while enabling

the business to capitalise on emerging opportunities, strengthening long-term profitability and supporting sustainable growth.

4.3 SWOT Analysis

A SWOT analysis was undertaken to evaluate the internal strengths and weaknesses of alongside the external opportunities and threats.

Strengths	Weaknesses	Opportunities	Threats
Extensive experience supporting children with ALN, SEN and ABI.	Sole trader limits business capacity during the first year.	Increasing NHS waiting lists generating demand for private support.	Established private therapy providers within South Wales.
Strong relationships with therapists, schools and case managers creating referral opportunities.	Limited brand awareness as a new business.	Growing prevalence of ALN, autism and home education.	Changes to legislation or commissioning arrangements.
Specialist implementation of Occupational Therapy, Physiotherapy, Speech and Language Therapy and behavioural programmes.	Marketing budget is limited during business start-up.	Partnerships with therapists, schools and case managers.	Economic pressures reducing disposable household income.
Flexible home, school and community-based service delivery.	Owner responsible for all administration and service delivery.	Expansion into group sessions, training workshops and resource sales.	Recruitment challenges if future expansion requires staff.
Lower operating costs than larger therapy providers.	Income initially dependent on securing sufficient referrals.	Increased awareness of early intervention and community rehabilitation.	Potential changes in insurance or regulatory requirements.

Using the SWOT analysis as a planning tool enables the business to focus investment on areas that will generate the greatest return, such as strengthening referral partnerships and

increasing brand awareness. Addressing weaknesses early and preparing for potential threats reduces business risk, improves and supports growth as the client base expands.

This SWOT analysis shows that JD Therapy Support's professional experience, specialist knowledge and established referral networks provide significant strengths. Although capacity and brand awareness present short-term limitations, these are typical of new businesses and are outweighed by strong market opportunities created by increasing demand for children's therapy services. The analysis supports a phased growth strategy, enabling the business to establish a strong reputation before expanding service capacity.

4.4 Competitor Analysis

Assessing the local competitive environment is fundamental to determining the viability of a new business. The competitor analysis reviews existing providers across Swansea and Neath Port Talbot, evaluates their service models and identifies opportunities for JD Therapy Support to differentiate itself. By offering consistent implementation of therapy programmes within children's everyday settings, the business enhances existing healthcare and educational provision. This analysis demonstrates where current services meet family needs and where JD Therapy Support can establish a sustainable and complementary market position.

4.5 Competitor Analysis Table

Competitor	Typical Rates (Local Area)	Strengths	Weaknesses	Advantage for JD Therapy Support
Private Therapists	£90–£140 per hour	Specialist assessments, evidence-based interventions and experienced clinicians. Flexible appointment	Higher session costs and appointments often focus on assessment and review rather than frequent	Delivers practical therapy implementation at a lower cost while complementing, instead of replacing, clinical

Competitor	Typical Rates (Local Area)	Strengths	Weaknesses	Advantage for JD Therapy Support
		availability compared with NHS services.	implementation. Regular sessions may become unaffordable for some families.	assessment and treatment plans.
Case Management Companies (Case Management Cymru, 2024) (Neuro Rehab Wales, 2026)	£80–£150 per hour billed to client	Provide high-level coordination, multidisciplinary oversight and flexible community-based support. Strong relationship-based care and holistic planning for children with complex needs.	High hourly rates make these services inaccessible for many families..	Delivers lower-cost, specialist therapy-programme implementation in natural environments, offering consistent therapeutic practice not provided by case management companies.
Private Tutors and Home Education Services (KMEC Neath Tuition Centre / Kip McGrath, 2026) (Smart Education Wales, 2023)	£30 - £45 per hour	Individual educational support tailored to children's learning needs and flexible home-based provision.	Educational support is not designed to deliver Occupational Therapy, Physiotherapy or Speech and Language Therapy programmes.	Integrates therapeutic activities into learning and daily routines, supporting educational progress alongside functional development.

