

To: Education and Children's Services Policy Board

On: 2 November 2017

Report by: Director of Children's Services

Heading: Early Learning and Childcare Entitlement - 1140 Expansion Plan

1. Summary

- 1.1. At the meeting of the Education and Children's Services Policy Board on 24 August 2017, members considered a report entitled "Early Learning and Childcare Entitlement – 1140 Expansion Plan". The report highlighted that the Children and Young People (Scotland) Act 2014 introduced an increase in the entitlement of free early learning and childcare, from 475 to 600 hours per annum, for children aged 3 and 4 and some 2 year olds. Renfrewshire Council is fulfilling this duty at present.
- 1.2. The report noted that the Scottish Government is committed to increasing the entitlement to free early learning and childcare from the present level to 1140 hours per annum by 2020. The report also noted the Scottish Government required local authorities to develop and submit a plan by 29 September 2017 on how the increased entitlement for children would be delivered. The Policy Board agreed that the Head of Early Years and Inclusion would submit a draft plan to the Scottish Government and for it to be considered at this Board.
- 1.3. The Renfrewshire draft plan, attached at appendix 1, was submitted on 29 September 2017. The Scottish Government was advised that the draft plan would be considered by elected members at this meeting of the Board.
- 1.4. The Renfrewshire plan indicates that to deliver the increase in entitlement to free early learning and childcare, there will be a need to increase the number of local authority extended day/year centres from 10 to 28. This will be achieved through the redesign of two existing early years centres and a number of nursery classes. It is anticipated that we will also require to increase the number of commissioned places from partner providers by approximately 110 places and 20 shared places with childminders.

- 1.5. Significant work is required on our buildings to ensure that all entitled children can access their free early learning and childcare place. The plan indicates that Renfrewshire will require 7 new builds, 7 major refurbishments, 10 minor adaptations and 13 outdoor adaptations.
 - 1.6. There will be a need for an increase in the workforce to deliver the new level of entitlement to free early learning and childcare. It is estimated that around 350 additional workers will be required in the early years sector within the local authority to ensure that children can access their entitlement.
 - 1.7. The draft plan highlights a number of significant risks including having the infrastructure developments in place by 2020; securing sufficient qualified staff and the capacity of the independent sector to provide the required number of places.
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2. Recommendations

- 2.1 The Education and Children's Services Policy Board is asked to homologate the Renfrewshire draft early learning and childcare expansion and implementation plan which was submitted to the Scottish Government on the 29 September 2017.
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3. Background

- 3.1 The Education and Children's Services Policy Board, at its meeting on 24 August 2017, gave approval for the Head of Early Years and Inclusion to submit a draft early learning and childcare expansion plan to the Scottish Government by 29 September and for the plan to be homologated by the board at its meeting in November 2017.
- 3.2 Currently, under The Children and Young People (Scotland) Act 2014, children aged 3 and 4 years and eligible 2 year olds are entitled to 600 hours of early learning and childcare per annum. Renfrewshire Council has fulfilled this duty. The Scottish Government is committed to increasing the level of entitlement from the current level to 1140 hours per annum by 2020.
- 3.3 Across Renfrewshire, there are 2573 registered early learning and childcare places for children aged 3 to 5 and 785 places for children aged 2 years.
- 3.4 Currently, parents can access their child's entitlement from the following services:
 - 12 local authority pre-five centres;
 - 22 nursery classes; or
 - 33 partner providers in the independent or voluntary sector.
- 3.5 The Scottish Government has indicated that an increase in the hours of free early learning and childcare should support the following outcomes: give children the best start in life and close attainment and inequality gaps. The delivery of early learning and childcare is underpinned by the following four key principles: quality, accessibility, flexibility and affordability.

