

EAST RENFREWSHIRE COUNCILEDUCATION COMMITTEE28 September 2017Report by Director of EducationEARLY LEARNING AND CHILDCARE EXPANSION PLAN**PURPOSE OF THE REPORT**

1. To seek elected member approval for the proposed Implementation Plan for the Expansion of Early Learning and Childcare to 1140 hours by 2020.

RECOMMENDATIONS

2. Elected members are asked to:
- a) approve the proposed Early Learning and Childcare Implementation Plan; and
 - b) instruct the Director of Education to bring regular reports to Education Committee on the progress and impact of its implementation.

BACKGROUND

3. The Scottish Government has set a transformational agenda for Early Learning and Childcare by 2020. '[A Blueprint for 2020: The Expansion of Early Learning and Childcare in Scotland 2017 – 2018 Action Plan](#)' was published in March 2017 and outlines the vision for Early Learning and Childcare (ELC) and the key policy principles.

4. The Scottish Government's vision is to almost double the entitlement to free ELC from 600 hours to 1140 hours per year by 2020 for all 3 and 4 year olds and eligible 2 year olds.

5. The vision is underpinned by the key principles of Quality, Flexibility, Accessibility and Affordability.

6. In March 2017, the Scottish Government issued planning guidance to all local authorities to support the development of Local Authority Implementation Plans for submission to Scottish Government by 29 September 2017. The expansion plans produced by local authorities will be used to:

- Assist local authorities to ensure that quality, flexibility, accessibility and affordability remain at the heart of the service;
- Support the development of a national implementation framework, including financial estimates and commitments;
- Inform future spending reviews and discussions on funding allocations; and,
- Inform monitoring and evaluation of the expansion programme.

7. Since August 2015, East Renfrewshire parents have been able to select their entitlement of 600 hours of free ELC from the following options:

- no flexibility - 5 sessions of 3 hours 10 minutes per week (core).
- limited flexibility - 5 sessions of 3 hours per week, with the option of using the additional 30 hours during school holiday periods (holiday).

5 sessions of 3 hours per week, with the option of using the additional 30 hours before (1 hour) or after (up to 2 hours) the nursery session (additional).
- greater flexibility - extended day, where sessions would be a minimum of 4 hours and a maximum of 8 hours in any day, subject to a maximum of 600 hours funding in any year. Additional hourly charges would be applied thereafter (extended).

8. East Renfrewshire early years facilities are organised into 4 communities: Barrhead and Neilston; Busby, Clarkston and Eaglesham; Giffnock and Thornliebank and Newton Mearns. Since August 2017 all of these communities offered parents the full range of options described in paragraph 7.

9. Since August 2015 all East Renfrewshire Council establishments have operated from 8 a.m. to 6 p.m. thus maximising provider occupancy rates whilst supporting parents in work, further education and training.

10. An annual commissioning exercise is carried out to determine which private and voluntary groups receive partnership status to provide early learning and childcare for East Renfrewshire residents. The number of partnership providers has remained steady between 10 and 12 for the past 2 years.

11. East Renfrewshire Council does not currently have any partnership agreements with childminders.

REPORT

Governance

12. An Early Learning and Childcare Expansion Board has been created to take strategic responsibility for the transformational change required to implement the proposed increase to 1140 hours of free ELC by 2020. This officer and partnership group will address the complexities, reduce the associated risks and ensure the delivery of 1140 hours across the authority. Membership of the ELC Expansion Board is made up of senior officers from Education, Environment, Finance, Information Technology, Human Resources, Legal and Procurement and Corporate and Community Services. Partner Providers, local childminders and Higher Education establishments are also represented.

13. The Director of Education is the Chair of the Board and requests 6 weekly meetings to allow for workstream leads to report progress. Following approval of the Implementation Plan, the ELC Expansion Board will meet quarterly.

14. There are 4 work streams with specific remits concerning the expansion programme: Quality; Workforce; Provision and Resources; and, Expansion Plan and Service Models. Each workstream meets on a 4 weekly cycle.

15. The ELC Expansion Board has considered the analysis of need and demand and proposes the Council takes a phased approach to the expansion, working to increase accessibility and flexibility beyond the deadline of August 2020. In doing so the Council will meet its duties to offer 1140 hours of free ELC to parents by 2020, but will continue to increase provision beyond that date to meet the needs of a growing resident population and demand for flexibility to meet differing parental working patterns.

16. Given the above, it is proposed that the programme in East Renfrewshire be taken forward in 3 phases:

- Phase 1 introduction of 1140 hours with very limited flexibility and accessibility by August 2020
- Phase 2 provision of 1140 hours with increased flexibility and accessibility by August 2023
- Phase 3 full expansion to offer greater flexibility and accessibility in all establishments by August 2024

17. The plan as included in Appendix 1 details the incremental increase in flexibility for each community. Each phase will be explained in full as part of the presentation which accompanies this report.

18. With an injection of funds from the Scottish Government for capital investment, it is possible to consider the introduction of 1140 hours in some communities prior to 2020. Such proposals are set out below and explained more fully in paragraphs 49 – 54.

19. As indicated in Paragraph 5, the expansion to 1140 hours is to be planned under 4 themes: Quality, Flexibility, Accessibility and Affordability.

Quality

20. East Renfrewshire is well placed to respond to this expansion of ELC as work began in 2016 following the launch of [East Renfrewshire's Early Learning and Childcare Strategy \(2016 – 2020\)](#).

21. The strategy puts quality at the heart of our service delivery and details how we maximise and use available resources in developing a service which is accessible and flexible for parents.

Flexibility and Accessibility

22. East Renfrewshire Council has been working on a programme to expand access to ELC for some years and since 2011 has created or extended early years' facilities across all 4 communities for 3 and 4 year olds and entitled 2 year olds.

23. In addition to the new Arthurlie Family Centre at the Auchenback Hub, a further 3 nurseries in Newton Mearns have been included in the Council's 8-year Capital Plan (Calderwood Lodge Nursery Class, Maidenhill Nursery Class and St Cadoc's Nursery Class).

24. A Cross Boundary Protocol has been agreed between authorities working in the Glasgow City Region Education Improvement Collaborative to allow parents more flexibility, choice and accessibility when selecting their ELC provision.

25. The Expansion Plan is based on having 'neutral' providers, i.e. provision should be neutral to parents and as such include local authority provision, private, voluntary and independent (PVI) sector providers and childminders. All will have a significant role to play going forward in order to deliver the ELC expansion to 1140 hours programme.

26. The department carried out a consultation exercise in July 2017 to ascertain the views of parents on accessing 1140 hours of free early learning and childcare. The department consulted on models that would give parents both flexibility and choice in accessing this additional provision. The delivery model proposed, which is based on current parental demand, includes:

- Nursery sessions which match the school day
- Lengthening of nursery sessions to allow for longer days
- Stretching the provision over the calendar year
- Blended provision

27. A blended offer is where a partnership of providers share the delivery of the 30 hours between them. The partnership might include:

- private, voluntary and independent (PVI) sector providers
- childminders
- local authority provision

28. To offer some flexibility and accessibility in a cost effective way, and recognising the importance of locality and neighbourhoods, it is proposed that early learning and childcare provision and allocation continues to be considered within communities, with family centres at the heart of each area offering the greatest flexibility and choice.

29. It is noted that any proposals will need to be deliverable within the resources made available. There is an expectation by the Scottish Government that we continue to move towards a model which allows parents to be able to access their full entitlement to meet their needs. In considering offering this level of flexibility and choice, the Council must have sufficient capacity to deliver.

30. By changing the models of delivery it is possible to offer the 1140 hours of early learning and childcare over both term time and the calendar year. It is also possible to offer models of delivery which utilise provider occupancy whilst still providing parents with a limited level of flexibility and choice.

31. To enable a greater level of flexibility and choice, significant capital investment is required.

32. What follows is a plan to build capacity and flexibility incrementally on a year by year basis in line with the expectations of the Scottish Government.

33. This is based on degrees of flexibility being available, so that parents can choose:

- | | | |
|---------------------------------|---|--|
| a. Core Provision | - | 5 sessions of 6 hours per week
(school days over the school year) |
| b. Extended Day Provision | - | 3 sessions of 10 hours per week
(longer days over the school year) |
| c. Stretched Provision A | - | 5 sessions of 4 hours 45 minutes per week
(half days over a longer year) |
| Stretched Provision B | - | 2 sessions of 9 ½ hours and 1 session of 4
hours 45 minutes per week (mix of full days and
half days over a longer year) |
| d. Blended Provision | - | 15 hours in LA Establishment and 15 hours with
another provider working in partnership with
ERC per week. |
| e. Funded Provider
Provision | - | 30 hours per week fully funded provision with a
funded provider including private, voluntary and
independent (PVI) sector providers and
childminders. |

34. It is proposed that from August 2020 nursery classes will offer options a, b and d, with family centres offering c and d.

Flexibility within a framework

35. East Renfrewshire Council will deliver the above flexible packages of 30 hours of free early learning and childcare per week within the parameters set out below:

- no sessions to be longer than 10 hours
- a minimum session length of 3 hours
- not before 8 am and after 6 pm*
- a maximum of 2 providers in a blended offer
- meets the quality requirements as set out by How Good is Our Early Learning and Childcare? and East Renfrewshire Council

**It should be noted that some partners may provide early learning and childcare which begins and ends at differing times from above.*

Affordability

36. Elected members approved at Council in February 2017 to significantly reduce the cost of wraparound in East Renfrewshire ELC centres to £2.25 per hour from August 2017. This decision has made ELC affordable to residents wishing to purchase additional hours over their 600 hours entitlement.

Analysis of Provision and Need for Expansion

37. A detailed analysis of all registered ELC places in the local authority, current demand and uptake, birth rates, migration rates and cognisance of current and previous primary 1 enrolment was undertaken. This was further analysed and broken down into each community to allow the department to fully understand the supply and demand for 1140 hours ELC from 2020.

38. Table 1 below details the current capacity/supply for 3 and 4 year olds and the planned capacity/supply for 2020, based on the existing Capital Programme within East Renfrewshire Council. This includes the creation of:

- a nursery class at St Cadoc's Primary;
- a new non-denominational primary school with nursery provision in Newton Mearns (Maidenhill);
- enhanced capacity as a result of registration of outdoor space (Braidbar, Carolside);
- a new build Arthurlie Family Centre; and,
- an extension to Busby Nursery Class.

