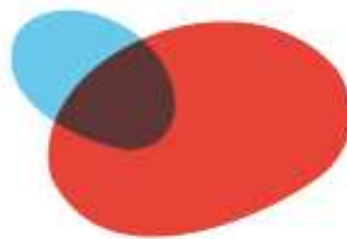




A BLUEPRINT FOR 2020: The Expansion of Early Learning and Childcare in Scotland



Perth and Kinross ELC Expansion Plan



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SECTION ONE: Introduction

The National Context

The Scottish Government (SG) is committed to expanding the provision of funded Early Learning and Childcare (ELC) from 600 to 1140 hours by 2020. The expansion is intended to support child development and closing the attainment gap through the provision of high quality services, and also to support parents to return to work or study.

Local authorities are responsible for the implementation and delivery of this expansion of ELC, in a way that is responsive to local community needs, and provides services that deliver:

- Quality
- Flexibility
- Accessibility
- Affordability

This includes all settings within a local authority area, including private and third sector as well as local authority provisions. Whilst this policy approach embraces all providers, local authorities are regarded as the primary guarantor of quality and the key enabler of flexibility and choice.

The Local Context

The Community Planning Partnership vision is of a confident and ambitious Perth and Kinross, to which everyone can contribute and in which all can share. Perth and Kinross Council (PKC) recognises the relevance of the expansion of ELC to the shared vision which underpins all of our work with children, young people and their families. Our ambition is to realise the best possible outcomes for our families and communities, placing the child at the centre.



The Tayside Children's Services Collaborative has recently developed the first Joint Integrated Children's Services Plan for Perth and Kinross, Dundee and Angus Community Planning Partnerships. The vision of the Tayside Collaborative is to ensure that:

“Our children and young people will have the best start in life and Tayside will be the best place in Scotland to grow up.”

A key priority of this plan is to develop and deliver high quality, flexible ELC across all three local authority areas. It is intended that each local authority will collaborate on the development and delivery of the expansion plans for ELC to ensure a consistent approach for children and families across the three local authority areas.

Perth and Kinross Demographics:

Perth and Kinross has around 150,000 residents, distributed across the 2,000 square miles of the fifth largest local authority area in Scotland. The area is one of the fastest growing authorities in Scotland, and this growth is projected to continue, adding an additional 6,000 households by 2021. There are around 40,000 individuals aged up to 25 in the area. 16% of our population is under 16, similar to Scotland at 17%. The school age population is just under 18,000 and there are just over 7,000 children of pre-school age. The population of children and young people aged 3 to 18 years is expected to increase by 2–3 % over the next 7 years.

Place

Perth and Kinross is made up of the historic counties of Kinross-shire and Perthshire located at the heart of Scotland. 98% of residents rate Perth and Kinross as a ‘good or very good’ place to live (Scottish Household Survey). Loch Leven sits at the heart of Kinross-shire while the River Tay dominates the landscape of Perthshire. The area is known for its natural beauty and attracts 1.9 million visitors each year.

Urban and rural

Perth and Kinross covers an area of 5,286 km² with a population of 28 people per km². There is a fairly even urban: rural population split, with around 52.8% of the population living in the urban settlements and 47.2% of the population living in rural settlements.

Children, Families and Young People

There are 24,925 children (0-15) and 5,326 young people (16-18) living in Perth and Kinross. Perth and Kinross is an affluent part of Scotland, however there are 18.2% of children living in households classed as being in poverty after housing costs. Perth City Centre, Perth City North and Rattray have the highest levels of poverty. A third of the population lives in Perth City; the remainder is based in rural areas where additional challenges around lower waged jobs, accessibility to services, housing, transport and fuel become more pressing.

SECTION TWO: Executive Summary

The PKC draft expansion plan is in development and will evolve over time. It is being developed in the context of the School Estate Review currently underway in Perth and Kinross and this will have an impact on where and how the expansion to 1140 hours ELC is delivered.

The opportunities to expand services for children, young people and families is welcomed, and it is intended that continual engagement with families within each local geographical areas to determine the most desirable options for communities will take place throughout the implementation of the plan.

ELC is delivered currently in 47 nursery classes, 1 standalone Early Childhood Centre and 36 Partner Providers. Sufficient capacity exists to deliver 600 hours ELC places across the City, small towns and rural communities to meet demand. As a result of consultations with parents in 2014, the range of flexible options has increased over time, so that children can now access their funded provision as half days, full days or a mixture of both. Although there is sufficient places available for Strong Start 2's, some eligible families have to travel to access a place, and expansion plans will provide an opportunity to develop more local provision.

Responses to early consultations have indicated that families want a wider range of options for the delivery of 1140 hours, but it is not yet clear how popular potential options will be in each local area. PKC will continue to shape the final decision on options based on further, more detailed consultation and engagement.

Likely Options

By 2020 Perth and Kinross Council anticipate that the following range of options maybe provided within each local area:

- 1140 hours of funded ELC offered flexibly across 50 weeks a year, available from 8am to 6pm
- 1140 hours of funded ELC offered flexibly across 44 weeks per year, available from 8am to 6pm
- 1140 hours of funded ELC offered flexibly during term time, available from 9am to 3pm
- 1140 hours of funded ELC offered in any of the above options and including childminders.

Infrastructure

Planning to date has indicated that the expansion of ELC can be supported mainly through the extension and refurbishment of the existing school estate, continued use of Partner Providers and the use of childminders.