The analysis shows that existing providers each fulfil an important role within children’s services. However, none offer the combined therapeutic implementation and flexibility provided by JD Therapy Support. NHS and private therapists primarily assess, prescribe and review intervention programmes, while support workers focus on daily care and tutors concentrate on educational outcomes. This creates a gap between professional recommendations and the consistent delivery of therapy within everyday environments.

JD Therapy Support addresses this gap by implementing programmes designed by qualified clinicians, enabling children to practise therapeutic activities more frequently between formal appointments. This supports families in maintaining progress and allows therapists to focus on assessment and clinical decision-making. The collaborative model also encourages professional referrals, reducing traditional advertising during the early stages of the business.

Although established providers benefit from greater brand recognition and larger clinical teams, JD Therapy Support offers lower operating costs, flexible scheduling and personalised support within homes, schools and community settings. The service is also more affordable for families, providing regular therapeutic input at a cost significantly lower than private therapy or case management rates. These factors enable the business to respond quickly to individual needs while maintaining close communication with therapists, schools and case managers, resulting in a more accessible, responsive and cost-effective service.

4.6 Marketing Strategy

A targeted marketing strategy is essential for establishing JD Therapy Support in the local market and building a sustainable client base during the first year of trading. The market and competitor analyses highlight that the business depends on professional credibility, strong referral networks and community engagement rather than large-scale advertising. For this reason, the marketing approach focuses on increasing awareness among families, schools, therapists and case managers while keeping promotional costs low.

Professional relationships form the foundation of the strategy. Therapists, schools and case managers frequently require reliable implementation of therapy programmes, and these partnerships are expected to generate consistent, high-quality referrals. Strengthening these multidisciplinary links also enhances the business's reputation, which supports the business's stability.

Digital marketing complements this relationship-based approach by improving visibility among parents and carers. Facebook will improve visibility amongst local parent groups, increasing enquiries while keeping acquisition costs low. This improves profitability because referrals reduce advertising expenditure. A professional website will further reinforce credibility, provide clear information about services and pricing, and enable families to make direct enquiries.

Positioning the service below private therapy clinics while offering greater specialist knowledge than general support workers, JD Therapy Support presents a clear value proposition. Flexible session packages and repeat-booking options are designed to improve retention and support predictable monthly income.

Marketing effectiveness will be measured through meaningful indicators such as repeat bookings, professional referrals and client feedback instead of short-term advertising reach. These metrics provide a more accurate reflection of business sustainability and client satisfaction.

Overall, the marketing strategy prioritises professional relationships, targeted digital communication and high-quality client experiences. This approach aligns with competitor analysis findings and increases the financial growth projected in the business plan, enabling JD Therapy Support to build a strong local reputation without relying on costly advertising campaigns.

4.7 Marketing Objectives

The marketing strategy will support the following objectives during the first 12 months of trading:

- Establish a professional online presence through a dedicated website and Facebook business page before launch.
- Develop relationships with Occupational Therapists, Physiotherapists, Speech and Language Therapists, schools and case managers to generate professional referrals.
- Secure at least 20 regular clients within the first year through a combination of direct enquiries and professional recommendations.
- Achieve a minimum 80% repeat booking rate, demonstrating client satisfaction and continuity of service.
- Maintain marketing costs within the financial budget while increasing brand awareness across Swansea and Neath Port Talbot.

These objectives align with the financial forecasts and support the projected growth in monthly income throughout the first year.