39. These changes reflect the requirement as set out in the Children and Young People (Scotland) Act 2014 for local authorities to incrementally increase flexibility and choice on an annual basis for families accessing early learning and childcare, with flexibility described as moving away from what has been a default model of provision of a morning or afternoon session, to providing models of provision that support a wider range of needs of parents including supporting parents who are employed, training or studying.

Table 1

Communities	Current LA Supply August 2017 (No. of Places FTE)	Planned LA Supply August 2020 (No. of Places FTE)
Barrhead / Neilston / Uplawmoor	270	290
Busby / Clarkston / Eaglesham	376	462
Giffnock / Thornliebank	200	210
Newton Mearns	375	540
Total	1221	1502

40. Table 2 details the current demand within each community with Table 3 outlining the anticipated demand for 2020, taking into consideration birth and migration rates and the consequence of planned local housing developments.

Table 2

Communities	Current Demand August 2017 (No. of Children allocated LA Places)	Current Demand August 2017 (No. of Children allocated PP Places)	Total Current Demand August 2017 (No. of Children LA and PP Places)
Barrhead / Neilston / Uplawmoor	512	17	529
Busby / Clarkston / Eaglesham	597	97	694
Giffnock / Thornliebank	360	37	397
Newton Mearns	688	139	827
Outwith ERC		59	59
Total	2157	349	2506

Table 3

Communities	Anticipated Demand August 2020 (No. of Children)
Barrhead / Neilston / Uplawmoor	536
Busby / Clarkston / Eaglesham	792
Giffnock / Thornliebank	414
Newton Mearns	886
Total	2628

41. Currently in East Renfrewshire, 2 children can access 1 full time equivalent (FTE) place, i.e. one child attends in the morning and one attends in the afternoon.

42. Table 4 below details the comparison of current supply to demand in each community and overall across the authority.

Table 4

Communities	Current Supply August 2017 (No. of Places, based on 600 hours)	Current Demand August 2017 (No. of Children allocated LA Places)	Current Occupancy August 2017 (Based on 600 hours)
Barrhead / Neilston / Uplawmoor	540	512	95%
Busby / Clarkston / Eaglesham	752	597	79%
Giffnock / Thornliebank	400	360	90%
Newton Mearns	750	688	92%
PP and outwith	350	349	100%
Total	2792	2506	90%

43. As described in the table above, East Renfrewshire currently has a very high occupancy rate of 90% in local authority establishments and 100% uptake of funded places with private and voluntary providers, including those funded through a cross boundary agreement.

44. Table 4 does not take into consideration the current level of demand to purchase additional hours of ELC over and above the 600 hours entitlement, consequently our establishments fill up and the demand to supply moves closer to 100%.

45. Considering the impact of implementing 1140 hours, our current supply and demand data, the role the private and voluntary sector, including childminders and introduction of the proposed models outlined in paragraph 33, the department has calculated it will require additional capacity for 1100 children aged 3 – 5.

46. The department will be able to utilise occupancy rates in all our establishments by introducing the models described in paragraph 33 above. The extended and stretched model enables 2 children to share 1 place. The presentation and Appendix 2 will demonstrate this.

47. Therefore to deliver 1140 hours for all children in East Renfrewshire by 2020, the Council requires the addition of 4 new establishments (phase 1), one in each community:

- Barrhead / Neilston - introduction of a nursery class in Cross Arthurlie Primary School
- Busby / Clarkston - a new build family centre
- Giffnock / Thornliebank - a replacement new build for an existing family centre
- Newton Mearns - a new build family centre

48. The Care Inspectorate [Spaces to Grow](#) documentation allowed nursery establishments to register outdoor space, thus increasing their capacity. This increase is limited to 20% of existing capacity. Careful consideration of this has taken place to ensure that the outdoor space is suitable for learning, that it doesn't impact on the space metrics required for playground space for children attending primary school classes and that toilet facilities meet the requirement outlined by Care Inspectorate. This allows us to increase capacity in two existing nursery classes; Braidbar and Carolside primary schools.

Phasing and Prioritisation

49. East Renfrewshire Council early years provision is organised into 4 communities. Each community serves a very diverse population, with the Barrhead /Neilston community having the highest percentage of children living in SIMD 1 and 2; consequently this area is a priority with planning any phasing of the expansion. The expansion and relocation of an existing family centre will allow us from Winter 2017 to offer 1140 hours to all eligible 2, 3 and 4 year old children living in SIMD 1 and 2. To enable us to achieve this, additional staff will be required, thus impacting on revenue costs.

50. We will also prioritise the community of Busby / Clarkston / Eaglesham to trial our new models of delivery. This will impact both on capital and revenue. The extension to Busby NC with additional staffing, alongside additional staffing in Cart Mill FC will allow us to offer parents core, extended or stretched provision from the end of 2017 / beginning of 2018. This trial will enable us to test our models, introduce lunch provision and build on our plans moving forward.

51. The community of Giffnock / Thornliebank will also see a phased approach to offering 1140 hours to children where English is an Additional Language. This trial will be limited to where we have current availability and as such Braidbar NC and Thornliebank NC will be provided with additional staffing to allow them to offer 1140 hours to targeted youngsters. This will also require the increased registration of Braidbar NC by including its outdoor space.

52. From August 2018 we will gradually increase the number of children with additional support needs accessing full time provision. This will impact on the capacity at Isobel Mair to include mainstream children and its staffing levels. This will be phased in a small scale with a view to introducing fully from August 2019, subject to the opening of the proposed new facilities in St Cadoc's and Maidenhill.

53. We plan to phase in the use of childminders from August 2019, thus allowing parents the option to access their ELC entitlement funding in this way.

54. To support the sustainability of our private and partner providers and subject to meeting the required quality standards, we will increase the number of places we commission from August 2019. We will also review our hourly rate, to take cognisance of the living wage. This will coincide with a series of trials where we will engage with families and providers to pilot delivery of 1140 hours with a neutral provider (i.e. private and voluntary or childminder).

Workforce

55. There are no foreseen implications of these proposals which would lead to a change in contractual duties for staff working in local authority nurseries. However, there is likely to be a need for increased flexibility of daily and weekly working patterns. Discussions will be

arranged with relevant trade union representatives and staff groups to explore how the impact of this on staff can be minimised.

56. The impact of the expansion programme on the workforce will be significant. With the introduction of full time provision, staffing ratios in all establishments will need to increase from 1 adult for every 10 children (1:10) to 1 adult for every 8 children (1:8). In addition, whilst the models of delivery maximise the occupancy levels of our provision, it does place a demand on the staffing levels. To be able to provide the flexibility and accessibility suggested, an additional member of staff is required over and above every 3 members of staff, i.e. 1:24 adult to child ratio. This additionality will guarantee a 1:8 adult child ratio at all times, including shift patterns, scheduled break times, annual leave and planning and preparation time.

57. East Renfrewshire Council will require to recruit Head Teachers for free standing family centres. As per East Renfrewshire's staffing model, new establishments will be required to recruit Child Development Officers, Senior Child Development Officers, Depute Heads of Centre, Nursery Teachers, where applicable Principal Teachers.

58. East Renfrewshire will continue with its commitment to provide teachers in our Early Learning and Childcare establishments. Appendix 3 outlines the proposed staffing model.

59. It is estimated we will need the following additional staff for 2020:

- 184 new child development officers (CDOs)
- 5 Senior CDOs
- 9 Teachers
- 4 Principal Teachers
- 2 Head Teachers
- 11 Modern Apprentices

60. As we continue to expand our estate and offer greater flexibility (by 2024), we will require the following additional staff from 2020 onwards:

- 61 CDOs
- 2 Senior CDOs
- 3 Depute Heads of Centre
- 1 Teacher
- 1 Principal Teacher
- 3 Head Teachers
- 5 Modern Apprentices

61. The department has already begun to develop models of growing our own workforce with 19 members of education staff currently undergoing ELC training with West College Scotland. In addition the department has increased its recruitment of Modern Apprenticeships for 2017/2018 from 3 to 8 and will provide 9 senior pupils the opportunity to engage in an ELC Foundation Apprenticeship.

62. A second cohort of 20 members of education staff will begin their ELC training with West College Scotland in January 2018. In addition 4 members of staff currently with an appropriate ELC qualification, but not practising, will undertake refresher training.

63. In negotiation with partners in Further Education, the expansion of the early years workforce will be a priority in the Glasgow Colleges Regional Outcome Agreement.

64. The introduction of full day provision and free school meal entitlement for those children attending over a full day will require further additional staff. East Renfrewshire Council proposes to employ Support Staff in all Early Years establishments offering full day provision. These staff will be employed in a ratio of 1:32 (i.e. 1 adult to every 32 children). It is thought that these posts will be 15 hour posts. In East Renfrewshire this would equate to 28 FTE staff.

65. East Renfrewshire's Parenting Strategy (2013) and Early Years Strategy Update (2016) outlines the Council's commitment and investment in early years, in particular prevention and early intervention. This is achieved by working with parents, families and communities to provide appropriate support. It is essential that the expansion of ELC provides opportunities to support and work with whole families.

66. As indicated earlier East Renfrewshire ELC is organised into 4 geographical areas (communities). It is proposed that 4 Family Liaison Workers are recruited to work in partnership with families, the local community and other services to ensure our children and families have every opportunity to develop, achieve and attain. The Family Liaison Workers will work alongside families, offering appropriate support, advice, guidance and family learning programmes to families with younger children.

67. Quality is at the heart of service delivery and as such it is important that our Early Years establishments are supported and challenged to deliver excellence and equity to all. East Renfrewshire Council currently has 1 Quality Improvement Officer with responsibility for Early Learning and Childcare. The expansion will see the addition of more establishments, more partner providers, childminders and workforce. It is proposed that an Early Years Development Officer is recruited to ensure the level of support and challenge is not diminished. They will have responsibility for quality assuring provision, providing professional learning programmes, coaching and mentoring Head Teachers and managers and ensuring statute is adhered to.

68. Catering, cleaning and janitorial staff will be required to support the expansion. Our models of delivery propose longer operating hours and weeks, which could impact on working patterns. In addition the 4 new provisions would require recruiting staff to these posts. The introduction of free meal entitlement will require catering staff. It is our proposal to transport meals to the ELC establishments and as such delivery drivers would also need to be recruited to these posts.

69. With increased operating times and the number of children and families, a review of administration and clerical hours for ELC establishments will be undertaken to ensure appropriate business support is in place.

70. An Early Learning and Childcare Steering Group has been established as part of the Glasgow City Region Education Improvement Collaborative. This group has produced a detailed plan which outlines key areas of collaboration in the move to expansion of 1140 hours of ELC. This includes the creation of a Leadership and Career Long Professional Learning Programme for the existing workforce, shared protocol and procedures for quality assuring ELC provision and guidance on how to measure the impact the expansion has in terms of children's outcomes.