Funded Providers

Currently all of our Partner Providers have indicated that they wish to continue to work with PKC on delivery of 1140 hours. Payment rates and contract arrangements will require to be adapted. It is anticipated that rates will increase, and "in kind" support will diminish over time.

Workforce

The expansion of ELC has significant implications for the current workforce in relation to new ways of working and the opportunity for a wider range of posts, including leadership roles. A number of innovative plans are underway to ensure that the increased numbers of staff required are recruited and are of high quality.

Workforce development planning will be undertaken in collaboration with colleagues across the Tayside Collaborative to ensure a consistent approach to recruitment, training and support across the Tayside area.

Childminder Consultations

PKC do not currently use childminders to deliver funded ELC. However, the expansion of ELC to 1140 hours offers scope to incorporate childminders into the offer to parents. Consultations are planned to explore the detail of how and when this can be put into practice.

Early Years Team

The current structure of the Early Years Team will be adapted to ensure that they continue to assure high quality provision across all settings, and throughout the change process as the move from 600 hours to 1140 progresses.

SECTION THREE: Current Provision

PKC aims to give children the best start in life and the provision of high quality ELC supports this aim. 600 hours of funded ELC is available to families in both local authority and Partner Provider settings. Parents/carers can choose to take all their child's funded hours in either a local authority or a Partner Provider setting or can choose a mixture of both.

ELC is delivered currently in 36 Partner Provider settings, (which includes 28 private businesses, 6 playgroups and 2 independent sector nurseries), 47 school nursery classes (one of which is located in a special school for children with complex needs) and 1 standalone Early Childhood Centre. There is sufficient capacity to ensure that all children access their funded hours, and there are no waiting lists. Where families cannot access their first choice of setting, an alternative is offered.

In June 2017, 1844 places were registered in local authority settings and 554 funded places for ELC were registered in Partner Provider settings.

In session 2016/17, a total of 183 families opted to access 600 hours ELC through a split placement between more than one setting as detailed below.

Local Authority/Local Authority	10
Local Authority/Partner Provider	154
Partner Provider/Partner Provider	18
Local Authority/Local Authority/Partner Provider	1
TOTAL FAMILIES	183

In addition to the delivery of 600 hours for all eligible 2, 3 and 4 year olds, PKC also provides fully funded full time places (5 days x 6 hours) for vulnerable children aged 3-5 years. These places are limited and are allocated through 'Support for Children and Families Criteria'. Over 80 full time places are available through the provisions at City of Perth Early Childhood Centre and Inch View Primary School nursery class. A further 15

nursery classes throughout PKC have 8 full time places providing places for vulnerable children within their own communities.

Provision for 2 year olds

Strong Start 2 provision for eligible 2 year olds is available across PKC in 22 local authority nurseries in areas where there is the highest levels of identified need. However, some families who are entitled to a funded place have to travel to access ELC provision, and this is due in part to the capacity of the buildings to accommodate additional places.

In 2016/17, of the 210 places available, 156 children accessed a place. There are 19 children allocated a place on the basis of vulnerability although their families did not meet the benefits criteria. Further Strong Start 2 provisions will be available in the new build schools at Alyth and Tulloch during the session 2017/18. Consultation within local area groupings will be undertaken to establish availability, need and demand which could be met by the use of childminders. This will be undertaken as a trial, and will help to inform future planning.

Provision for 3 and 4 year olds

To support flexibility and choice parents can currently choose from the following options in almost all local authority settings:

- 2.5 days
- 1 day and 3 x half days (am/pm or a mix)
- 5 x half days (am/pm or a mix)

In addition to the delivery of 600 hours for all eligible 2, 3 and 4 year olds, PKC also provides fully funded full time places (5 days x 6 hours) for vulnerable children aged 3-5 years. These places are limited and are allocated through 'Support for Children and Families Criteria'. Over 80 full time places are available through the provisions at City of Perth Early Childhood Centre and Inch View Primary School nursery class. A further 15 nursery classes throughout PKC have 8 full time places providing places for vulnerable children within their own communities.

Partner Provider settings provide a fully flexible service, offering extended opening times which meet the needs of working families. Additional hours can be purchased by parents/carers to suit their needs.

Given the mix of urban and rural settlements in Perth and Kinross, a blend of local authority and Partner Provider nurseries best meets the needs of families. The addition of childminders to support the delivery of 1140 hours will enhance the flexibility and choice available to parents/carers, and in particular in rural areas.

Quality of Current Provision

PKC provides high quality ELC through robust and rigorous improvement processes which support good practice.

Headteachers and Centre leaders are responsible for the development of Improvement Plans, Standards and Quality reports, and the monitoring and quality assurance arrangements over the course of the year. Quality Improvement Officers provide support and challenge to schools and nursery classes, and the Quality Improvement Officer 0-8 has overall responsibility for the support and challenge role with Partner Providers, as well as leading early level curriculum development across the sector.

The central Early Years Team (EYT) provides support for staff, in both local authority and Partner Provider settings delivering Continuous Lifelong Professional Learning (CLPL) for staff in the understanding and implementation of messages from key local and national policy and guidance documentation. A wide range of training and networking opportunities are planned throughout the year for all early years staff. The team also provides teacher support in nurseries, working collaboratively with managers and staff teams.

These improvement processes impact positively on the grading awarded by Care Inspectorate and Education Scotland to local authority and Partner Provider centres in PKC which is consistently above the national average (see below).

