

Overnight Camp Business Guide

Residential budget stress test

Add your details and work through this sheet with your team.

Camp / programme	Prepared by	Date

Record the expected enrollment, actual usable room mix, fixed supplier minimums, staff and relief costs, food, care, refunds, repairs, and cash dates. Test a lower-enrollment session, extra support cost, illness-related closure, and delayed customer payment. Write the safe business response; “cut required staff” is not one.

Your notes and decisions

Our plan

Next steps

Who will do what, and by when?