4.8 Marketing Mix (7Ps)

	Application to JD Therapy Support
Product	Specialist therapy-assistant services implementing Occupational Therapy, Physiotherapy, Speech and Language Therapy and behavioural programmes prescribed by qualified clinicians. Services include home education support, functional skill development, community-based activities and therapy resource creation.
Price	Prices are set below private therapist rates while reflecting the specialist knowledge and personalised nature of the service. Flexible packages and block bookings encourage long-term engagement and improve affordability for families.
Place	Services are delivered within children's homes, schools and community settings across Swansea and Neath Port Talbot, providing flexible support within familiar environments where therapeutic skills can be practised naturally.
Promotion	Marketing will focus on a professional website, Facebook business page, local parent support groups, networking with schools and therapists, community events and recommendations from existing clients. Professional referrals are expected to become the primary source of new business as relationships develop.
People	The business is built on the owner's professional experience supporting children with ALN, SEN and ABI. A person-centred approach, effective communication and collaborative working with families and professionals are central to maintaining trust and encouraging repeat referrals.
Process	Enquiries will be managed through a structured referral process, followed by an initial consultation, agreement of therapy goals, implementation of prescribed programmes and regular communication with families and professionals. Secure digital systems, including WriteUpp and Xero, will support efficient record keeping and business administration.
Physical Evidence	Professional branding, a dedicated website, therapy resources, secure documentation, client reports and appropriate insurance demonstrate

	Application to JD Therapy Support
	professionalism and reassure families that the business operates safely and ethically.

Applying the 7Ps ensures that every element of the business supports the same strategic objective of delivering a high-quality, professional service while building customer trust and loyalty. This approach encourages repeat bookings, increases professional referrals and improves customer retention, reducing marketing costs over time and contributing to long-term profitability and business growth.

5. Revenue and Pricing Strategy

Below is an evidence-based pricing strategy designed to balance affordability, sustainability and market positioning within the ALN/SEN sector.

Income Stream	Price	Reason
Family therapy assistant sessions	£35–£45/hr	Positioned below private therapists (£70–£120) but above tutors (£25–£45), reflecting specialist multi-therapy skills while covering travel, insurance, administration and CPD costs.
ABI support	£45–£60/hr	Higher pricing reflects the complexity and specialist knowledge required for ABI rehabilitation. This aligns with case manager expectations for reliable, skilled support.
School ALN support	£25/hr	Designed to fit school budgets while providing specialist support beyond a teaching assistant role. Encourages block bookings and long-term contracts.
Home education packages	£120–£140/month	Bundled weekly sessions improve consistency, retention and provide predictable monthly income.
Therapist follow-up implementation	£35–£45/hr	Addresses the gap created by therapist capacity limitations by providing regular implementation of OT, SALT and physiotherapy programmes.

Income Stream	Price	Reason
Case manager subcontracting	£25–£40/hr	Provides stable referrals and predictable income while reducing marketing costs and supporting professional partnerships.

The pricing model combines market-based, cost-plus, differential and bundled pricing strategies. Family sessions and therapist implementation are priced competitively to remain accessible while covering operational costs. ABI support uses premium pricing due to the specialist nature of the service, while school support uses lower pricing to encourage repeat contracts. Home education packages create predictable revenue through monthly bundles. This pricing allows JD Therapy Support to remain affordable while maintaining long-term financial sustainability.

6. Operations Plan

JD Therapy Support operates as a mobile community-based service delivering therapy-assistant support within homes, schools and community settings across Swansea and Neath Port Talbot. Administration, planning and communication are managed from a home office with secure digital storage, IT equipment and therapy resources.

Daily operations include reviewing bookings through WriteUpp, preparing personalised resources and delivering sessions based on programmes designed by OTs, SALTs, physiotherapists and behavioural specialists. Visual schedules, communication tools, sensory activities and exercise prompts are created using Canva and Microsoft 365. Digital systems reduce administrative risk and support GDPR compliance (UK GDPR Guidance and Resources, 2026). The practitioner delivers sessions, records progress and communicates with families and professionals, ensuring secure documentation and data protection (UK GDPR Guidance and Resources, 2026).