Pre-School	Satisfactory or Better					Good or Better				
	2011/12	2012/13	2013/14	2014/15	2015/16	2011/12	2012/13	2013/14	2014/15	2015/16
	No.	No.	No.	No.	No.	No.	No.	No.	No.	No.
Improvements in performance	5	7	5	3	5	5	7	5	3	5
Childrens' experiences	5	7	5	3	6	5	7	5	3	5
Meeting learning needs	5	7	5	3	6	5	7	5	3	5
Core Quality Indicators (PKC data)	15	21	15	9	17	15	21	15	9	15
	100%	100%	100%	100%	94%	100%	100%	100%	100%	94%
The curriculum	5	6	5	3	6	4	5	4	3	5
Improvement through self evaluation	4	5	5	3	6	4	4	4	3	5
All Quality Indicators (PKC data)	24	32	25	15	29	23	30	23	15	25
	96%	91%	100%	100%	97%	92%	86%	92%	100%	83%
Comparator Proportions	95%	93%	89%	94%	68%	73%	71%	65%	70%	29%
National Proportions	94%	94%	90%	92%	90%	74%	73%	67%	65%	64%

Allocation of ELC places

PKC has detailed Policy and Guidelines for Admission to Nursery Classes which all Local Authority settings adhere to.

Partner Providers set their own admissions in line with Scottish Government guidance.

Data on supply and demand

Information relating to nursery numbers over the past 6 sessions is detailed below. If parents cannot access ELC in the pattern of attendance they would wish, or their first choice of nursery, the Schools Team and the Childcare Family Information Service will support parents to find a suitable alternative. Where trends of demand have shown a shortfall in a particular nursery class, capacity has been increased where possible, by varying the Care Inspectorate registration, and allocating additional staffing to support parental choice.

Summer Term

Session	2 year olds LA	2 year olds PP	3-4 year olds LA	3-4 year olds PP
2011/2012	22 #	0	2079	898
2012/2013	40 #	0	2159	829
2013/2014	28 #	0	2169	830
2014/2015	99	0	2225*	1024*
2015/2016	147	0	2127 **	957**
2016/2017	156	0	2300***	905***

prior to August 2014, the only provision available for 2 year olds was in City of Perth Early Childhood Centre;

- * includes 130 children who were split funded across more than one centre
- ** includes 177 children who were split funded across more than one centre
- *** includes 183 children who were split funded across more than one centre

Finance in Early Learning and Childcare.

ELC within PKC has a current operating budget of £9.45m. In addition, due to all but one of our nurseries operating within a school setting, there are additional management and property costs that are held within primary school budgets. These additional budgets are estimated as £2.4m, giving a total of £11.85m.

The current average cost per child per hour within a local authority setting is £6.46. PKC is not currently in partnership with other providers for the delivery of ELC for 2 year olds.

Currently PKC pays an hourly rate of £3.23 to Partner Providers. There are plans to increase this rate incrementally in the coming years before the full roll out of 1140 hours ELC. In addition to the hourly rate, PKC provides additional support to Partner Providers including access to teachers, quality improvement processes, support for ASN, training and networking opportunities. The current budget for this support is £290k.

Consultation

Ongoing consultations with parents/carers since 2014 have informed the development of the delivery of 600 hours of ELC. The most recent consultation, which took place between November and December 2016, included some key questions on parental preferences about the expansion to 1140 hours of ELC.

Residents of Perth and Kinross were invited to share their views about ELC and wider needs around childcare for younger and older children.

The survey aimed to gain insight around the following areas:

- The future delivery of ELC
- Experience of arranging and using childcare services
- Anticipated needs around childcare in the future

The consultation was widely promoted across the Perth & Kinross area. The survey received 774 completed responses and captured the views of parents and carers to 1,435 children and young people up to S2.

Emerging Themes were as follows:

- The majority of responses indicated that the wider range of current options for 600 hours ELC from August 2016 had been quite or very beneficial.
- Responses indicated parents wanted a range of choices for the delivery of 1140 hours ELC; extended days was the preferred choice, shorter days and a mix of extended, shorter and part-time days were all popular choices.
- Families indicated they would not be prepared to travel out with their local area, unless it was en-route to their work or near family.
- 57% of respondents stated that they would take the full entitlement of 1140 hours if available for 2 year olds, with 45% choosing to take them across the full year. The most

popular choice of delivery was extended days, followed closely by a mix shorter days and part time sessions. The most popular option for parents/carers (30%) was to access their hours in a local authority nursery, with the second most popular option (24%) being a mix of local authority nursery/ private or voluntary nursery. Lower numbers were recorded for the use of childminders, either as sole providers or as part of a mixed provision.

- 80% of respondents stated that they would take the full entitlement of 1140 hours if available for 3 and 4 year olds, with 43% choosing to take them over term time only (although the second most popular options was to take them across the school year). The most popular choice of delivery was extended days, followed closely by a mix of shorter days and part time sessions. The most popular option for parents/carers (40%) was to access their hours in a local authority nursery only, with the second most popular option (23%) being a mix of local authority nursery, private or voluntary nursery. Low numbers were recorded for the use of childminders, either as sole provider (0.91%) or as part of a mixed provision (13%)

The full Consultation report is available via the following link. [ELC-Consultation-Report-May-2017](#).

Further engagement with communities is required to determine which models of delivery will best suit the needs of parents/carers in particular areas.

SECTION FOUR: Future Provision

Key Principles

The expansion of ELC to 1140 hours requires significant changes to how ELC is currently delivered within PKC. There is an opportunity to deliver flexible, affordable and most importantly, high quality ELC for children, which supports more parents to work, train or study, especially those who need routes into sustainable employment and out of poverty.