- 3.6 Local authorities will be required to ensure that all children entitled to 1140 hours of early learning and childcare are able to access this from August 2020. The Scottish Government has asked that local authorities develop a phased approach to delivering the increased entitlement over the next three years in a manner which works best for their communities. Local authorities will be responsible for ensuring that the 1140 hours commitment is delivered through their own provision and working with providers from the independent and voluntary sector, including child minders.
- 3.7 The Scottish Government recognises that there are challenges in achieving the expansion including ensuring the availability of suitably qualified staff and the delivery of infrastructure projects by 2020. To support this, they have confirmed that funding will be phased from 2017/18 to support the implementation of the increased entitlement to ensure that the capacity to deliver is in place for 2020.
- 3.8 Renfrewshire has received an additional £630,000 revenue and £913,000 capital to support the implementation of the increased entitlement in the present financial year. It is anticipated that the Scottish Government will confirm future years funding by the end of 2017.
- 3.9 The Scottish Government has also indicated all children accessing their free early learning and childcare entitlement over lunch time will receive a free meal. The costs of free meals will be funded by the Scottish Government.
- 3.10 The Head of Early Years and Inclusion established and chairs a governance board to support and develop Renfrewshire's expansion plan. The governance board will continue to operate to oversee the implementation of the expansion plan. Representation on the governance board includes representatives from all services across the council and has three work groups: workforce planning and development; infrastructure and policy.
- 3.11 Renfrewshire's draft plan was developed following a thorough analysis of: existing ELC provision across Renfrewshire, including partner provision; uptake and demand across all services; and a review of the projected population for children aged 2 to 5 across each post code area. Information on parental need and expectation was also sought through an initial consultation process. It is recognised that further engagement and consultation will be required to ensure a continued understanding of the changing needs of parents and families.
- 3.12 There has been engagement with all local authority and existing provider nurseries. In addition, there has also been initial engagement with providers that are not on the partnership framework but have expressed an interest in supporting the expansion of services in Renfrewshire. Furthermore, initial discussions have been held with the Trades Unions who will be invited to participate in the governance group as it moves to implementation of the expansion plan.

Renfrewshire Council's Draft Expansion Plan

- 3.13 The Renfrewshire draft plan was developed with reference to guidance issued by the Scottish Government. The draft plan was formatted using the template suggested by the Scottish Government. The draft plan proposes a phased approach, in line with Government advice, to introducing the increased entitlement. The draft plan indicates that priority for increasing the free entitlement will be given to establishments with high numbers of children from the Scottish index for multiple deprivation areas (SIMD) one and two and where there is capacity to deliver additional places.
- 3.14 The Education and Children's Services Policy Board, at its meeting on 24 August 2017, approved an amendment to the Renfrewshire Council's admissions to nursery criteria to ensure equity in the allocation to the increased entitlement to 1140 hours prior to 2020 in the identified establishments involved in the phasing programme.
- 3.15 The Renfrewshire draft plan contains projected revenue costs for delivering early learning and childcare during the current financial year, up to 2020 and beyond. It also contains projected costs for capital and infrastructures developments.
- 3.16 The Scottish Government has indicated a commitment to fund additional graduates, either a graduate practitioner with a relevant early years degree or a teacher, to early years establishments in the most deprived areas. Renfrewshire is to receive funding for 26 graduates, with the funding for this being available from 2018. A plan for progressing the graduate allocation was also submitted to the Scottish Government on the 29 September 17 and is contained in the draft expansion plan.
- 3.17 The Scottish Government guidance was that local authorities should 'use what you have' in terms of the workforce and infrastructure when planning the expansion as well as responding to what we understand parental demand and need to be. In line with the guidance, an analysis of the current work force was undertaken to determine the current patterns of work and employee profile. Similarly, an analysis of the Council's property portfolio was also carried out to determine options to support the expansion. The draft plan builds on the success of Renfrewshire Council's flexible model of delivery, achieving this by increasing the number of extended day/year establishments.
- 3.18 The Scottish Government has indicated quality should be key in terms of delivering the expansion. Ensuring quality continues to underpin service delivery across Renfrewshire.

Proposed models of delivery

- 3.19 Renfrewshire Council will deliver the expansion of ELC by extending the range of models of service delivery. Renfrewshire Council will continue to provide term time/school day provision, in recognition that families are looking for this type of service, as well increasing the opportunity for families to access longer day/year provision in local authority services as well as partner providers.