Key suppliers include Canva, Microsoft 365, therapy resource providers, stationery suppliers and CPD organisations such as iHasco and All Wales Passport (Canva, 2026; Microsoft 365, 2026; Online Training Courses | The eLearning Experts | iHasco, 2023). Health and safety procedures include dynamic risk assessments, safeguarding, infection control and safe manual handling. The practitioner maintains an enhanced DBS, Social Care Wales registration and safeguarding training (Disclosure and Barring Service, 2026).

JD Therapy Support follows strict legal and professional requirements. The service adheres to Wales Safeguarding Procedures (2023) and the ALNET Act (2018), with GDPR compliance

supported through encrypted storage, password-protected devices and ICO registration (ICO, 2024). Professional indemnity and public liability insurance, alongside Social Care Wales registration, ensure accountability (Social Care Wales, 2024). Policies covering confidentiality, data protection, incident reporting, lone working and risk management are reviewed annually.

The home service model provides advantage by delivering support in familiar environments and improving skill generalisation while minimising overheads. Business systems include WriteUp for records, bank transfer and invoicing, digital calendars for travel planning and outcome-tracking templates for professional communication. Continuity through an emergency fund covering three months of operating costs and consideration of income-protection insurance.

Overall, JD Therapy Support combines professional systems, compliance and flexible mobile delivery to provide safe, consistent and sustainable therapy implementation.

7. Financial Plan

7.1 Start-Up Costs

Start-up Item	Cost	Reason
Laptop	£350	Required for bookings, documentation, communication and administration.
Printer	£80	Aids creation of therapy resources, reports and visual schedules.
Insurance (PLI + PI)	£200	Required for safe professional practice when working with children and entering homes/schools.
Registration fees (Social Care Wales, DBS)	£110	Ensures safeguarding and professional compliance.
CPD training	£150	Maintains competence in ALN/SEN, ABI and therapy support.
Marketing materials	£50	Initial promotion and brand awareness.
Website build	£250	Provides credibility and enables enquiries and service visibility.

Total start-up investment: £1,190

7.2 Running Costs

Monthly operating costs include:

- Digital subscriptions (Canva, Microsoft 365, WriteUpp): £60
- Phone contract: £10
- Accounting software (Xero): £50
- Income protection insurance: £60
- CPD investment: £100 three times per year
- Insurance renewals (vehicle, public liability and professional indemnity): approximately £500 annually
- Fuel, vehicle costs, resources and printing: variable

Average monthly running costs are approximately **£650–£710**.

7.3 Sales Forecast

Measure	Forecast
Average session income	£40/hr
Average variable cost per session	£8
Contribution per session	£32
Fixed monthly costs	£710
Monthly break-even point	23 sessions
Weekly break-even point	6 sessions
Income target	£2,500/month
Required gross income	£4,200/month
Sessions required	78/month
Weekly hours required	22–24 hours

Measure	Forecast
Maximum capacity	100 sessions/month

The break-even analysis identifies that JD Therapy Support requires approximately 23 sessions per month to cover operational costs. This is achievable within a six-session weekly workload due to demand within the ALN/SEN sector. This calculation covers business costs only and does not include owner income.

To achieve a monthly income target of £2,500, the business requires approximately £4,200 gross revenue to account for operating costs, tax and National Insurance. Based on an average session rate of £40, this requires approximately 78 sessions per month, which remains within the planned operational capacity.

The business model is designed to remain sustainable through local delivery, efficient travel planning and a flexible pricing structure. Potential increases in fuel, insurance or subscription costs can be managed through annual pricing reviews using the cost-plus approach. Operating within Swansea and Neath Port Talbot reduces travel expenditure and creates efficient scheduling.

Annual leave has been considered within forecasting. Allowing eight weeks away from delivery provides 44 working weeks and an annual billable capacity of approximately 1,408 hours. Increased delivery during working periods can balance planned breaks while maintaining a safe workload.