The increase in workforce to deliver the expansion provides substantial new employment opportunities with a range of different roles across different qualification levels, and an attractive career pathway for practitioners.

The expansion plan presents major opportunities to further improve the quality of ELC, encourage community involvement and stimulate economic activity.

A number of aspects of the planning for the delivery of 1140 hours could best be done in collaboration with colleagues in Dundee and Angus Councils to maximise the economic benefits, and to ensure a consistent approach to delivery for families who live and work across the Tayside area. It is anticipated that elements of workforce planning and policy areas will be considered as part of the work of the Tayside Collaborative.

Expanding ELC to 1140 hours will require increases in workforce and investment in infrastructure, therefore capital and revenue costs will be incurred. There are significant challenges in both of these areas. In PKC, it will be important to make best use of all existing assets, extending and refurbishing existing nursery classes , and seeking the opportunity to provide workplace nursery provision where it is feasible to do so. A third of ELC places are provided by Partner Providers, and they will continue to play a major role in future delivery models. There is also the opportunity to work more closely with childminders, particularly in rural areas.

It is clear from the consultation undertaken to date that families wish to have a mix of options to choose from, including extended days across the year, and that they do not want to travel outside their local area to access their entitlement unless it is near to work or family. A greater percentage of respondents, who live in the most rural areas of Perth and Kinross were more willing to travel than those living in the more urban or accessible small towns. Families also wish to use more than one provider to access their total 1140 hours ELC for their child. This could be through, for example, a blended model of ELC which involves children spending time in a mix of local authority/private or voluntary settings and/or with a childminder.

This feedback has helped to shape the summary of proposed provision set out below, and a robust consultation and communication plan has been developed to ensure that the final delivery model is implemented in a way that meets the ambition for PKC to improve the outcomes for children, young people and families.

The proposed delivery models set out below have been considered in relation to the following guiding principles:

- **Quality** – the expansion will ensure a high quality experience for all children, which complements other activities to close the attainment gap and strives to achieve the best start in life.
- **Flexibility** – parents/carers will be supported to work, train or study through more flexibility and choice of ELC which is more aligned to work patterns whilst ensuring high quality experiences for each child.
- **Accessibility** – capacity of ELC will be sufficient and will support families through being as conveniently located across PKC as is possible. The needs of children who require additional support will be appropriately met.
- **Affordability** – increased access to the entitlement of ELC will help to reduce barriers to work, train or study for parents/carers. It will also support the implementation of the living wage in all ELC settings including Partner Providers

Summary of Proposed Provision:

Delivery models of 1140 hours ELC in PKC will ensure that within localities there is a range of options for parents to access funded ELC. The current provision is delivered by local authority settings, private nurseries and voluntary organisations, and all of these are required in the delivery of 1140 hours. There is a need to include childminders, and consultations are planned to consider how best to take this forward.

PKC has only 1 standalone Early Childhood Centre, and research on future delivery options has shown that there is a greater need for this type of provision by the local authority. This also provides an opportunity for other partners, such as NHS or family learning services, to be better integrated into early years settings, and being more accessible to families.

The project team have undertaken an extensive review of existing infrastructure assets, and have developed a proposed profile of provision across 11 local geographical areas (ELC groups). These geographical areas are based on ensuring that there is a mix of local authority, private provider/ voluntary settings within reasonable travelling distances.

A number of potential delivery models are being considered for each local ELC group, but further work needs to be completed on capacity, supply and possible demand rates before these can be finalised. Consultations with parents/carers in each ELC group will support projected demand for each type of delivery model, and plans will change to reflect those consultations.

Local Authority Settings

Model	Opening Hours	Availability
Full year, flexible days Additional hours available to purchase	50 weeks a year Half day or full day sessions Spread over full year Closed over Christmas break	All day 8am – 6pm 22 funded hours each week if spread evenly over full year
Part year , flexible days Additional hours available to purchase	44 weeks a year Half day or full day sessions Closed for part of all school holidays	All day 8am – 6pm
Term Time, Flexible days Additional hours available to purchase	38 weeks a year Full day or half day sessions	Reflects the school day

There are currently 47 nursery classes and 1 standalone Early Childhood Centre (ECC) within Perth and Kinross. All these settings will provide 1140 hours of ELC reflecting the length of the primary school day across the 38 week school year e.g. 6 hours per day x 5 days x 38weeks.

As part of expansion planning it is anticipated that a number of settings will offer extended hours / weeks. This will support patterns of attendance that are better aligned with parent/carer working hours and also offer high quality ELC for children.

Extended days (8am – 6pm) / extended year (44 weeks) will provide parents with a range of options to access funded 1140 hours ELC and the choice to buy additional hours.

Early Childhood Centres will provide year round service (8 am – 6pm, 50 weeks) and will have additional support for families including family learning activities.

The ELC options available will be influenced by further consultation with parents in local ELC groups and will take account of PKC demographics and localities where there are high levels of need.

Partner Providers

There are currently 36 Partner Providers delivering 600 hours ELC and all have indicated interest in supporting the delivery of 1140 hours ELC. Three further centres have expressed interest in partnership opportunities with ECS. There are no set number of commissioned places with any Partner Provider, as parents have the option to choose which Partner Provider they wish to seek their funded hours from.

Partnership is based on each provider ensuring that they reach the quality standards expected by PKC, and this is reflected in the contract arrangements and quality assurance processes undertaken by the early years team.