- 3.20 Renfrewshire will offer parents a number of options for accessing their child's free early learning and childcare entitlement across each geographical area. In each area, parents will be able to choose from the following options:
- 8 am to 6 pm provision over the school year, 46 or 50 weeks;
 - specific options of 6 hours per day over 38 weeks (school day model);
 - 22.8 hours over 2.5 days for 50 weeks (8am to 6pm model);
 - 25 hours per week over 45.6 weeks (by offering 8 am to 1 pm or 1 pm to 6 pm); or
 - a blended model of delivery with childminders.
- 3.21 To ensure that parents in each locality can access any of the above options, the draft plan proposes to increase the number of local authority establishments open over a longer day/year from 10 to 28 (includes 4 term time extended day and one service for children with complex needs). The change will result in the number of services operating only in term time reducing from 22 to 13.
- 3.22 The draft plan indicates that Renfrewshire values the services provided by our approved providers from the private and third sector. We aim to maintain the current number of funded places (1160 ELC places for children aged 3 to 5 years and 70 places for children aged 2 to 3 years) on an 1140 hours capacity, and to extend the number of commissioned places in identified geographical areas by 2020/21 by approximately 110 places in partner establishments. There continues to be a level of uncertainty for some providers in respect of their capacity to deliver the 1140 hours. This is a risk for Renfrewshire Council due to our reliance on the independent service to deliver early learning and childcare.
- 3.23 Renfrewshire will continue to engage with existing partners and with providers who are not currently in partnership with the Council to progress future commissioning arrangements. Quality will remain the main criteria for working in partnership with providers to deliver early learning and childcare. Council officers will continue to offer support and challenge to our partners to ensure high quality experiences for children.
- 3.24 A trial of a blended childcare model (split place between a childminder and nursery) is also proposed. It is anticipated that up to 20 places will be provided through this model.
- 3.25 Work with the West Partnership will continue in terms of commissioning structures and levels of support and challenge offered to partner providers. Renfrewshire will also work with childminders to consider their role as ELC providers.

Infrastructure developments

- 3.26 An assessment of the council's early years portfolio was undertaken in conjunction with ongoing school estate management planning. Over a period of time, Renfrewshire Council has sought to improve the efficiency of its school estate through a programme of school rationalisation and catchment review. Through this process, Renfrewshire has successfully reduced the

number of surplus places in primary schools. However, this has meant that the opportunity for early years expansion in existing school buildings is limited when considered in the context of how the building supports the delivery of the primary curriculum.

- 3.27 In addition to the review of the Council's educational assets, the process of assessment also included a review of its leisure and community assets with reference to surplus assets out with council ownership i.e. churches, police offices etc.
- 3.28 The project team assessed whether or not the number of additional spaces required could be achieved by one, or a combination of more than one, of the following interventions:
- do nothing in terms of property management via changes to the delivery model;
 - enhance outdoor facilities;
 - reconfigure existing internal spaces through minor adaptation;
 - extend the existing facility; or
 - build a new facility.
- 3.29 The project team concluded that the following infrastructure projects will be required to facilitate the delivery of 1140 hours of early years learning and childcare:
- 7 new build classes or centres;
 - 7 major refurbishments of existing classes or centres;
 - 10 minor adaptations of existing classes or centres; and
 - 13 outdoor adaptations.
- 3.30 In term of providing a suitable space for dining to ensure a quality experience for children at lunch times, Renfrewshire has identified a space formula for standalone establishments. For early learning and childcare nursery classes with 80% or more occupancy levels within the primary school, the space formula for dining will also apply to these services. A detailed assessment/specification of these establishments still requires to be undertaken.

Workforce proposals

- 3.31 It is anticipated that approximately 350 additional members of staff will be required to deliver the increased entitlement. At present around 50% of Renfrewshire employees in the early years service work part-time. To help deliver the increased entitlement, current staff will be offered the opportunity to increase the number of hours worked should they wish to do so. In addition, the plan considers that there is an opportunity to offer retraining to existing employees in other council services.