7.4 12-Month Cash Flow and Profitability

	Pre-startup	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
1. CASH IN THE BANK													
(Beginning of month)	£ -	£ 2,860.00	£ 3,295.00	£ 3,340.00	£ 2,900.00	£ 2,620.00	£ 2,250.00	£ 2,110.00	£ 2,320.00	£ 1,600.00	£ 1,680.00	£ 1,940.00	£ 2,200.00
2. COMPANY INCOME													
Cash sales		£ 1,600.00	£ 2,000.00	£ 2,200.00	£ 2,700.00	£ 2,900.00	£ 3,300.00	£ 3,800.00	£ 3,000.00	£ 4,000.00	£ 4,200.00	£ 4,500.00	£ 3,800.00
Loan or other cash injection	£ 5,000.00												
3. TOTAL INCOME	£ 5,000.00	£ 1,600.00	£ 2,000.00	£ 2,200.00	£ 2,700.00	£ 2,900.00	£ 3,300.00	£ 3,800.00	£ 3,000.00	£ 4,000.00	£ 4,200.00	£ 4,500.00	£ 3,800.00
4. TOTAL AVAILABLE	£ 5,000.00	£ 4,460.00	£ 5,295.00	£ 5,540.00	£ 5,600.00	£ 5,520.00	£ 5,550.00	£ 5,910.00	£ 5,320.00	£ 5,600.00	£ 5,880.00	£ 6,440.00	£ 6,000.00
5. COMPANY OUT GOINGS													
Home office Supplies (laptop, laminator, Printer & Ink)	£ 350.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00
Therapy Resources (Paper, Laminating sheets)	£ 50.00	£ -	£ -	£ -	£ 50.00	£ -	£ -	£ 80.00	£ -	£ 80.00	£ -	£ 80.00	£ -
Sensory equipment	£ 100.00	£ -	£ -	£ 100.00	£ -	£ -	£ -	£ 110.00	£ -	£ 110.00	£ -	£ 110.00	£ -
Stationery	£ 100.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Marketing flyers & cards	£ 50.00	£ -	£ -	£ -	£ 50.00	£ -	£ -	£ -	£ 50.00	£ -	£ -	£ -	£ 50.00
Website set up and Maintenance	£ 250.00	£ -	£ -	£ -	£ -	£ -	£ 50.00	£ -	£ -	£ -	£ -	£ -	£ -
Registrations - DBS, Social Care Wales, ICO	£ 110.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Insurances - Workplace & Employee	£ 200.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00
Business car insurance	£ 300.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Car, MOT, Service Tax	£ -	£ -	£ 150.00	£ -	£ 30.00	£ 100.00	£ -	£ -	£ 150.00	£ -	£ -	£ -	£ -
Fuel	£ -	£ 115.00	£ 155.00	£ 190.00	£ 200.00	£ 220.00	£ 240.00	£ 250.00	£ 270.00	£ 280.00	£ 290.00	£ 300.00	£ 310.00
Accounting Software - Xero	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00
Subscriptions - Canva, WhatsApp, M365	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00
Phone	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00
Device Insurance	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00
Home office bills - Internet & heating, Electric	£ -	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00
Start-up training	£ 300.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
CPD Training	£ -	£ -	£ -	£ 100.00	£ -	£ -	£ 100.00	£ -	£ -	£ -	£ 100.00	£ -	£ -
Subtotal	£ 1,940.00	£ 365.00	£ 555.00	£ 640.00	£ 580.00	£ 570.00	£ 640.00	£ 690.00	£ 720.00	£ 720.00	£ 640.00	£ 740.00	£ 610.00
Tax and NI Savings		£ 100.00	£ 200.00	£ 300.00	£ 400.00	£ 500.00	£ 600.00	£ 600.00	£ 600.00	£ 700.00	£ 700.00	£ 800.00	£ 700.00
Contingency Fund	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00
Owner's withdrawal / salary		£ 500.00	£ 1,000.00	£ 1,500.00	£ 1,800.00	£ 2,000.00	£ 2,000.00	£ 2,100.00	£ 2,200.00	£ 2,300.00	£ 2,400.00	£ 2,500.00	£ 2,500.00
6. TOTAL PAID OUT	£ 2,140.00	£ 1,165.00	£ 1,955.00	£ 2,640.00	£ 2,980.00	£ 3,270.00	£ 3,440.00	£ 3,590.00	£ 3,720.00	£ 3,920.00	£ 3,940.00	£ 4,240.00	£ 4,010.00
7. FINAL BALANCE	2860	3295	3340	2900	2620	2250	2110	2320	1600	1680	1940	2200	1990