It is anticipated that the changes in the sector may result in some challenges for Partner Providers, as local authority provision expands and develops along similar lines of delivery to that of Partner Providers.

Planning for expansion with Partner Providers will require a focus on funding rates paid by PKC linked to conditions around living wage payments for staff. It is planned that rates paid to Partner Providers will be increased incrementally from this year.

Childminders

In line with the Scottish Government Blueprint for 2020, further flexibility and choice over ELC provision will be offered to families through the introduction of childminders for delivery of 1140 hours ELC. Further consultation is needed to assess demand and potential availability.

National guidance will be provided around training pathways including qualifications for childminders. As part of the phasing, plans are under way to trial the use of childminders for Strong Start 2's, and in rural areas where there is less choice for flexible options at present.

Quality: Ensuring and Maintaining High Quality ELC

In line with the guiding principles of the expansion of ELC, PKC will continue to ensure a high quality experience for all children across all ELC providers and will continue to plan for this through the range of approaches currently in place. This will complement other activities to close the attainment gap and strive to achieve the best start in life for all children.

In order to reflect the more diverse nature of the sector, the central early years team will undergo a review of their structures and processes, including the range of staffing roles within the team. As payment rates increase for Partner Providers, a greater expectation on them to develop capacity in continuous improvement will result in a decrease of local authority support in this area.

Summary of Infrastructure Requirements:

The School Estate Strategy sets out PKC's aspirations for schools, and in particular the high value placed on learning, through the vision for well designed, maintained and managed schools. These priorities are detailed in the Education and Children's Services Service Asset Management Plan (including the School Asset Management Plan).

PKC is currently undertaking a programme of transformation of the School Estate. The purpose of the transformation review is to support the delivery of better outcomes for all of young people through more effective use and management of the school estate. The introduction of 1140 hours ELC will follow the principles for transformation; these are based on sufficiency, suitability and condition.

PKC has undertaken an audit of all current nurseries to determine the utilisation of space and whether any other accommodation within the school can be used to extend the nursery provision. A number of feasibility studies, based on the 'Space to Grow' document and discussions with other Local Authorities and the Care Inspectorate, were then instructed to inform decisions regarding the viability and costs of extensions or reconfigurations.

Work continues in this regard and further development work including asbestos surveys, site investigations, Mechanical and Electrical (M&E) surveys and utility surveys are required. Decants will also be required in order to maintain current operations in some settings and this also forms part of the forward planning work.

In considering our asset management plans and in particular efficiency of the school estate, the provision of 1140 hours ELC will be delivered utilising existing assets through a number of building infrastructure options. The options include:

- extensions to existing buildings where no other effective solution can be found
- reconfiguration of existing premises to maximise utilisation of space
- incorporation of works into existing projects
- minor works and outdoor solutions

Much more specific work is required to plan for the design of extensions and refurbishments of existing buildings, and this will include the use of outside space. Key to these considerations will be ensuring that a high quality outside environment is available to promote a rich learning experience for children.

Investigations are also underway to determine the possibility of setting up workplace nurseries, and this will be a focus for further consultations with employers, including PKC. The table below sets out the current summary of the activity required in local authority settings to be ready for the implementation of 1140 hours.

	Number of establishments	Number of additional places created
New Build	0	0
Extension	6	238
Reconfiguration	5	112
Part of planned project	3	35
Possible minor works	9	114
No works or outdoor solutions	24	136
Works completed in 2017/18	3	86
Total	50*	721

*Includes two proposed new settings

Expenditure will occur on feasibility studies to review possible property enhancement options to the school estate to support 1140 hours ELC.

Consideration is also being given to a number of other settings out with ECS's own property portfolio, particularly where this may be more cost effective than adapting our own, and where there may be benefits related to location or linkages with other services or service users.

Workforce Planning

It is anticipated that, alongside the challenges to recruit additional suitably qualified practitioners to deliver 1140 hours ELC, the changes in the delivery model will have an impact on existing staffing and their working patterns.

This workstream requires a range of deliverables: communication and consultation with existing staff, reorganisation of work patterns, changes to the management arrangements of settings, and opportunities to develop a more coherent career pathway for practitioners. Training and qualifications pathways require to be strengthened, and cognisance taken not to act in detriment to other providers across the Tayside area.

A Tayside approach will be taken to planning for how to rise to the challenges presented; this may include a shared approach to training and qualifications, the sharing of new job profiles to reflect the new delivery models, and potentially recruitment processes.

Further information on PKC workforce development is contained in the next section.

Finance

Initial finance projections have been formulated on a locality basis recognising that usage patterns and demand lag are difficult to accurately predict at this point. Plans will be adjusted based on lessons learned from early phasing and Scottish Government advice and guidance. Full financial analysis is contained within the financial template provided by the Scottish Government, and will form the basis of future discussions with the Delivery Team.

SECTION FIVE: Implementation Plan

A. Phasing and Prioritisation

Planning for phasing in PKC will be driven by the principle of supporting the most vulnerable families to give their children the best start in life. Factors in decision making will include SIMD, availability of accommodation, staff and rurality. New criteria for the allocation of places will be established to support fairness and transparency.

As part of the phasing plan 1140 hours ELC will be made available, in the first instance, to families who meet benefits' criteria in addition to existing Support for Children and Families criteria. Plans could be accelerated dependant on funding and potential demand.