- 3.32 To ensure that the required number of qualified staff are available a range of options have been explored. It is proposed that the Council trains staff through foundation and modern apprenticeships routes. Renfrewshire Children's Services will register as a SVQ training provider to train early learning and childcare students as well as recruiting staff through the traditional further education training routes.
- 3.33 A recruitment campaign for Renfrewshire is currently being developed which will link to the Scottish Government campaign.
- 3.34 Strengthening leadership continues to be an area of priority for Renfrewshire to ensure the delivery of high quality early years provision. The leadership programme will continue to be rolled out to heads, deputy heads and middle leaders (seniors) across the service. Targeting of leaders at deputy and senior level is key, particularly given the additional managers required for the expansion proposals. Support to leaders and managers in partnership services is also being explored. Renfrewshire aims to enhance its workforce training budget by £60,000 during the phasing period to support leadership development opportunities.
- 3.35 A significant number of support workers are required to assist with the increased numbers of children attending over lunch time. It is proposed that support workers are employed for 15 hours per week to help with the retention of staff. In addition, the service will require to increase the number of additional support needs assistants in the early years sector.
- 3.36 The model to deliver the increased entitlement includes a proposal to provide a family worker across each of the geographical areas to enhance work with parents. This is to support their involvement and understanding of child development, health and wellbeing, literacy and numeracy. It is also the intention that the family workers will support parents to develop personal skills and esteem to enable them to be ready for employment. The level of family worker allocation will be aligned to SIMD for geographical areas.
- 3.37 In terms of the 26 graduates being allocated to Renfrewshire, it is our proposal to appoint both teachers and BA graduate qualified staff. Establishments identified as having the highest number/percentage of children living in SIMD one and two have been identified to receive a graduate. This includes local authority and partner establishments.
- 3.38 In addition to the staff identified above to support early years establishments, there is a need for additional staff at head quarters to support with the roll out of the expansion programme. This includes: 2 additional early years' development officers; 1 data management co-ordinator; 1 business support officer; 1 early years capital implementation manager; 1 SQA co-ordinator to train ELC students, and an economic development assistant to support parents to access employment.

- 3.39 The expansion proposals will also have a significant impact on community resources such as janitorial, cleaning, catering and facilities management of existing and new early years establishments. To meet the increased demand, it is anticipated that a significant number of staff will be required to be employed. Additional business support will also be required to support with office and administrative functions within new or expanded local authority early years establishments. The detail of this is included within the financial template.
- 3.40 Renfrewshire will continue to monitor and evaluate the expansion in order to address any element of demand lag in the uptake and demand for certain types of provision (such as earlier start/late finish times and placements going across 50 weeks instead of term time). It is hoped that any demand lag experienced will be mitigated through the phasing period, marketing and ongoing community engagement. Renfrewshire will staff establishments with the appropriate staffing to meet registration requirements and to enable maximum uptake of places.

Implications of this report

1. Financial Implications

Renfrewshire Council's proposal for expansion is dependent on sufficient funding being provided by the Scottish Government. The Scottish Government has indicated that they will provide the detail of future years funding for early learning and childcare up to 2020 by the end of December 2017.

Revenue and capital funding has been confirmed for the current financial year – Renfrewshire received £630,000 for revenue and £913,000 for capital to support the implementation of the increased entitlement.

The projected capital investment to deliver ELC expansion is £22.7m.

By 2021/22, the revenue cost of delivering EL&C expansion is £20.6m higher than at present. This does not provide for any increase to partner providers nor for the government's living wage commitment. By 2021/22, we anticipate purchasing 1.9m hours from partner providers, hence a £1 per hour increase will add £1.9m cost.

2. HR and Organisational Development Implications

To deliver the expansion within LA establishments, it is anticipated that around 350 additional staff will be required.

The expansion proposals will require a change to conditions of service for some staff such as some term time staff requiring to work for 52 weeks per year. This will be done on a voluntary basis and should an employee, for personal reasons, be unable to increase the number of working weeks, we will look to redeploy these postholders to suitable alternate posts.