Proposed Timeline

71. The expansion creates a challenge in terms of infrastructure and workforce; ideally East Renfrewshire would like to be able to incrementally introduce 1140 hours in a systematic and planned way, whilst ensuring quality, flexibility, accessibility and affordability remain at the heart of the expansion. The presentation and Appendix 1 details the proposed timeline.

FINANCE AND EFFICIENCY IMPLICATIONS

72. The Scottish Government has allocated additional capital and revenue for 2017 / 2018 to support the expansion programme. East Renfrewshire Council has received £377,000 revenue and £538,000 capital monies in the current financial year.

73. The capital money will be used to extend Busby NC, subject to planning application and approval, with the revenue supporting the phasing and prioritisation programme and the development of the workforce.

74. Funding for both capital and revenue costs from 2018 onwards will be provided by the Scottish Government, subject to approval of the submitted Implementation Plan. This resource should meet the needs of providing the 1140 hours entitlement, however in addition the annual budget exercise and the ongoing refreshment of the Council's 8-year Capital programme should take account of new provision as a consequence of demographic changes and the need to create additional capacity to allow the incremental increase of flexibility for parents.

75. In summary the capital and revenue costs for each phase is detailed in the table 5 below:

Table 5

	Capital	Revenue
Phase 1 2020 - 2021	£16,928,000	£7,395,641
Phase 2 2023 - 2024	£10,154,000	£1,974,622
Phase 3 2024 - 2025	£8,485,000	£1,421,998

76. In the likelihood of insufficient funds being made available, the plan will be reviewed and amended appropriately.

77. There is a highly likely implication that insufficient funds may see the level of flexibility currently on offer in the authority being dramatically reduced with parents having no choice of attendance patterns for their children, no option to either purchase additional hours or access full time places. This poses a reputational risk to the Council and the Scottish Government.

78. In the longer term, and depending on increasing the places available, there is the likelihood of additional income to the Council through the sale of additional hours of wraparound care over and above the 1140 hours of entitlement. However, in the shorter term we are anticipating a decrease from current income levels via wraparound services from 2020 until full implementation in 2024. As such this will impact on spending pressures for the Council.

79. The policy direction indicates a model from 2020 where funding can follow the child, it also suggests that partner provider rates should reflect the living wage. It will be the local authority's responsibility to deliver the model and agree fair funding rates with partners, including childminders.

80. The Scottish Government has announced additional funding to all 32 local authorities to allow children with Additional Support Needs to access early entrant provision of ELC. It is not clear how this national fund of £0.5 million per session will be accessed.

CONSULTATION

81. As detailed in paragraphs 12 – 15 an Expansion Board has been established to consider all aspects of the expansion, including the gathering and analysis of the views of all stakeholders.

82. The expansion cuts across all Council departments and as such a series of formal and informal conversations has taken place. Officers from all departments have shown a willingness to collaborate and work on a joint expansion plan to ensure the Council delivers on its duty to provide 1140 hours of free ELC by 2020.

83. A presentation was made to Elected Members in November 2016 outlining the complexities and significance of the expansion of ELC.

84. The Children and Young People (Scotland) Act 2014 details the requirement for local authorities to consult on early learning and childcare every 2 years. The department's most recent consultation with parents took place in July 2017.

85. Discussions have taken place with all current partner providers. In addition the department has written to all childminders across the Council asking for their interest in working in partnership to provide ELC.

CONCLUSION

86. 1140 hours of early learning and childcare must be introduced from August 2020.

87. This is not deliverable in East Renfrewshire without capital investment.

88. Proposals outlined above will enable the authority to provide limited flexibility for the increase of hours through a choice of either school year or all year provision. This poses a reputational risk to the Council and Scottish Government, since we already offer a range of flexible packages which parents enjoy and have come to rely on.

89. Any further increase in flexibility would be dependent on a further increase in places and associated resource costs.

90. The Children and Young People (Scotland) Act 2014 indicates that local authorities should consult with parents every 2 years to review and agree models of delivery. There may in future be further increased expectations on the extent of flexibility parents wish for their children, which would need to be assessed against available resources.

RECOMMENDATIONS

91. Elected members are asked to:

- a) approve the draft Early Learning and Childcare Expansion Plan;
- b) instruct the Director of Education to bring reports to Education Committee on the impact of its implementation.

Mhairi Shaw
Director of Education
28 September 2017

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Appendix

Appendix 1: East Renfrewshire Council Early Learning and Childcare Expansion and Implementation Plan
Appendix 2: Proposed Models of Delivery
Appendix 3: Proposed Staffing Model

Background papers:

1. East Renfrewshire Education Department, Early Learning and Childcare Strategy (2016-2020), Education Committee (March 2016).

East Renfrewshire Council
Early Learning and Childcare Expansion and Implementation Plan
September 2017

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East Renfrewshire Council

1. Expansion Plan

Key Components	Chapter / Section	Description / Comments
1. Context	Introduction and Executive Summary	<p>East Renfrewshire Council introduced 570 hours of early learning and childcare in 1996, therefore the expansion to 600 hours in 2014 meant a 30 hour increase. The Education Department carried out a consultation exercise from January to June 2013 to ascertain the views of parents on accessing the additional 30 hours of free early learning and childcare. The department consulted on the identified model for East Renfrewshire which would give parents both choice and flexibility in accessing this additional provision. The model proposed, which was based on parental demand, included:</p> <ul style="list-style-type: none"> a) those who require additional nursery sessions so that their child attends full time for some or all of the week; b) lengthening the duration of a nursery session, before or after by 1 or 2 hours; and c) provision of nursery sessions during traditional school holiday periods. <p>In August 2014, a temporary arrangement of offering all children 5 daily sessions of 3 hours 10 minutes was put in place. This allowed the department to ensure they had sufficient capacity to deliver this new flexible model. Increasing the capacity involved changing school year provision to full year provision, amending staffing arrangements, creating effective support structures for partner and voluntary providers to expand / gain partnership, amending admission criteria and policy and adding to the local authority estate. A decision was also taken to maximise the operating time for all of our establishments by moving to a standardised opening and closing time of 8 a.m. to 6 p.m.</p> <p>Since August 2015, East Renfrewshire parents have been able to select their entitlement of 600 hours of free ELC from the following options:</p> <ul style="list-style-type: none"> • no flexibility - 5 sessions of 3 hours 10 minutes per week (core).

- limited flexibility - 5 sessions of 3 hours per week, with the option of using the additional 30 hours during school holiday periods (holiday).
- 5 sessions of 3 hours per week, with the option of using the additional 30 hours before (1 hour) or after (up to 2 hours) the nursery session (additional).
- greater flexibility - extended day, where sessions would be a minimum of 4 hours and a maximum of 8 hours in any day, subject to a maximum of 600 hours funding in any year. Additional hourly charges would be applied thereafter (extended).

In addition, parents can also access their funding through private and voluntary providers, thus having the opportunity for additional flexibility. This flexibility has been enhanced further due to changes in the way the department pays partnership providers. Since session 2015/16 payments have been made for any combination of hours for each child, up to 16 hours in one week, whereas previously parents could only have funding for a maximum of 5 sessions of 3 hours 10 minutes.

East Renfrewshire is well placed to respond to the expansion of ELC as work began in 2016 following the launch of East Renfrewshire's Early Learning and Childcare Strategy (2016 – 2020).

The strategy puts quality at the heart of our service delivery and details how we maximise and use available resources in developing a service which is accessible and flexible for parents.

The strategy outlines 5 key objectives:

- Children and families in East Renfrewshire will have access to flexible services which provide their full entitlement to effective learning and childcare for all 3 and 4 year olds, and eligible 2 year olds.
- Children in East Renfrewshire receive high quality early learning and childcare.
- Children and families in East Renfrewshire are supported by a highly skilled and motivated workforce.
- Early learning and childcare settings in East Renfrewshire provide an increase in activities which support prevention and early intervention, improve outcomes and reduce inequalities.
- Children and families in East Renfrewshire will have access to Out of School Care provision, if

required.

Across the authority early learning and childcare establishments provide 600 hours to all eligible 2, 3 and 4 year olds with a degree of flexibility as described above.

Private and voluntary partners also provide 600 hours of flexible early learning and childcare for 3 and 4 year olds.

Since August 2015 the provision and allocation of nursery places has been organised in communities, with a family centre at the heart of each community offering 50 week provision and greater flexibility. Communities are aligned as follows:

- Barrhead/Neilston/Uplawmoor
- Busby/Clarkston/Eaglesham
- Giffnock/Thornliebank
- Newton Mearns

East Renfrewshire Council currently delivers children's entitlement of 600 hours of early learning in childcare through its:

- 9 family centres (2 of which provide early learning and childcare for 0-3 years old only and 1 with capacity to support children with Additional Support Needs).
- 11 nursery classes
- 12 private and voluntary providers
- cross boundary arrangements

All local authority establishments operate from 8 a.m. to 6 p.m., with family centres opening 50 weeks of the year and nursery classes term time (38 weeks). Ten of our private and partner providers offer full day, 52 week placements with 2 offering morning sessions of 3 hours 10 minutes term time only.

East Renfrewshire Council has been working on a programme to expand access to ELC for some years and since 2011 has created or extended early years' facilities across all 4 communities for 3 and 4 year olds and entitled 2 year olds.

In 2016 the department increased the number of places for 3 and 4 year olds in the community of Newton Mearns with the expansion of a nursery class. This resolved the issues that many residents in Newton Mearns faced with

a shortage of places, thus ensuring that no child from that community was displaced to a nursery in another area. With the opening of an extended nursery class in August 2017, the department has also been able to offer increased flexibility to the community of Newton Mearns, in the form of extended day provision. Parents who require this increased flexibility have been able to choose extended hours in either a family centre or nursery class in the community.

We have increased the number of 600 hours Early Learning and Childcare places for 3 and 4 year olds in the community of Busby/Clarkston/ Eaglesham with the introduction of a family centre in August 2016. This has addressed the shortage of places in Busby/Clarkston/Eaglesham whilst meeting the need for greater availability of extended hour places within this area.

The department has also increased the number of places in the Barrhead/Neilston community with an extension to Madras Family Centre. There will be a further increase of places in the community when Arthurlie Family Centre is relocated and extended in late 2017.