A key consideration to the phasing of 1140 hours will also be the ability to extend and refurbish local authority settings, and this is at an early stage of development. Further consultations are also required to determine demand, and further details are contained later in this section on how that will be undertaken.

As plans are implemented, cognisance will be taken of lessons learned to ensure smooth transition from delivery of 600 hours to 1140 hours ELC. For example, to include staffing allocation, work patterns, holiday cover and publicising the provision to maximise uptake.

Funding 2017-18

The Scottish Government recently confirmed the following additional financial resources for 2017-18. PKC responded that the allocation would be accepted in full for both capital and revenue allocations for 2017-18. These monies must be fully spent in the 2017-18 financial year.

	PKC Share	Scotland	% Share
Capital	£0.887m	£30m	2.96
Revenue	£0.621m	£21m	2.96

During session 2017-2018 it is our intention to begin to:

- establish Early Childhood Centres offering extended days /full year (8am-6pm x 50 weeks)

- trial extended day/extended year (8am-6pm x 44 weeks) provision
- introduce the option for parents to buy additional hours ELC where there is known capacity

Revenue Funding 2017-18

The primary purpose of the allocated revenue funding is to enable local authorities to begin to increase the size of the workforce and to equip existing staff with new skills.

The PKC revenue funding 2017-2018 will be used for the following purposes, aligned to Scottish Government criteria:

- Recruitment and investment in staff will assist to build additional capacity for 1140 hours ELC. This will include introducing Modern Apprentice posts for the first time in local authority nurseries and increasing the number of Play Assistants employed. Both these roles provide entry level employment opportunities. The upskilling of current staff will take place including some places for accredited training for example, Batchelor of Arts in Childhood Practice qualification for Lead Practitioners. Support for children with additional support needs will be enhanced through staff training and the recruitment of Pupil Support Assistants.
- The costs around employing a fixed term project officer to support 1140 hours ELC developments will also be met.

All local authorities will be required to submit a short report to the Scottish Government on their use of 2017-2018 revenue and capital funding by May 2018, providing evidence of how the expenditure has been made.

Phasing 2018-2020

During sessions 2018 /19 and 2019/20 it is our planned intention to expand the number of settings offering 1140 hours ELC using delivery models as above. We will also explore the possibility of introducing the delivery of 1140 hours ELC in some Partner Provider settings and the delivery of Strong Start 2 provision with childminders.

By 2020/21 all children will have the opportunity to access 1140 hours funded ELC; however this may involve temporary accommodation arrangements.

As plans are implemented, cognisance will be taken of lessons learned to ensure smooth transition from delivery of 600 hours to 1140 hours ELC. For example, to include staffing allocation, work patterns, holiday cover and publicising the provision to maximise uptake.

Infrastructure

The Scottish Government recently stated that it expects to distribute a further £400m of capital funding to local authorities over the next 3 financial years.

The current Capital Composite Budget contains £3.119m for ELC.

ECS is basing the PKC draft expansion plan on the assumption that it will be fully funded. Capital financial assumptions are based on ELC Expansion Programme Baseline Planning Assumption v1.0 dated 7 July 2017 issued by the Scottish Government. These include internal space standards, overall area metric, local authority capital costs and inflation. In addition for a number of the projects adjustments have been made for 'abnormals' including asbestos and mechanical and electrical upgrades.

The following table details our anticipated annual capital spends.

Anticipated annual spend	Indicative Costs	Comments
2018/2019	£1,879,532	Based on 10% of overall cost
2019/2020	£9,397,662	Based on 50% of overall cost
2020/2021	£7,518,130	Based on 40% of overall cost
Total	£18,795,324	

There are significant caveats related to the capital spend as detailed above:

- Any feasibility studies are high level and have not included asbestos surveys, site investigations, Mechanical and Electrical (M&E) surveys, utility surveys.
- A number of the proposals are still awaiting high level feasibilities and depending on the results, alternative proposals may be pursued.

Early design works have already taken place for a number of extensions and large reconfigurations and this work will continue while the funding is being determined.

The phasing of works will be aligned with ELC priorities; however the programme will also be driven by project complexity, timescale, procurement, resourcing and other interdependencies. Programme timescales will be determined as the projects evolve.

We anticipate that the majority of planned works will take place between 2018 and 2020, subject to capital funding allocations. Works as part of planned projects will be integrated into the overall capital programme with completion primarily expected by 2020 with temporary solutions being provided where necessary.

B. Community Engagement

Perth and Kinross Councils Communications & Engagement Plan supports the Expansion of Early Years 1140 Hours.

The aim of the plan is to support effective communication and engagement with stakeholders, and to promote the anticipated efficiencies and benefits of this transformation project as well as the links to the wider ECS Transformation Programme.

The communications objectives for this project are:

- Ensure we engage with our stakeholders who have an interest and/or can benefit by the expansion of ELC to 1140 hours.
- Ensure our stakeholders feel valued, listened to and understood through positive communication, consultation and engagement.
- Promote the key messages and benefits of the Transformation project, including how this project links to the wider context of the ECS Transformation Programme.
- Provide accurate and timely updates on key aspects of the project as it progresses.
- Provide meaningful opportunities for key stakeholders to comment on and contribute to key aspects of the project.
- Build and maintain relationships throughout the project period and beyond, particularly with regards to important areas such as cultural and business change.

C. Workforce Planning

There is no doubt that the expansion of ELC entitlement will bring challenges in terms of the workforce. PKC are focussed on increasing numbers of staff and developing a high level quality workforce with the right skills, attitudes and expertise that has the capacity to deliver the future of ELC, contributing to both outcomes and attainment levels.