It is also expected that there will be a change in relation to the number of hours per week in which staff will work, proposing that staff working in term time/school day services will work on a 35 hour week contract and staff in extended day/52 week establishments work on a 37 hour week contract. For the existing workforce, this change in hours will be on a voluntary basis, with any vacancies advertised at the revised working hours.

Management structures will require to be developed in response to the revised models of provision.

Additional staff will also be required at HQ to support the planning and implementation of the expansion programme. These posts are highlighted in the implementation plan.

The expansion will also impact on support staff, including ASNAs, support workers, business support, catering, cleaning and janitorial.

There has been initial engagement with the trade unions and they will be invited to participate in workstreams and changes to current contracts negotiated.

Renfrewshire's plans for the early learning and childcare workforce are in line with the Council's workforce plan which will be subject to ongoing review.

3. Community Plan/Council Plan Implications

Children and Young People	- ensuring the best start in life for children and young people. Close attainment and inequality gaps
Community Care, Health and Well-being	- Earlier intervention will lead to healthier outcomes for children.
Empowering our Communities	- Local services will benefit children, young people and members of the community.
Jobs and the Economy	- Accessible, affordable and flexible childcare. Increased employment opportunities.
Safer and Stronger	- Services are provided by a highly skilled workforce.

4. Legal Implications

The Council will require to comply with any changes to support for early learning and childcare in the Children and Young People (Scotland) Act 2014. The changes to early learning and childcare entitlement will have a direct impact on the present Framework Arrangements between providers and the Council.

5. Property/Assets Implications

In determining the infrastructure requirements to facilitate the expansion the following is required: 7 new build classes or centres; 7 major refurbishments in existing classes or centres; 10 minor adaptations of existing classes or centres; 13 outdoor areas developed.

In term of providing a suitable space for dining Renfrewshire has identified a space formula for standalone establishments. For ELC nursery classes with 80% or more occupancy levels within the primary school the space formula for dining will also apply to these services. A detailed assessment/specification of these establishments still requires to be undertaken.

6. Information Technology Implications

Information and technology will be required to be set up for new services.

7. Equality and Human Rights Implications

The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement of individuals' human rights have been identified arising from the recommendations.

8. Health and Safety Implications

It is integral to the Council's aim of securing the health and wellbeing of employees and those affected by its undertakings and without this continued effective focus, there is a risk that will adversely impact on the Council both financially and in terms of service delivery.

9. Procurement Implications

The Renfrewshire Expansion Plan will consider the way in which providers are contracted to deliver early learning and childcare services for entitled children. The Scottish government is currently considering procurement practices in terms independent providers delivering early learning and childcare.

10. Risk Implications

There are a number of significant risks which could prevent Renfrewshire from delivering the proposed 1140 expansion as follows:

- the level of funding from the Scottish Government not being sufficient to deliver the required changes in infrastructure and staffing;
- partner providers being unable to deliver an increase in their present commitment to early learning and childcare provision;

- In ability to recruit sufficient qualified and experienced staff; and
- challenges in delivering the infrastructure projects including dining facilities in the timescale available.

11. Privacy Impact

Personal information will only be held as required to deliver the service. This will be done in accordance with data protection legislation.

12. Cosla Policy Position

Cosla is involved in negotiations with the Scottish Government regarding the expansion of 1140 hours of early learning and childcare.

List of Background Papers

- (a) A Blueprint for 2020: The Expansion of Early Learning and Childcare in Scotland, The Scottish Government, 2017
- (b) Early Learning and Childcare Entitlement Expansion Plan, Education and Children's Services Policy Board, 24/08/17

The foregoing background papers will be retained within children's services for inspection by the public for the prescribed period of four years from the date of the meeting.