The department continues to promote the entitlement of 600 hours Early Learning and Childcare for all eligible 2 year olds in partnership with our colleagues in the Children and Young People's Improvement Collaborative Group as part of the Early Years Strategy. Health Visitors, Family Nurse Partnership, Social Workers and Family First Workers are fully aware of the eligibility criteria and encourage families to apply for places. Places are allocated through a Local Admissions Panel (LAP).

The department is committed to continually reviewing places for eligible 2 year olds and as such has increased the number of places in the Barrhead/Neilston community with the aforementioned extensions to Madras and Arthurlie. Including McCready Family Centre we now have 60 FTE places for 2 year olds and their families in this community. The Busby / Clarkston / Eaglesham community will also see the introduction of 2 year old places with Cart Mill Family Centre offering 20 Full Time Equivalent (FTE) 2 year old places from August 2017. With Glen Family Centre providing 31 FTE places for 2 year olds we now have provision in 3 out of 4 of our communities.

Vulnerable children continue to have access to a range of services and resources through the Pre-five Resource Group (PRG). In session 2015 / 16 118 children, aged 2 – 5 years, and their families were allocated a new or increased nursery placement to support their needs. In session 2016/2017 113 children (aged 2 – 5 years) and their families received additional support.

Key Components	Chapter / Section	Description	Comments																		
Current Position	Summary of Current Service Delivery	A summary of key data relating to ALL ELC registered supply in the local authority area.	<p>At present the local authority establishments have capacity for 2442 places based on 600 hours, 1,221 full time equivalent. In addition, we have budget to commission 350 places (based on 600 hours) between our private and voluntary partners and cross boundary arrangements. The Council also has 222 places for 2 year olds based on 600 hours, 111 full time equivalent.</p> <p>The table below details the current capacity/supply for 3 and 4 year olds and the planned capacity/supply for 2020, based on the existing Capital Programme within East Renfrewshire Council. This includes the creation of a nursery class at St Cadoc's Primary, a new non-denominational primary school with nursery provision in Newton Mearns, enhanced capacity as a result of registration of outdoor space, new build Auchenback Community hub and an extension to Busby Nursery Class. These changes reflect the requirement as set out in the Children and Young People (Scotland) Act 2014 to incrementally increase flexibility and choice for families accessing early learning and childcare.</p> <p><i>Table 1</i></p> <table border="1" data-bbox="1034 879 1977 1270"> <thead> <tr> <th data-bbox="1034 879 1350 991">Communities</th> <th data-bbox="1350 879 1664 991">Current LA Supply August 2017 (No. of Places FTE)</th> <th data-bbox="1664 879 1977 991">Planned LA Supply August 2020 (No. of Places FTE)</th> </tr> </thead> <tbody> <tr> <td data-bbox="1034 991 1350 1059">Barrhead / Neilston / Uplawmoor</td> <td data-bbox="1350 991 1664 1059">270</td> <td data-bbox="1664 991 1977 1059">290</td> </tr> <tr> <td data-bbox="1034 1059 1350 1128">Busby / Clarkston / Eaglesham</td> <td data-bbox="1350 1059 1664 1128">376</td> <td data-bbox="1664 1059 1977 1128">462</td> </tr> <tr> <td data-bbox="1034 1128 1350 1197">Giffnock / Thornliebank</td> <td data-bbox="1350 1128 1664 1197">200</td> <td data-bbox="1664 1128 1977 1197">210</td> </tr> <tr> <td data-bbox="1034 1197 1350 1233">Newton Mearns</td> <td data-bbox="1350 1197 1664 1233">375</td> <td data-bbox="1664 1197 1977 1233">540</td> </tr> <tr> <td data-bbox="1034 1233 1350 1270">Total</td> <td data-bbox="1350 1233 1664 1270">1221</td> <td data-bbox="1664 1233 1977 1270">1502</td> </tr> </tbody> </table>	Communities	Current LA Supply August 2017 (No. of Places FTE)	Planned LA Supply August 2020 (No. of Places FTE)	Barrhead / Neilston / Uplawmoor	270	290	Busby / Clarkston / Eaglesham	376	462	Giffnock / Thornliebank	200	210	Newton Mearns	375	540	Total	1221	1502
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Total	1221	1502																			

A summary of key data relating to ALL demand (i.e. current use) in the local area.

For a third consecutive year, the council was able to comfortably meet the demand for places for eligible 2 year olds with 136 children allocated through our Local Admission Panel, 84 of which are entitled, the remainder of the allocations are allocated to support working families or those in education or training, with the offer to purchase nursery places.

The Council has continued to invest and expand its early year's provision to fulfil the requirement as set out in the Children and Young People (Scotland) Act 2014 for local authorities to incrementally increase flexibility and choice on an annual basis for families accessing early learning and childcare, with flexibility described as moving away from what has been a default model of provision of a morning or afternoon session, to providing models of provision that support a wider range of needs of parents including supporting parents who are employed, training or studying.

Whilst there is variance across the communities in the way in which parents select their provision with some preferring the school year to all year (holiday), it is evident that holiday provision remains the least popular option for parents in East Renfrewshire Council; however as described later on, the recent parental consultation indicated that all year provision was required moving forward. This shift in demand is beginning to be evidenced in some communities of East Renfrewshire, most notably Newton Mearns.

Chart 1

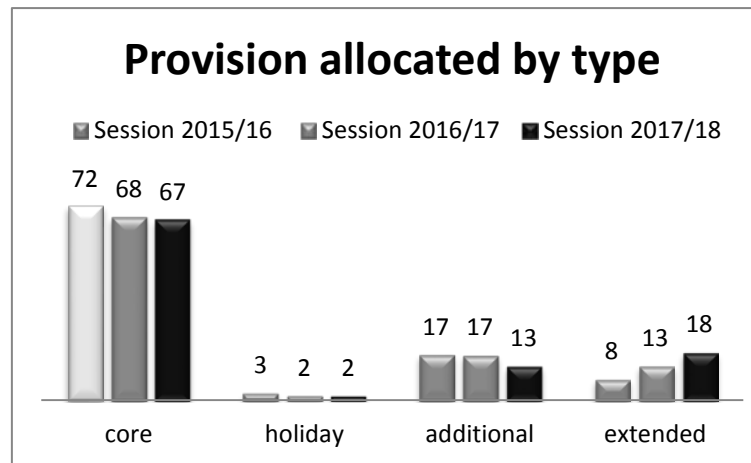


Chart 1 to the left shows the percentage of places allocated for each option using the current options available.

The majority of parents continue to choose the familiar core hours option although this has begun to gradually decrease. The flexibility offered by additional or extended hours has benefitted an increasing number of families in each community by facilitating ELC that suits their work commitments, childcare arrangements of older children at school and lifestyle. As the most flexible option, extended hours (full days), has become more popular as availability has increased.

The introduction of greater choice and flexibility has increased significantly the complexity of the allocation process of nursery places; consequently it has placed a high demand on administration within the department and has led to a review of operational systems and procedures.

Table 2 details the current demand within each community.

Table 2

Communities	Current Demand August 2017 (No. of Children allocated LA Places)	Current Demand August 2017 (No. of Children allocated PP Places)	Total Current Demand August 2017 (No. of Children LA and PP Places)
Barrhead / Neilston / Uplawmoor	512	17	529
Busby / Clarkston / Eaglesham	597	97	694
Giffnock / Thornliebank	360	37	397
Newton Mearns	688	139	827
Outwith ERC		59	59
Total	2157	349	2506

Table 3 outlines the anticipated demand (taking into consideration birth and migration rates and the consequence of known planned local housing developments) for 2020 and the move to 1140 hours free early learning and childcare.

Table 3

Communities	Anticipated Demand August 2020 (No. of Children)
Barrhead / Neilston / Uplawmoor	536
Busby / Clarkston / Eaglesham	792
Giffnock / Thornliebank	414
Newton Mearns	886
Total	2628

A comparison of supply to demand – by local community.

Currently in East Renfrewshire Council 2 children can utilise 1 FTE place. Table 4 below details the comparison of supply to demand in each community and overall across the local authority. This does not take into account the current level of demand to purchase additional hours of Early Learning and Childcare over and above the 600 hours entitlement, consequently our establishments fill up and the demand to supply moves closer to 100% occupancy.

Table 4

Communities	Current Supply August 2017 (No. of Places, based on 600 hours)	Current Demand August 2017 (No. of Children allocated LA Places)	Current Occupancy August 2017 (Based on 600 hours)
Barrhead / Neilston / Uplawmoor	540	512	95%
Busby / Clarkston / Eaglesham	752	597	79%
Giffnock / Thornliebank	400	360	90%
Newton Mearns	750	688	92%
PP and outwith	350	349	100%
Total	2792	2506	90%

A summary of key data (quality, financial and utilisation) metrics relating to current supply arrangements (local authority and others).

Quality

The Care Inspectorate visited 8 local authority and 3 partnership nurseries between 1 March 2016 and 31 March 2017. Almost all local authority establishments inspected were awarded evaluations of very good or excellent across the four themes of Care and Support, Environment, Staffing and Management and Leadership, almost all partnership providers received grades of good or very good.

Table 4 below illustrates the baseline data against this indicator for the first year of analysis showing an improvement in both local authority and partner provider establishments being awarded grades of very good.

Table 5

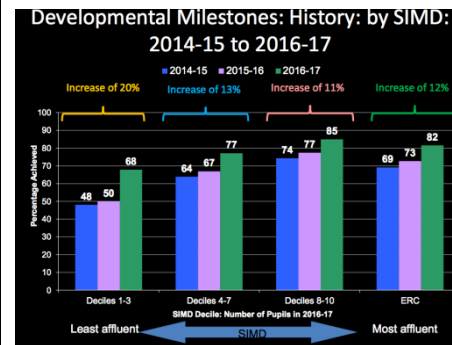
	Excellent		Very Good & Excellent		Very Good		Good & Very Good		Good		Other	
	ERC	PP	ERC	PP	ERC	PP	ERC	PP	ERC	PP	ERC	PP
2015/16	1	0	3	0	6	1	6	3	2	5	0	1
2016/17	1	0	5	0	7	1	5	4	1	4	0	1

*ERC – Local Authority Establishments, PP – Partner Providers
Other includes Satisfactory, Weak or Unsatisfactory*

Two partnership providers were inspected by Education Scotland under the increased expectations set out in How Good is Our Early Learning and Childcare? Both establishments performed well and were awarded grades of 'Good' for all 4 quality indicators.

Since 2013-14 data has been gathered on the percentage of children achieving the expected levels of development on entry to primary 1. The following components are assessed: Attention, Speech, Expressive Language, Receptive Language, Communication, Gross Motor Skills, Fine Motor Skills and Behaviour.