Currently we have 283 employees working with the early years and learning area within Perth & Kinross Council. This includes:

Post	Number of Employees	Full Time Equivalent	Grade	Salary Range
Centre Leaders	1	1.00	TL12	£44,035 - £48,184
Senior Early Childhood Practitioner (ECP)	7	7.00	TAS6	£23,707 - £26,617
ECPs	201	164.7	TAS5	£21,079 - £23,707
Play Assistants	73	38.08	GE2	£15,974 - £17,175
Early Childhood Assistant	1	0.14 FTE	GE2	£15,974 - £17,174
Total	283	210.92		

The Play Assistant role was introduced in PKC fully in August 2015 to support the delivery of quality provision particularly over the lunchtime period. Play assistants do not require to have a qualification to apply for the post but do need to demonstrate a commitment to working towards a relevant qualification. To date 17 Play Assistants have gained a practitioner qualification, 7 have secured posts as Early Childhood Practitioners (ECPs) and a further 9 are registered as supply ECPs.

Work underway

We are currently undertaking an analysis of the current working patterns of staff required to deliver new models of delivery. The average age of public sector workers within childcare is 43. The majority of the staff group in ELC are in the 40-49 age banding. This workforce data will be monitored in the lead up to 2020.

Future Delivery Model

A review of the core workforce is planned in terms of converting fixed term employees to permanent, increase hours of part-time employees before looking to recruit externally. As part of this process lessons learned from the success of our expansion to 600 hours in 2014 will be built on. At that time, to support staff with change management locality meetings were held with staff to address issues and concerns which were then circulated widely through a frequently asked questions (FAQ) approach.

A similar approach will be taken for the delivery of 1140 hours. Here the potential models of ELC delivery will be shared in more detail and what that means in terms of new ways of working. This work will take place with Trade Unions from an early stage to ensure staff are supported during potential changes for them. Informal and formal meetings with staff will take place to discuss future requirements of the service against their current and future circumstances. Formal consultation will be undertaken in advance of any changes.

There are posts currently being taken forward now as a priority. These include new Centre Leaders (based on the current post already establishment within PKC).

As an early action it is also planned to build capacity in the early years workforce in readiness for 1140 hour ELC to support vulnerable children and families through recruiting Pupil Support Assistants, additional ECPs and staff to support work with families.

The new models of delivery will also impact on facilities' management and administrative support so early discussions will take place to establish any requirements.

Recruitment

The early years sectors is often perceived as offering limited career progression with low status and pay, which has a traditional pool of young female workers. The Scottish workforce remains overwhelmingly female at 97%. Addressing the gender imbalance and giving children access to a range of positive role models is a key priority for PKC. Scottish Government is planning to address the gender imbalance as a focus of the ELC recruitment campaign.

There is also a need to focus on making the area of ELC more attractive to young people, career changers and returners by promoting new routes and pathways into PKC. PKC is currently working a new microsite for recruitment which will provide prospective candidates more information about careers with PKC, terms and conditions of employment, along with videos, images of establishments and testimonials of staff at all levels

There is a proven track record in PKC in addressing this gender gap with the Men in Childcare initiative. Over the last three years 28 men have enrolled in the Men in Childcare course, 20 of these men currently work with children in a professional capacity. There are now more men in childcare

Local promotion and the recruitment for the Men in Childcare project starts in November each year for a January intake. It is planned to further promote this initiative on the microsite and elsewhere to encourage take up.

PKC generally receive a good response for any posts advertised within early years. It is known that some peripheral workers are keen to secure permanent or fixed term work. It is planned in session 2017-18 to begin to over recruit with additional ECPs and Pupil Support Assistants to build capacity in the ELC workforce.

Career Pathways

Career pathways are being developed for Modern Apprenticeships/Play Assistants to ECPs, Senior ECPs and beyond. As part of this development grades within early years will be reviewed.

Job Families

PKC introduced Job Families to those working in the "Care Sector" from June 2017. The Care Family currently includes staff working in Kids Clubs, Wraparound Care and Playstart, this is still being developed to determine other posts within PKC that will be part of this Job Family. The introduction of Job Families will assist in improving flexibility across the service to meet the strategic objectives during periods of transformation and change ensuring we have the right people, with the right skills and talent in the right place at the right time. As part of the implementation of the Care Family all staff were briefed and are familiar around

the flexibility this can bring to the service. Job Families will be a useful facilitating tool in lead up to and implementation of the expansion of ELC.

Learn to Be

PKC plan to develop a programme to encourage existing staff to re-train to become ECPs. It is anticipated that interested employees would gain an SVQ Level 3 in Social Services, Children and Young People and secure an ECP role at the end of their course. . PKC was one of the first local authorities to deliver the Learn to Teach Programme which is now in its second year and is now recognised as one of the new routes into teaching. Lessons learned from previous experience of this programme will be taken. Employees would require approval for their service prior to applying. The programme would be attractive to those employees on lower grade posts looking to change career and to those whose posts may be at risk in the future.

Modern Apprentices

PKC are currently recruiting, 8 Modern Apprentices (MAs) to work with children, whilst gaining an SVQ level 3, Social Services (Children and Young People). The MAs will gain year round work based practical experience and knowledge of various childcare developments and settings, including nurseries, crèche, wraparound care and out of school.