The 12-month cashflow forecast shows that JD Therapy Support is financially sustainable, with gradual income growth, controlled expenses and increasing cash reserves. Early reductions in available funds reflect expected start-up investment, compliance costs, CPD and vehicle expenses. These costs are manageable through contingency savings.

Income increases from £1,600 in Month 1 to approximately £4,500 by Month 11 as client numbers grow, repeat bookings increase and professional referral networks develop. Fixed costs remain stable, while variable costs such as fuel and resources increase proportionally with client demand.

Owner drawings increase gradually, reaching £2,500 per month by Month 11 while maintaining positive cash flow. Monthly tax and National Insurance savings, alongside a contingency fund, protect the business against unexpected costs or temporary reductions in income.

As a sole trader it is essential to be financially secure due to potential disruption caused by illness or injury. Maintaining savings equivalent to three months' operating costs supports continuity of care and reduces financial risk.

8. Conclusion

JD Therapy Support is a financially viable and professionally credible therapeutic assistant service. Strong market demand, rising ALN/SEN needs, long NHS waiting lists and school capacity pressures create a clear opportunity for consistent multi-therapy support. The business offers a unique value proposition by delivering therapist-designed programmes in everyday environments, bridging gaps between clinical assessment and practical implementation.

The plan outlines clear operational processes, evidence-based marketing, realistic financial forecasting and strong professional foundations. With controlled expenditure, increasing revenue and a low break-even point, JD Therapy Support is well positioned for sustainable growth and long-term stability.

Appendix

Appendix 1. - 12 Month Cash Flow

<https://d.docs.live.net/a2e75426ac3ce7b7/Documents/JD%20THERAPY%20CASH%20FLOW%2012M.xlsx>