Over the past three years the percentage of children achieving their developmental milestones across all components has increased from 69% to 82% in 2016-17, with an overall assessment of 93% of children being recorded as having no concerns in relation to their developmental milestones. This is illustrated in the table below.



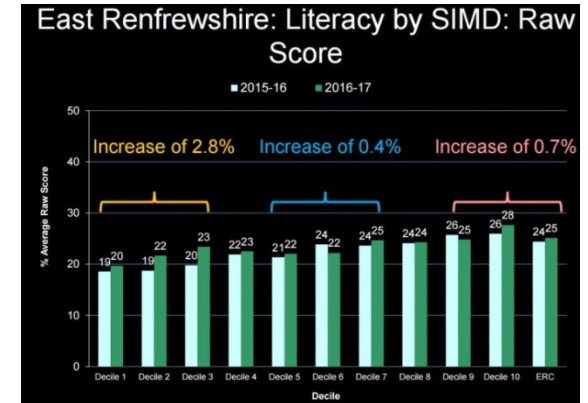
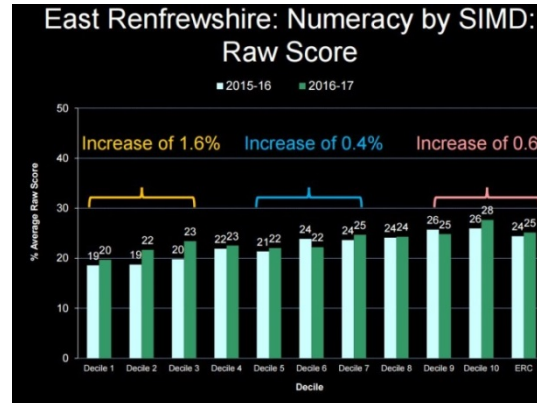
The Scottish Government refreshed the national stretch aims in 2016, with a new target of at least 85% of children within each SIMD decile having achieved all of their developmental milestones by 2020. In East Renfrewshire, the gap in the achievement of those from the most affluent (SIMD10) and least affluent (SIMD1) residencies has decreased from around 26% in 2014-15 to 17% in 2016-17.

Chart 2 Developmental Milestones History by SIMD.

A Baseline Assessment has been in place since 2005-2006 to assess children’s attainment in literacy and numeracy on entry to primary one. In numeracy, performance has increased significantly over this period from 48% correct answers in 2005-6 to 57% in 2016, overtaking the target set in East Renfrewshire’s Outcome Delivery Plan (2014-17). In general there is no significant gender gap when comparing the performance of boys and girls in numeracy. The gap in the achievement of those from the most affluent (SIMD10) and least affluent (SIMD1) residencies in numeracy has decreased from around 20% in 2015-16 to 13% in 2016-17.

Performance in literacy has increased from 53% in 2005-6 to 61% in 2016 meeting the target set in the Outcome Delivery Plan (2014-17). The gender gap, with girls outperforming boys has reduced slightly over the past three years. The gap in the achievement of those from the most affluent (SIMD10) and least affluent (SIMD1) residencies in literacy has decreased from around 22% in 2015-16 to 15% in 2016-17.

Chart 3 and 4 Baseline Raw Scores by SIMD.



All our ELC establishments (both local authority and private and partner providers) continue to offer excellent services for families. An internally accredited framework was developed and introduced in August 2013. This framework allows establishments to self-evaluate how family friendly they are against a set of criteria at bronze, silver and gold level. At present, 100% of establishments have achieved Family Friendly Status at bronze level, 81% of establishments have achieved Family Centred Status at silver level with 1 establishment recently being quality assured as having Family Focused Status, accreditation at gold level.

Financial

ERC Early Years Budget 2017 / 2018: £9,122,265.

**This includes payments to partner providers*

Elected members approved at Council in February 2017 to significantly reduce the hourly cost of early learning and childcare by 50% from £4.50 to £2.25 per hour with effect from August 2017. This decision will make Early Learning and Childcare affordable for residents wishing to purchase additional hours over their 600 hours entitlement. It also allows parents in East Renfrewshire to

			<p>access 1140 hours of early learning and childcare more financially affordable. At present 50% of our early learning and childcare establishments offer full day (extended day) entitlement.</p> <p>East Renfrewshire Council pays our private and voluntary providers a commissioning rate of £3.50 per hour for 3 and 4 year old children and £5.60 for 2 year old children. At present we fund 290 three and four year old children with our partner providers, zero 2 year old children and 59 children as part of our cross boundary protocol, within nurseries in neighbouring authorities.</p> <p>Utilisation</p> <p>Please refer to Table 3.</p>
		<p>A summary of local parent and community consultation outcomes.</p>	<p>East Renfrewshire Council carried out a consultation (Consultation on the implementation of the entitlement to 600 hours of Early Learning and Childcare) on implementation of 600 hours. Whilst this consultation focused on the increased entitlement from 570 hours to 600 hours it did ascertain parents views and needs on Early Learning and Childcare, in particular flexibility and choice.</p> <p>The 2015 consultation on Early Learning and Childcare showed that the greatest demand for holiday provision came from families living in the Giffnock/Thornliebank and Newton Mearns communities who have benefitted from the increased capacity offered by family centres in the respective communities. The consultation also concluded that:</p> <ul style="list-style-type: none"> • a significant number of respondees indicated that 600 hours should be delivered as core hours; • a large percentage of those responding to the consultation (61%) outlined a need for greater flexibility, increased full day provision and holiday provision in certain communities to support working parents; • the introduction of flexibility from August 2015 has helped to manage their childcare needs and work commitments; • any increase in flexibility and full day provision will have an impact on capacity and staffing. <p>East Renfrewshire efficiently manages its estate and as such analyses and responds to data gathered, adapting provision as required (Early Learning and Childcare: Analysis of Holiday</p>

Provision for 3 & 4 year old children). The lack of uptake of holiday provision in the Barrhead / Neilston area has led to elected member agreement to reduce the number of Early Learning and Childcare Centres offering this provision from 2018 onwards.

Our latest Early Learning and Childcare Consultation (July 2017) contradicts both this and our current occupancy rates in our ELC establishments during holiday periods, with 64% of respondents indicating they would like ELC provision all year round.

The July 2017 consultation concluded:

- 47% wanted full days from 8am-6pm
- 8% said they would like half days.
- 15% wanted ELC to match the school day.
- 30% selected a mixture of full days and half days
- 33% wanted the school year
- 64% wanted provision all year round
- no one wanted to access their 1140 hours exclusively in an outdoor nursery
- almost all wanted their provision to be within East Renfrewshire Council nursery establishment
- 57% wanted the opportunity to purchase additional hours of ELC over and above their entitled 1140 hours.

Key Components	Chapter / Section	Description	Comments
Future Provisions	Summary of Proposed Changes to Service Design and Local Innovation	Summary of proposed changes to service delivery model (local authority and use of private and third sector providers). Proposals relating to quality, flexibility, affordability (to parent), accessibility, and other relevant changes to process (e.g. admissions process).	<p>The expansion and development of early learning and childcare in East Renfrewshire Council is underpinned by the Scottish Government's vision of a system of early learning and childcare that is built on the guiding principles of quality, flexibility, accessibility and affordability in order to address attainment and inequality gaps across Scotland.</p> <p>The emphasis on quality is crucial and is detailed in East Renfrewshire's Education Department paper 'Advancing Excellence and Equity in Education in East Renfrewshire' (2016). The contribution of high quality early learning and childcare that improves outcomes, reduces or prevents the need for future interventions and is delivered by highly qualified and skilled staff is recognised as fundamental to ensuring the department's vision of 'Everyone Attaining, Everyone Achieving through Excellent Experiences'.</p> <p>Future Provision in East Renfrewshire confirms the Scottish Government's message that <i>"local authorities will continue to play a vital role in delivering ELC as the primary guarantor of quality and the key enabler of flexibility and choice. Authorities will retain statutory responsibility for ensuring that funded ELC entitlement is available to all eligible families in their area."</i></p> <p>Basing our proposed new models of delivery on the analysis of parental consultation and current demand, the department proposes to provide:</p> <ul style="list-style-type: none"> a. Core Provision - 5 sessions of 6 hours per week (school days over the school year) b. Extended Day Provision - 3 sessions of 10 hours per week (longer days over the school year) c. Stretched Provision A - 5 sessions of 4 hours 45 minutes per week (half days over a longer year) Stretched Provision B - 2 sessions of 9 ½ hours and 1 session of 4