National Graduate Programme

The Scottish Government plan to support nurseries in Scotland's most deprived areas by providing them with a suitability qualified graduate by 2018. Nationally 435 graduates are involved in this programme and it is expected that PKC will benefit from two graduates. PKC also plans to create a new role of Lead ECP (expected grade PR8) which would require to hold or be working towards a BA in Childhood Practice. It is proposed the two additional graduates will be part of the Lead ECP cohort and be appointed in areas of low SIMD, additional to staffing ratios. The total number of Lead ECPs is still to be determined.

Training for the ELC Workforce

A key focus on our current core workforce is on their retention and upskilling. As part of the ELC expansion there will be promotional opportunities for staff.

PKC currently offer a range of free training to those working in the Early Years and Childcare workforce. An analysis is currently being undertaken of the qualifications of staff and those currently studying to develop a rolling training programme in the lead up to 2020. Future planning and delivery of training will include; leadership skills and resilience to prepare the workforce for the expansion of ELC in 2020. This will commence in this financial year 2017-18.

There will also be bespoke training to upskill staff, which will run separately. One of the courses already sourced will be run by Perth College but delivered within PKC is the new 13 week HNC Unit 'Play, Learn & Development' which covers Curriculum for Excellence, Pre Birth to Three and play work.

Future Workforce Planning

It is anticipated that for parents to make plans to return to work or training, demand for Out of

School Care after 2022 may increase after 1140 hours ELC entitlement is introduced. There could be an expectation that there would sufficient childcare for children after school.

Kids Club could be offered additional hours during term-time, creating a post with full-time hours.

Wraparound Care staff hours and contracts would need to be reviewed as the ELC offer to families is increased towards 2020.

D. Funded providers

The 36 ELC settings that are currently in partnership with PKC are being surveyed to gauge their interest and capacity to deliver 1140 hours ELC. To date information has been gathered from 33 Partner Provider settings. Almost all have indicated that they would wish to be included in the plans for the delivery of funded ELC in 2020 on condition that payments for the funded hours will meet the cost of delivery. To meet the cost of delivery PKC will be required to significantly increase payments to Partner Providers in line with the national average.

At present there are a further 4 settings which have begun steps to becoming a Partner Provider.

Almost all partners who have responded to the survey have indicated that they would provide the full entitlement of 1140 hours

The response from Partner Provider settings indicates that there will be approximately a total of 800 funded available places for 1140 hours and 100 available places .

The data collected indicates that currently almost all of Partner Providers in PKC pay at least the minimum living wage to all staff.

PKC will continue to maintain partnerships with providers who meet the high quality standards required as part of the partnership agreement. Robust quality assurance processes will continue as detailed in section 2.

Childminders

At the moment there are no childminders in partnership with PKC to deliver ELC, however childminders are well supported by the PKC Childcare Strategy Team in a range of ways. Introductory sessions and pre-registration training courses are available to give individuals the opportunity to find out what is required in the Care Inspectorate registration process and what is involved when becoming a childminder.

Childminders can access a range of free training courses and network meetings and funding is available through the Childcare Strategy Team for award bearing qualifications at all levels in childcare and childhood practice. Childminders receive a quarterly newsletter with a range of relevant information and the Childcare Strategy Team can offer support to individuals to help them with managing all aspects of their service including business planning, paperwork, policies, procedures and preparing for inspections from the Care Inspectorate. Childminders will support the flexibility and choice for families in the delivery of 1140 hours in PKC particularly for 2 year olds or vulnerable children where 1140 hours in a large group setting might not be appropriate.

Consultation with childminders will begin in Autumn 2017 with the current 171 childminders to gauge interest and capacity to deliver funded ELC.

E. Financial Projections (5 year projections to 2021-22) including incremental capital and revenue costs of expansion

Projections have been formulated around a provisional roll out plan and the assumptions that take up patterns will remain as per current. Changes to the plan through increased knowledge of demand, usage patterns and required flexibility in localities will provide more accurate information and require projection to be further adjusted. Financial projections have been collated using the ELC expansion financial proformas.

F. 2017-18 expansion activity, including use of revenue and capital funding allocations

The main focus for 2017-18 expansion will be the investment and recruitment of staff to assist in building additional capacity and support within ELC.

This includes the recruitment of:

- Practitioners to facilitate planning, additional capacity for training, development of the Gaelic nursery provision and the expansion of City of Perth Early Childhood Centre to offer extended days/weeks.
- Pupil Support Assistants to aid in the planning and development of additional support needs.
- Early Childhood Centre (ECC) Leader to aid in planning of operational activities and aid expansion in 2018-19.
- Project Officer to provide support to the team.

Service wide training will be undertaken and support provided for upskilling of staff.

Planning is being carried out regarding necessary resources needed within services for lunch and rest/sleep provision.

Additional resources will be provided for expanding services and new Gaelic Provision to cover supply, supplies and services and property costs.

Feasibility studies will be undertaken in all services requiring renovation/expansion.

The PKC capital funding 2017-2018 has been used to create additional nursery capacity at Alyth, Kinross and Tulloch primary schools.

G. Project Management and Business Change Support Plans.

A Project Governance Framework has been applied to this project with a Governance and Reporting structure and associated individual and project board roles and responsibilities. The project will follow the PKC project management toolkit in respect of the day to day project management principles. This includes risk/ issue/ benefits/ stakeholder and change management processes and procedures. The dedicated project team is subdivided into appropriate workstreams to ensure the essence of the project overall is delivered on time, within resources and within budget. An operational project plan has been developed to accompany the ELC 1140 hours' expansion plan.

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