	Pre-startup	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
1. CASH IN THE BANK													
(Beginning of month)	£ -	£ 2,850.00	£ 3,295.00	£ 3,340.00	£ 2,900.00	£ 2,620.00	£ 2,250.00	£ 2,110.00	£ 2,320.00	£ 1,600.00	£ 1,690.00	£ 1,940.00	£ 2,200.00
2. COMPANY INCOME													
Cash sales	£ 5,000.00	£ 1,600.00	£ 2,000.00	£ 2,200.00	£ 2,700.00	£ 2,900.00	£ 3,300.00	£ 3,800.00	£ 3,000.00	£ 4,000.00	£ 4,200.00	£ 4,500.00	£ 3,800.00
Loan or other cash injection	£ 5,000.00												
3. TOTAL INCOME	£ 5,000.00	£ 1,600.00	£ 2,000.00	£ 2,200.00	£ 2,700.00	£ 2,900.00	£ 3,300.00	£ 3,800.00	£ 3,000.00	£ 4,000.00	£ 4,200.00	£ 4,500.00	£ 3,800.00
4. TOTAL AVAILABLE	£ 5,000.00	£ 4,450.00	£ 3,295.00	£ 3,540.00	£ 5,600.00	£ 5,520.00	£ 5,550.00	£ 5,910.00	£ 5,320.00	£ 5,600.00	£ 5,880.00	£ 6,440.00	£ 6,000.00
5. COMPANY OUT GOINGS													
Home office Supplies (paper, toner, printer & ink)	£ 350.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00
Therapy Resources (Paper, Laminating sheets)	£ 50.00	£ -	£ -	£ -	£ 50.00	£ -	£ -	£ 80.00	£ -	£ 80.00	£ -	£ 80.00	£ -
Stationery equipment	£ 100.00	£ -	£ -	£ 100.00	£ -	£ -	£ -	£ 110.00	£ -	£ 110.00	£ -	£ 110.00	£ -
Stationery	£ 100.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Marketing flyers & cards	£ 50.00	£ -	£ -	£ -	£ 50.00	£ -	£ -	£ -	£ 50.00	£ -	£ -	£ -	£ 50.00
Website set up and Maintenance	£ 250.00	£ -	£ -	£ -	£ -	£ -	£ 50.00	£ -	£ -	£ -	£ -	£ -	£ -
Registrations - DBS, Social Care Wales, ICO	£ 110.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Insurances - WorkSafe & Employee	£ 200.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00
Business car insurance	£ 300.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
Car, MOT, Service Tax	£ -	£ -	£ 150.00	£ -	£ 30.00	£ 100.00	£ -	£ -	£ 150.00	£ -	£ -	£ -	£ -
Fuel	£ -	£ 115.00	£ 155.00	£ 190.00	£ 200.00	£ 220.00	£ 240.00	£ 250.00	£ 270.00	£ 280.00	£ 290.00	£ 300.00	£ 310.00
Accounting Software - Xero	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00
Subscriptions - Canva, Whiskyp, M365	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00	£ 60.00
Phone	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00
Device Insurance	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00	£ 10.00
Home office btl - Internet & heating, Electric	£ -	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00	£ 50.00
Start up Training	£ 300.00	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -	£ -
CPD Training	£ -	£ -	£ -	£ 100.00	£ -	£ -	£ 100.00	£ -	£ -	£ -	£ 100.00	£ -	£ -
Subtotal	£ 1,940.00	£ 365.00	£ 555.00	£ 640.00	£ 580.00	£ 570.00	£ 640.00	£ 680.00	£ 720.00	£ 720.00	£ 640.00	£ 740.00	£ 610.00
Tax and NI Savings		£ 100.00	£ 200.00	£ 300.00	£ 400.00	£ 500.00	£ 600.00	£ 600.00	£ 600.00	£ 700.00	£ 700.00	£ 800.00	£ 700.00
Contingency Fund	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00	£ 200.00
Owner's withdrawal / salary		£ 500.00	£ 1,000.00	£ 1,500.00	£ 1,800.00	£ 2,000.00	£ 2,000.00	£ 2,100.00	£ 2,200.00	£ 2,300.00	£ 2,400.00	£ 2,500.00	£ 2,500.00
6. TOTAL PAID OUT	£ 2,140.00	£ 1,165.00	£ 1,955.00	£ 2,640.00	£ 2,980.00	£ 3,270.00	£ 3,440.00	£ 3,590.00	£ 3,720.00	£ 3,920.00	£ 3,940.00	£ 4,240.00	£ 4,010.00
7. FINAL BALANCE	2850	3295	3340	2900	2620	2250	2110	2320	1600	1680	1940	2200	1990

Appendix 2. CV – Identifying Personal suitability to JD therapy support

JERALDINE DERRICK

Location: Neath / Swansea, South Wales

Driving Licence: Full, clean UK licence

Contact: 07519605540 · jeri.derrick@outlook.com

A highly organised, compassionate and proactive Team Leader and Support worker working with extensive experience supporting children and adults with complex needs, acquired brain injury and developmental differences. Skilled in coordinating multi-disciplinary teams, implementing therapy programmes, delivering structured teaching sessions, and maintaining high-quality clinical documentation.

Experienced therapy assistant specialising in multi-disciplinary programme implementation (OT, SALT, Physio) and ALN/SEN support. Skilled in delivering consistent therapeutic intervention across home, school and community settings

Known for a calm, professional approach, strong safeguarding awareness, and the ability to build trusting relationships with families, schools and therapy teams. Committed to promoting independence, functional skill development and consistent therapeutic practice across home, school and community environments.