			<p>hours 45 minutes per week (mix of full days and half days over a longer year)</p> <p>d. Blended Provision - 15 hours in LA Establishment and 15 hours with another provider working in partnership with ERC per week.</p> <p>e. Funded Provider Provision - 30 hours per week fully funded provision with a funded provider including private, voluntary and independent (PVI) sector providers and childminders.</p> <p>It is proposed that from August 2020 nursery classes will offer option a, b and d, with family centres offering c and d.</p> <p>A blended offer is where a partnership of providers shares the delivery of the 30 hours per week between them. The partnership might include:</p> <ul style="list-style-type: none"> • private, voluntary and independent (PVI) sector providers • childminders <p>As the least efficient model we plan to limit the number of places available for core provision, thus ensuring that our existing capacity and facilities are utilised fully. We therefore calculate that 25% of our places will be offered in this way, with 75% allowing us to offer options with the formula of 1 place for 2 children.</p>
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			<p>Flexibility within a framework</p> <p>1. East Renfrewshire Council will deliver the above flexible packages of 30 hours of free early learning and childcare per week within the parameters set out below:</p> <ul style="list-style-type: none"> • no sessions to be longer than 10 hours • a minimum session length of 3 hours • not before 8 a.m. and after 6 p.m.* • a maximum of 2 providers in a blended offer • meets the quality requirements as set out by How Good is Our Early Learning Childcare? and East Renfrewshire Council <p>To offer some flexibility and accessibility in a cost effective way, and recognising the importance of locality and neighbourhoods, it is proposed that early learning and childcare provision and allocation continues to be considered within communities, with family centres at the heart of each community offering the greatest flexibility and choice.</p> <p>It is noted that any proposals will need to be deliverable within the resources made available. There is an expectation by the Scottish Government that we continue to move towards a model which allows parents to be able to access their full entitlement to meet individual needs. In considering offering this level of flexibility and choice, the department must have sufficient capacity to deliver.</p> <p>By changing the models of delivery in East Renfrewshire, it is possible to offer the 1140 hours of early learning and childcare over both term time and the calendar year. It is also possible to offer models of delivery which maximises occupancy levels whilst still providing parents with a limited level of flexibility and choice.</p> <p>To enable a greater level of flexibility and choice, significant capital investment is required.</p>
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			<p>Include a statement of how population growth/ decline has influenced future</p> <p>East Renfrewshire is a thriving community with an increasing population, especially of children aged 0 – 8. This increase in population is accepted by the Scottish Government (http://www.gov.scot/Topics/Statistics/Browse/School-Education/PupilProjectionsDataset (Published Dec 2016)). Consequently our early learning and childcare establishments and schools are operating at approximately 90% capacity. Geographically land is a premium in East Renfrewshire with very little Council-owned available land. This presents a challenge moving forward as we try to make best use of existing assets whilst simultaneously planning for the population expansion and the impact on our school estate for children and young people from 3 – 18 years. East Renfrewshire has a target of 4350 new homes by 2029 as their contribution to the Scottish Government’s housing targets. As part of this we would negotiate developer contributions for infrastructure.</p> <p>Comment on the relationship locally between expanded statutory provision and non-statutory provision for 0 to 16 year olds (both pre-school and out of school) emphasising continuity of progression in the child’s journey</p> <p>At present children and families attending all 23 primary schools in East Renfrewshire Council have access to Out of School Hours provision. This is provided by third sector organisations. We do not currently work in partnership with these organisations; however we support our schools and their families by facilitating the relationships and sharing resources and knowledge.</p> <p>As described previously overall our school estate is operating at a capacity of 89% with school staff utilising all available space before and after the school day to provide opportunities for children to participate in a wide range of after school activities. Extensive after school programmes take place on a daily basis, consequently opportunities to expand current provision within school buildings is limited. This can lead to demand for out of school care provision by parents outstripping availability in some communities; however opportunities are available through the East Renfrewshire Culture and Leisure Trust letting section to use other Council buildings though this is at a cost to the provider.</p>
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		<p>Description of changes to enable full use of existing local authority assets (workforce and infrastructure).</p>	<p>To provide the models of delivery described previously we will:</p> <ul style="list-style-type: none"> • Extend the delivery options models to maximise the number of places available by offering within each community: <ul style="list-style-type: none"> ○ full year and school year provision ○ School days ○ Full days ○ Half days ○ Mixture of full days and half days • Enhance provision for children with Additional Support Needs by extending the placement offered from school year to full year • Utilise outdoor space to create additional places, including adaptations and purchase of equipment as advised in <i>Spaces to Grow</i>, • Develop current estate by extending existing provision and providing new buildings / new services in areas requiring this • Provide suitable dining space to accommodate free school lunch entitlement • Support partner and private providers to extend provision and develop different delivery models • Engage with childminders to enable partnership working and commissioning • Improve commissioning structures and review partner payments in line with the introduction of the living wage • Encourage, support and grow community led provision • Collaborate with neighbouring authorities to implement cross boundary protocols <p>The models also ensure efficient use of our existing capacity and facilities; however short term these will drastically reduce the existing flexibility offered and as such poses a reputational risk to the Council and the Scottish Government. At present parents can choose from school year, full year, half days and full days and have the option to purchase additional hours.</p> <p>It is therefore proposed that further capital investment is required to enable ERC to continue to deliver quality, flexible, affordable and accessible ELC from 2020 onwards.</p> <p>Despite this efficient use of space, maximising operating times and the occupancy levels, East Renfrewshire Council will still require to meet the ELC entitlement of a further 1100 children. We plan to do this in a phased approach:</p>
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			<p>a) Phase 1 introduction of 1140 hours with very limited flexibility and accessibility by August 2020</p> <p>b) Phase 2 provision of 1140 hours with increased flexibility and accessibility by August 2023</p> <p>c) Phase 3 full expansion to offer greater flexibility and accessibility in all establishments by August 2024</p> <p>We are not able to deliver phase 1 without capital investment. We therefore require the addition of 4 new establishments (phase 1), one in each community:</p> <ul style="list-style-type: none"> • Barrhead / Neilston - introduction of a nursery class in Cross Arthurlie Primary School • Busby / Clarkston - a new build family centre • Giffnock / Thornliebank - a replacement new build for an existing family centre • Newton Mearns - a new build family centre <p>These 4 projects will provide an additional 400 places. In addition we plan to create an additional places through the registration of outdoor space in Braidbar (10 places) and Carolside (16 places) Nursery Classes. The creation of these places and the careful implementation of our models will enable us to deliver sufficient places to meet our projected demand.</p> <p>However, it must be stated that this will provide little or no flexibility or accessibility for our parents, and as such not fulfilling our requirement as set out in the Children and Young People</p>
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(Scotland) Act 2014 to increase flexibility on an annual basis to meet the needs of our children and families. It should also be noted that it will not meet the demands of our growing population beyond 2021.

The table below details the additional requirements and the timescale.

Table 6

Community	Phase 1	Phase 2	Phase 3
	2020 – 2021	2023 -2024	2024 - 2025
Barrhead / Neilston	Nursery Class	Family Centre	
Busby / Clarkston	Family Centre Outdoor Space	Permanent Extension to Nursery Class	Extension to Nursery Class Extension to Family Centre
Giffnock / Thornliebank	Replacement of existing Family Centre Outdoor Space		
Newton Mearns	Family Centre	Family Centre	Family Centre

The impact of the expansion programme on the workforce will be significant. With the introduction of full time provision, staffing ratios in all establishments will need to increase from 1 adult for every 10 children (1:10) to 1 adult for every 8 children (1:8). In addition, whilst the models of delivery maximise the occupancy levels of our provision, it does place a demand on the staffing levels. To be able to provide the flexibility and accessibility suggested, an additional member of staff is required over and above every 3 members of staff, i.e. 1:24 adult to child ratio. This additionality will guarantee a 1:8 adult child ratio at all times, including shift patterns,

			<p>scheduled break times, annual leave and planning and preparation time.</p> <p>It should be noted that whilst these proposals bring no unforeseen implications which would lead to a change in contractual duties for staff working in local authority nurseries, there is likely to be a need for increased flexibility of daily and weekly working patterns.</p> <p>In addition to ELC practitioners, there is a need to employ Support Assistants, Facilities Management Staff (Janitorial, Catering, Cleaning), Business Support, Support Assistants and Central Staff.</p>
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		<p>Description of changes to maintain and extend use of partner assets (including quality / price / volume / conditionality of service).</p>	<p>Quality will remain the main criteria for working in partnership to provide ELC in East Renfrewshire Council. The department will continue to support and challenge our partners to ensure children's experiences are of the highest quality.</p> <p>In partnership with other local authorities (Glasgow, Renfrewshire, Inverclyde, S & N Lanarkshire and E & W Dunbartonshire) we are currently reviewing commissioning structures and the level of support and challenge offered to our partner providers. This will lead to greater consistency of quality ELC across all providers. A Self Validation Process will be introduced in January 2018 across all 8 local authorities, allowing partners to self-evaluate and to self-improve.</p> <p>At present our partner providers have access to a teacher, an extensive professional learning programme and Quality Improvement staff. The introduction of an Early Years Development Officer will further enhance this support. There are plans to provide workshops on models of delivery and increased use of existing assets for partners late in 2017.</p> <p>At present we fund all East Renfrewshire children who attend our private and partner providers but are aware that the local context means that parents prefer local authority establishments, and as such they have capacity to expand their provision and the places they can receive funded support for.</p> <p>Additional staff may also be required by the independent sectors (partner providers) and childminders may require to be recruited. Providers from the independent sector are concerned that they will lose staff to local authorities due to difference in rates of pay. The department will review its existing rate of pay for partner providers to reflect the additional time children will attend nursery. The Scottish Government's Financial Review of ELC (September 2016) indicated that the true unit cost for partner providers is £3.70 per hour. This figure will be taken into consideration when reviewing partnership financial agreements. Likewise central funding to support the living wage amongst our partner providers would be welcomed, with payments being reviewed to reflect this.</p> <p>The provision of lunch will also be factored into the unit cost for partner providers moving forward.</p>
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Extent to which new workforce to be recruited
Physical capacity may require to be built/refurbished / sourced.

Workforce

The impact of the expansion programme on the workforce will be significant. To achieve the expansion a substantial increase in staffing is required. This includes the following staff:

- Child Development Officers
- Senior Child Development Officers
- Depute Heads of Centre
- Nursery Teachers
- Principal Teachers
- Head Teachers
- Family Liaison Workers
- Support Assistants
- Quality Improvement Staff
- Facilities Management (lunch assistants, lunch delivery drivers, cleaning, janitorial)
- Business support (individual establishment and central staff)

Staffing ratios in early years is set in Care Inspectorate statute (table 3):

Table 3

Age	Ratio
Under 2's	1:3
2 to under 3's	1:5
3 and over	1:8 (for children attending a service for more than 4 hours) 1:10 (for children attending a service for less than 4 hours)

For East Renfrewshire Council this has been calculated at approximately 184 additional child development officers, 5 senior child development officers, 9 teachers, 4 principal teachers, 2 head teachers, 11 modern apprentices, 23 support workers, 11 janitorial staff, 4 family liaison workers and 15 FTE business support.

The expansion will result in almost all children being in for more than 4 hours therefore additional staff will be required to ensure continued compliance with legislation. These additional staff numbers are included in the figures above.

			<p>In addition a full workforce analysis has been undertaken and attrition rates calculated at 25%.</p> <p>The department has already begun to develop models of growing our own workforce with 19 members of education staff currently undergoing ELC training with West College Scotland. In addition the department has increased its recruitment of Modern Apprenticeships for 2017/2018 from 3 to 8 and will provide 9 Senior Pupils the opportunity to engage in an ELC Foundation Apprenticeship. A Workforce Workstream has produced a Workforce Plan which details a timeline of activity.</p> <p>An Early Learning and Childcare Steering Group has been established as part of the Glasgow City Region Education Improvement Collaborative (Inter-authority Collaboration). This group has produced a driver diagram driver diagram and detailed plan which outlines key areas of collaboration in the move to expansion of 1140 hours of ELC. This includes the creation of a Leadership and Career Long Professional Learning Programme for the existing workforce, shared protocol and procedures for quality assuring ELC provision and guidance on how to measure the impact the expansion has in terms of children's and parents' outcomes.</p> <p>In negotiation with partners in Further Education, the expansion of the early years workforce will be a priority in the Glasgow College Regional Outcome Agreement.</p>
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2. Implementation Plan

Key Components	Chapter / Section	Description	Comments
		Quality	<p>East Renfrewshire Council is committed to keeping quality at the heart of service delivery. This will be achieved by:</p> <ul style="list-style-type: none"> • Securing and maintaining a high quality workforce; • Providing strong pedagogical leadership; • Ensuring an early learning and childcare curriculum which builds upon Pre-Birth to Three and Curriculum for Excellence early level from 3 years to 6 years • Supporting early learning and childcare settings to revisit practices in self-evaluation and self-improvement using <i>How Good Is Our Early Learning and Childcare?</i> and <i>Building the Ambition</i> • Offering challenge and support to all early learning and childcare settings to achieve consistently high standards through internal and external review. <p>We will continue to ensure all children have access to a highly skilled and motivated early years workforce. We believe that teachers with their understanding of children's experiences, learning and development, have a critical role to play in observing, evaluating, recording and interpreting assessment information and acting upon all they recognise to be significant in children's learning, wellbeing and development. As such we will continue to ensure that all local authority nurseries with 3 and 4 year old children will have at least one teacher within their staff team. At present 27% of these teachers hold an early years' specialism or are working towards this through Masters Level Study.</p> <p>The number of graduates holding, or working towards a degree level qualification further enhances the early years workforce in East Renfrewshire. Forty six of our staff (32%) working in early years' settings hold, or are working towards a degree level qualification, this compares very favourably with the national figure of 19%.</p>

		<p>We continually support our workforce to undertake the BA Childhood Practice qualification or PDA Plus Childhood Practice Level 9 award. At present this includes two staff members from a partner provider.</p> <p>Through inter-authority partnership collaboration and partnership with Edinburgh University we have been able to access extremely high quality professional learning for experienced teachers working in our ELC establishments. They are currently studying for a Certificate in Froebel and Childhood Practice by implementing experiences for children within their own settings linked to current research, policy and theory underpinned by the principles of Friedrich Froebel, one of the earliest pioneers of early childhood education. This partnership is set to continue.</p> <p>We will continue to ensure continuum in children’s learning across the Early Level, taking into consideration and recognising the impact of increased time in early years settings. A professor from Strathclyde University will work intensively with Primary 1 teachers from every school in the authority to continue to develop playful pedagogy and improve continuity and progression for children in their learning as they move from our early years centres into our primary schools.</p> <p>The day to day operational quality of each setting will be the responsibility of the head of each establishment. They will also be responsible for ensuring that quality is improved over time. They will be supported, challenged and reviewed by the Quality Improvement Team, East Renfrewshire Education Scotland Associate Assessors and by each other, working in collaboration through ELC community groupings. We will also use intelligence from Education Scotland and Care Inspectorate reports to tailor our support and professional learning programmes and will collaborate with colleagues in the GCREIC to address issues common to partner authorities. They will ensure that robust arrangements are in place to review practice, monitor the impact of improvement planning and report progress through annual standards and quality report. A newly appointed Early Years Development Officer will work alongside local authority establishments and all partner providers to support all to engage with and develop their understanding of the new National Care Standards.</p> <p>We will continue to employ high quality leaders, Head Teachers in our 3 – 5 provision and Heads of Centre in our 0-3 provision. We will continue with the requirement for all Depute Heads of Centre to have a qualification at graduate level. This requirement will extend to</p>
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			<p>our private and voluntary partners where we will call for the manager to have a degree or equivalent (or be working towards as SSSC requirement).</p> <p>In addition, an innovative and varied professional learning programme based on current research and practice is planned and will be delivered to staff working in early years to ensure that the workforce has the specific skills, attributes, dispositions and knowledge necessary to deepen and support children's learning and development through effective pedagogy experience.</p> <p>A tracking tool for Early Learning and Childcare establishments is being launched which will allow centres and the department to gather data on progress and development, target appropriate interventions and support children's transition through their early level learning journey. This tool will be crucial as we focus on impact and outcomes of the planned expansion and indeed track progress across different models of deliver, including blended approaches.</p> <p>Data from Primary 1 Assessments of Developmental Milestones, Literacy and Numeracy Baseline and Scottish National Standardised Assessments will continue to be analysed to ensure the impact of the provision provided.</p> <p>A Quality Workstream has developed an action plan Quality Action Plan to support practitioners with the introduction of 1140 hours. It details professional learning opportunities linked to improving outcomes for children. In addition, the Glasgow City Region Education Improvement Collaborative Early Years Steering Group has developed a detailed plan looking at Quality Assurance procedures moving forward.</p>
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Key Components	Chapter / Section	Description	Comments
		Phasing and Prioritisation	<p>East Renfrewshire Council has considered the analysis of need and demand and proposes the Council takes a phased approach to the expansion, working to increase accessibility and flexibility beyond the deadline of August 2020. In doing so the Council will meet its duties to offer 1140 hours of free ELC to parents by 2020, but will continue to increase provision beyond that date to meet the needs of a growing resident population and demand for flexibility to meet differing parental working patterns. With an injection of funds from the Scottish Government for capital investment, it is possible to introduce 1140 hours in some communities prior to 2020, with a focus on those living with poverty or other barriers to learning.</p> <p>East Renfrewshire Council early years provision is organised into 4 communities. Each community serves a very diverse population, with the Barrhead /Neilston community having the highest percentage of children living in SIMD 1 and 2; consequently this area is a priority with planning any phasing of the expansion. The expansion and relocation of an existing family centre will allow us from Winter 2017 to offer 1140 hours to all eligible 2, 3 and 4 year old children living in SIMD 1 and 2. To enable us to achieve this, additional staff will be required, thus impacting on revenue costs.</p> <p>We will also prioritise the community of Busby / Clarkston / Eaglesham to trial our new models of delivery. This will impact both on capital and revenue. The extension to Busby NC with additional staffing, alongside additional staffing in Cart Mill FC will allow us to offer parents core, extended or stretched provision from end of 2017. This trial will enable us to test our models, introduce lunch provision and build on our findings moving forward.</p> <p>The community of Giffnock / Thornliebank will also see a phased approach to offering 1140 hours to children where English is an Additional Language. This will require the increased registration of Braidbar NC, to include their outdoor area. This trial will be limited to where we have current availability and as such Braidbar NC and Thornliebank NC will be provided with additional staffing to allow them to offer 1140 hours to targeted youngsters.</p>

			<p>From August 2018 we will gradually increase the number of children with additional support needs accessing full time provision. This will impact on the capacity at Isobel Mair and the staffing levels. This will be phased in a small scale with a view to introducing fully from August 2019, subject to the opening of the proposed new facilities.</p> <p>We plan to phase in the use of childminders from August 2019, thus allowing parents the option to access their ELC entitlement funding in this way.</p> <p>To support the sustainability of our private and partner providers we will increase the number of places we commission from August 2019. We will also review our hourly rate, to take cognisance of the living wage. This will coincide with a series of trials where we will engage with families and providers to pilot delivery of 1140 hours with a neutral provider (i.e. private and voluntary or childminder).</p>
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Key Components	Chapter / Section	Description	Comments
		Community Engagement	<p>It is East Renfrewshire's intention to introduce a Communication Strategy which gathers evidence to ensure that any plans for expansion are firmly based on the ongoing needs of children and their families. This strategy would allow our community engagement to be ongoing, reflecting the changing nature of supply, parental needs and demands.</p> <p>In addition a Communication Plan has been developed to support with the process.</p>

Key Components	Chapter / Section	Description	Comments
		Workforce	<p>A Workforce Workstream has been established as sub-group of East Renfrewshire Council's Expansion Board. A detailed workforce plan has been developed.</p> <p>The Scottish Government has allocated funding for one additional graduate for the children of East Renfrewshire Council. This graduate will be deployed in one of our establishments serving a population of children living within SIMD 1. A plan of how we will deploy this graduate is included with this submission.</p>

Key Components	Chapter / Section	Description	Comments
		Funded Providers	<p>Whilst East Renfrewshire Council has continued to grow its early years' estate, it appreciates the role our private and partner providers play in meeting the needs and demands of our families and as such we actively canvas on annual basis to commission places from partnership nurseries. This has paid dividends with the department increasing its partners by 2 to 12 for session 2017 / 2018. Our partnership establishments are organised into the 4 communities alongside our local authority establishments. This allows for close and effective improvement collaboration and sharing of good practice.</p> <p>Parents / Carers also highlighted a need for more nurseries who work in partnership with the local authority during the department's ELC 2015 consultation.</p> <p>Private and voluntary providers often offer families a level of flexibility that is not available in local authority establishments. The department actively supports this and has enhanced further by changing the way we now pay Partnership Providers. Since session 2015/16 payments have been made for any combination of hours for each child, up to 16 hours in one week; previously parents could only have funding for a maximum of 5 sessions of 3 hours 10 minutes. This demand led approach is in line with the national expectations outlined in the 2020 Blueprint Action Plan and will support our plans as we move towards 1140 hours.</p> <p>As previously discussed, quality remains at the heart of any decision to work in partnership with East Renfrewshire Council and as such some providers do not meet the quality standard required. To support we offer Career Long Professional Learning programmes to all our providers whether they work in partnership with East Renfrewshire Council or not. This session this offer has been extended to the Childminders who operate in our communities. The Glasgow City Region Education Improvement Collaborative Early Years Steering Group has a focus on devising a shared quality standard for partnership across the 8 local authorities. Work is underway closely aligning partnership requirements to the quality indicators of <i>How Good is Our Early Learning and Childcare?</i>, <i>Building the Ambition</i> and the <i>National Care Standards</i>. This shared standard will provide comfort during the implementation of our Cross Boundary Protocol. In the interim, East Renfrewshire Council</p>

		<p>continues to commission partnership nursery places using our scrutiny framework criteria. Working in partnership with East Renfrewshire Council brings many benefits including:</p> <ul style="list-style-type: none"> • Regular access to a fully qualified teacher • Attendance at all Early Learning and Childcare Leadership and Management Forums; • Access to an extensive Career Long Professional Learning Programme; • Membership to Leadership Neighbourhood Improvement Forums; • Attendance at Early Years Practitioner Forum, Senior Forum and Depute Head of Centre Forum; • Access to additional specialist staff, including Educational Psychology; • Participation in Quality Assurance programme; • Support , challenge and review from the Quality Improvement Team, Early Years Development Officer and Early Years Prevention Officer; • Payment of £3.50 per hour per child. <p>The introduction of the role of Early Years Development Officer with a specific function – to develop the volume and quality of partner providers in East Renfrewshire Council, including childminders, will be an asset moving forward. This new post will enable us to engage effectively with our childminding community, offer the same support and challenge we currently do for our partner providers.</p> <p>Consultation with our private and voluntary providers has raised the following concerns:</p> <ul style="list-style-type: none"> • Levels of flexibility, accessibility and affordability offered by local authority establishments is now impacting negatively on their business and profit; • Lack of finance to expand current provision; • Lack of available, affordable land in the Council to expand provision; • Ability to pay the living wage means high and frequent staff turnover. <p>Therefore the viability moving forward for our private and voluntary sector and childminders depends on the funding provided for 1140 hours. East Renfrewshire Council will review the funding rate based on the increase of hours. Being able to provide a living wage would allow our partners to recruit and retain high quality staff, and as such improve children's</p>
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			<p>experiences and outcomes. Therefore, we await further guidance and resources from the Scottish Government to support with this. In the interim, using the Spending Review of 2016 as a benchmark, we will increase our hourly rate from £3.50 to £3.70 from August 2018.</p> <p>East Renfrewshire will also consider the conditions and duration of partnership contracts to enable a period of stability for partner providers and families; however this will be dependent on the quality of delivery of service.</p>
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Key Components	Chapter / Section	Description	Comments
		Infrastructure Requirement	Infrastructure proposals and costings attached.