Leadership & Coordination	Therapeutic & Educational Support	Professional Conduct & Admin
Team leadership & staff <u>supervisions</u>	Therapy programme implementation (OT, SALT, Physio)	High-quality documentation & report writing
Rota planning & workforce coordination	Complex needs support (ABI, ADHD, autism, sensory needs)	Clinical admin including MACH forms
Multi-disciplinary communication	Behaviour regulation & emotional support	Data protection & confidentiality compliance
Collaboration with families, therapists & schools	Teaching & learning support (EYFS, KS1, KS2)	Computer literate (Microsoft Office)

Personal Competencies	Organisation & Problem-Solving	Professional Values
Calm, consistent and empathetic approach	Methodical thinker	Respect for diversity
Strong safeguarding awareness	Highly organised & efficient	Professional & courteous <u>at all times</u>
Ability to build trusting relationships	Creating structured learning resources	Flexible and adaptable

EMPLOYMENT HISTORY

Team Leader – Case Management Cymru

2022 – Present

- Manage rota systems, ensuring safe staffing and continuity of care.
- Deliver staff supervisions, reflective practice sessions and performance monitoring.
- Coordinate communication between families, therapy teams, case managers and external professionals.
- Implement therapy sessions independently in line with OT, SALT and physiotherapy goals.
- Complete family PA duties including scheduling, appointment organisation and communication management.
- Provide leadership within a multi-disciplinary team, modelling professional standards and therapeutic approaches.
- Maintain accurate documentation, incident reports and progress notes.

Support Worker – Case Management Cymru

November 2020 – Present

- Provided support to clients and families with complex needs and ABI.
- Assisted in all therapeutic activities as prescribed.
- Ensured plans, advice and guidelines were followed to meet client needs.
- Encouraged independence and delivered consistent therapeutic approaches.
- Attended team meetings and training; collaborated with colleagues and therapy teams.

Complex Needs Teaching Assistant (Home Schooling)

2022 – 2023

- Delivered structured home-schooling sessions incorporating OT, SALT and physio goals.
- Adapted teaching materials to support cognitive, sensory and emotional regulation needs.
- Used scaffolding, modelling, repetition and visual supports to promote learning.
- Worked closely with therapists and case managers to align educational activities with therapy aims.

Teaching Assistant & 1-2-1 Support Worker – Mainstream Primary School

2020 – 2026

- Supported a child with additional learning needs within a mainstream classroom.
- Delivered 1-2-1 [interventions](#) using visual cues, modelling and task-chunking.
- Facilitated participation in group work and whole-class learning.

- Implemented behaviour support plans and emotional regulation strategies.
- Worked collaboratively with teachers, SENCO, parents and external professionals.

Therapy Admin Assistant

2024 – Present

- Completed MACH forms and therapy-related documentation with accuracy.
- Managed client records, session notes and multi-agency communication logs.
- Prepared resources, updated care plans and organised documentation for therapists.
- Ensured compliance with data protection and confidentiality standards.

Volunteer – CVS Social Services Befriending Scheme

June 2015 – March 2016

- Provided one-to-one befriending support.
- Conducted home visits with sensitivity and trust.
- Encouraged clients to engage in community activities.
- Awarded 100 Hours Millennium Voluntary Award.

QUALIFICATIONS

- Level 3 Childcare – NVQ
- Level 3 Health & Social Care – NVQ
- Level 3 Sports Massage Therapy - NVQ
- Paediatric First Aid
- Annual Care Skills Training
- 13 GCSEs (A–D) including Maths, English & Science
- 100 Hours Millennium Voluntary Award

CPD Qualifications

- Paediatric First Aid
- Challenging Behaviours
- Advanced Safeguarding Children (level 2)
- Safeguarding (level 3)
- Epilepsy Awareness and administration of medication
- All Wales Passport – Manual handling

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