Key Components	Chapter / Section	Description	Comments
		Financial Projections (5 year projections to 2021-22) including incremental capital and revenue costs of expansion.	Financial Template attached.

Key Components	Chapter / Section	Description	Comments
		Planning Assumptions including financial assumptions	Assumptions 100% uptake of 1140 hours of ELC for all entitled 2, 3, 4 and 5 year old, in neutral high quality provision 50% provision over school year 50% provision over full year 25% provision school day 75% provision longer half days or full days 8 – 6 p.m provision school year in nursery classes 8 – 6 p.m. provision all year in family centres All establishments operating 1:8 adult to child ratio Ratio of 1:24 adult to child for flexibility Introduction of Early Years Support Workers Introduction of childminders as commissioned partner providers Sustained quality provision by private and voluntary providers Anticipated increase in partner provider payments Continued reduced rate for wraparound care in ERC Capital and revenue investment from Scottish Government Capital and revenue investment from ERC

Key Components	Chapter / Section	Description	Comments
		2017 – 18 expansion activity, including use of revenue and capital funding allocations	<p>In 2017 – 2018 East Renfrewshire Council has undertaken the following expansion activities:</p> <p>Quality</p> <ul style="list-style-type: none"> • Introduced Early Years Literacy Champions • Developed an Early Years Quality Action Plan • Provided high quality professional learning programme • Introduced an ELC annual conference <p>Flexibility</p> <ul style="list-style-type: none"> • Trialling online payment for purchasing additional ELC hours over and above 600 hours of entitlement through Parent Pay • Expanded provision in the community of Newton Mearns • Consultation with parents <p>Affordability</p> <ul style="list-style-type: none"> • Reduced the cost of wraparound care in LA establishments from £4.60 to £2.25. <p>Accessibility</p> <ul style="list-style-type: none"> • Implemented a Cross Boundary Protocol • Expanded provision in the community of Newton Mearns • Increased the number of private and voluntary providers working in partnership • Increased number of funded places with partner providers • Consultation with parents <p>Capital</p> <ul style="list-style-type: none"> • Expansion of Busby Nursery Class (subject to planning approval) with increase of 70 FTE places • Opened an expanded Calderwood Lodge Nursery Class

			<p>Revenue</p> <ul style="list-style-type: none">• Appointment of Early Years Development Officer• Appointment of 2 Temporary Project Managers• Training of 19 Child Development Officers• Phased 1140 hours provision in some communities (providing additionality of staff)• Increased number of Modern Apprentices• Introduced a permanent supply pool for Child Development Officers
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Key Components	Chapter / Section	Description	Comments
		Project Management, Change Support & Stakeholder Engagement Plans	<p>An Early Learning and Childcare Expansion Board has been created to take strategic responsibility for the transformational change required to implement the proposed increase to 1140 hours of free Early Learning and Childcare by 2020. This group will address the complexities, reduce the associated risks and ensure the delivery of 1140 hours across the authority. Membership of the Early Learning and Childcare Expansion Board is made up of senior officers from Education, Environment, Finance, Human Resources, Legal and Procurement and Corporate and Community Services. Partner providers and local childminders are also invited to be represented. Further information on the Governance for the expansion of early learning and childcare to 1140 hours by 2020 can be found in Appendix 2.</p> <p>The Early Learning and Childcare Expansion Board has strategic responsibility to lead and manage the expansion from existing provision to entitlement by 2020 and beyond. Key steps will include consideration and/or delivery of:</p> <ul style="list-style-type: none"> • East Renfrewshire Council's ELC Expansion Plan including assessment of risk; • A communications and consultation strategy to inform stakeholders and the programme, ensuring future models are based on the needs of children and their families; • Existing provider-neutral capacity in the Council area and planning for future demand and models of delivery; • Phasing the entitlement within East Renfrewshire as resources allow; • Cost profile for both the revenue and capital expansion period; • Identify and progress changes to the ELC estate; • Workforce planning and development; • Increase flexibility and choice whilst maintaining services at an affordable cost for parents; • Ensure quality remains at the heart of service delivery; and, • Track the impact of the expansion in terms of outcomes for children and families.

		<p>The Director of Education chairs the Board which meets quarterly or more regularly as required to allow for work stream leads to report progress of the Early Learning and Childcare Expansion Plan.</p> <p>The ELC Expansion Board reports quarterly, through the Director of Education, to CMT to maintain commitment to and oversight of the programme. It also prepares regular progress reports for elected members through Education Committee.</p> <p>Two Lead Officers report to the Expansion Board and oversee the four work streams: Expansion Plan and Service Models; Provision and Resources; Workforce; and, Quality. Each will retain overview of relevant work streams and receive monthly (or more regular) updates from the Project Manager. They have responsibility for setting the overall aims and objectives of each project and working to the strategic direction of the Expansion Board.</p> <p>Each work stream is taken forward by sub groups which undertake various tasks contributing to the overall delivery of the expansion. Members attend as required by the agenda of each meeting. A Project Manager will be appointed to support work streams, projects and Lead Officers. The Project Manager will be responsible for managing project delivery. A high level plan provides the strategic overview of work stream activity.</p> <p>A risk register has been completed to reflect activity and possible risks to delivery.</p> <p>A strategic evidence plan is in development.</p> <p>The success of the project will be measured short term by the delivery of 1140 hours to all ERC children by 2020. The 4 principles of quality, flexibility, affordability and accessibility will aid this measure. It is hoped that as provision increases, flexibility and accessibility will be measured successfully.</p> <p>Longer term the expansion will be measured in terms of improving children's outcomes. Effective tracking and monitoring of progress systems will be used to analyse the impact of increased provision in terms of literacy, numeracy and health and wellbeing.</p> <p>Council wide we will measure the impact from an economic perspective and the number of residents in employment and training.</p>
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Appendix 2

Proposed Models of Delivery

Key

	Family 1
	Family 2
	Family 3
	Family 4
	Family 5

Chart 1

Core Provision – 5 sessions of 6 hours over the school year (school days over the school year, excluding holidays, inservice days and elections)

Session Times:

9 – 3 p.m.

Places 6 hours x 5 days a week	Monday	Tuesday	Wednesday	Thursday	Friday
1					
2					
3					
4					
5					

This model meets parents' needs but does not maximise provider occupancy. Five children take up 5 places.

Chart 2

**Extended Day Provision - 3 sessions of 10 hours over the school year
(longer days over the school year, excluding holidays, inservice days and elections)**

Session Times: 8 – 6 p.m.

Places 10 hours x 3 days a week	Monday	Tuesday	Wednesday	Thursday	Friday
1					
2					
3					

This model meets parents' needs and maximises provider occupancy. Five children take up 3 places.

Chart 3

**Stretched Provision A - 5 sessions of 4 hours 45 minutes over 48 weeks
(half days over a longer year, excluding holidays, inservice days and elections)**

Session Times: 8 – 12.45 p.m. or 1 – 5.45 p.m.

Places 4 hours 45 minutes x 5 days a week	1		2		3		4		5	
	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
Monday										
Tuesday										
Wednesday										
Thursday										
Friday										

This model meets parents' needs and maximises provider occupancy. Five children take up 5 sessions. Half day places, therefore another 5 children can be allocated places.

Chart 4

**Stretched Provision B - sessions of 9 ½ hours and 1 session of 4 hours 45 minutes over 48 weeks
(full days and half days over a longer year, excluding holidays, inservice days and elections)**

**Session Times:
8 / 8.30 – 5.30/6 p.m.

8 – 12.45 or 1.15 – 6 p.m.**

Places 9 ½ hours x 2 and 4 hours 45 mins x 1	Monday		Tuesday		Wednesday		Thursday		Friday	
	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
1										
2										
3										
4										
5										

This model meets parents needs and maximises provider occupancy. Five children take up. Half the week, therefore another 5 children can be allocated the remainder.

Chart 5

Blended Provision – 15 hours in LA Establishment and 15 hours with another provider working in partnership with ERC.

Session Times:

8/8.30/9 – 11/11.30/12 or 12/12.30/1 – 3/3.30/4

Places 3 hours x 5 days a week	1		2		3		4		5	
	AM	PM	AM	PM	AM	PM	AM	PM	AM	PM
Monday										
Tuesday										
Wednesday										
Thursday										
Friday										

This model meets parents needs and maximises provider occupancy. Five children take up 5 places. Half day places, therefore another 5 children can be allocated places.

Chart 6

Funded Provision – 30 hours fully funded provision with a provider working in partnership with ERC.

Session Times: will be negotiated between parent and provider

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<u>Proposed Staffing and Management Structure</u>				
Establishment Type	Operating Conditions	Capacity	Structure	Flexibility
Nursery Class	Term Time	≤80	Head Teacher Teacher Senior CDO CDO (1:8)	CDO (1:24) SA (1:32)
		≥80	Head Teacher Principal Teacher Teacher Senior CDO CDO (1:8)	CDO (1:24) SA (1:32)
Family Centre	50 week	≤160	Head Teacher Teacher Depute Head of Centre Senior CDO CDO (1:8)	CDO (1:24) SA (1:32)
		≥160	Head Teacher Principal Teacher Teacher Depute Head of Centre Senior CDO CDO (1:8)	CDO (1:24) SA (1:32)

Key: CDO = Child Development Officer, Senior CDO = Senior Child Development Officer and SA = Support Assistant.

Teacher Ratio to Pupil Ratio 1:80

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