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16 October 2017

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Renfrewshire Council

**Early Learning and Childcare
Expansion and Implementation Plan**

29 September 2017

1. Introduction and Executive Summary

- 1.1 Renfrewshire Council has successfully delivered the increase of early learning and childcare (ELC) from 475 to 600 hours for all children aged three and four years and eligible two year olds. This increase has been developed in line with the requirements of the Children and Young People Act (2014), ensuring flexible provision which meets the needs of children and families. Provision is aligned to local geographical areas to ensure parents have an element of choice and flexibility when arranging ELC for their child.
- 1.2 Renfrewshire Council is committed to ensuring that the expansion to 1140 hours of ELC is underpinned by the guiding principles of quality, accessibility, flexibility and affordability. Quality will continue to be at the heart by ensuring positive learning experiences for children in order to achieve secure attachments and better outcomes for them. A continued investment in staffing and commitment to partner providers will aim to ensure quality provision across Renfrewshire.
- 1.3 An 1140 Governance Board was established by Renfrewshire Council to direct and oversee the expansion proposals. This Board is chaired by the Head of Service for Children's Services and has representation across the range of Council departments to support with the development of the plan and its subsequent delivery. The Board is supported by three work stream sub groups: workforce, infrastructure and policy.
- 1.4 Renfrewshire Council will deliver the expansion of ELC by extending the range of models of service delivery. We will develop the range of service models, including term time and extended day /year across geographical areas to provide parents and their families with flexibility, choice and ensure accessibility of provision. The increase in the number of hours of free ELC across all service providers, including partner providers will make childcare more affordable for families. As we develop our approach further work is required to explore how the services offered by childminders can be utilised to meet the wishes of parents.
- 1.5 Renfrewshire's plan for expansion has been developed following a thorough analysis of: existing ELC provision across Renfrewshire; uptake and demand across all services, and a review of the projected population for children aged 2 to 5 across each post code area. Information on parental need and expectation was also sought through an initial consultation process. It is recognised that further engagement and consultation will be required to ensure a continued understanding of the changing needs of parents and families.

- 1.6 As highlighted by the Scottish Government it is anticipated that there may be an element of demand lag in the uptake and demand for certain types of provision (such as earlier start / later finish times and placements going across 50 weeks instead of term time). Renfrewshire will staff establishments with the appropriate staffing to meet registration requirements and to enable maximum uptake of places. It is hoped that any demand lag experienced will be mitigated through the phasing period, marketing and ongoing community engagement.
- 1.7 Renfrewshire Council's 1140 draft expansion plan has been developed by adhering to the Scottish Government's guidance to 'use what you have', consideration has been given to our existing staffing, models of delivery, accommodation and space available within existing buildings. The proposal is increase the number of local authority (LA) extended day/year centres from 10 to 28 and reduce the number of term time classes from 22 to 13. It is anticipated that the number of commissioned places from partner providers will increase by approximately 110 places and 20 shared places with childminders. In terms of infrastructure it is anticipated that Renfrewshire will require 7 new builds, 7 major refurbishments, 10 minor adaptations and 13 outdoor adaptations.
- 1.8 To deliver the expansion within LA establishments it is anticipated that Renfrewshire Council will require an additional 365 childcare officers, which includes Heads, deputies, seniors, nursery officers and support assistants. As the expansion proposals require a change to conditions of service for some staff union engagement is required.
- 1.9 This draft plan is Renfrewshire's first iteration of our 1140 plan. The timescale for submission of the plan means it has not yet been approved by elected members and is therefore submitted as a draft. The draft plan will be considered by elected members at the Education and Children's Services Policy Board, which is scheduled for 2 November 2017.

2. Summary of the Current Service Delivery

- 2.1 Renfrewshire presently has 2573 registered places for children aged 3 and 4 and 785 places for children aged 2 to 3 year old to deliver the entitlement of 600 hours of free ELC. The current entitlement is delivered through a range of patterns of delivery, such as full day places of 6 hours 20 minutes, or any other patterns across a calendar year as well as the traditional model of term time provision of 3 hours 10 minutes. Responding to local needs, Renfrewshire currently provides places for children under the age of 3 who are not entitled to ELC, which is funded via Renfrewshire's mainline budget.
- 2.2 Current provision is as follows:
- 11 local authority pre-five centres
 - 11 operating between 8am and 6pm (typically between 8 and 5 pm)
 - 9 operating 52 weeks
 - 2 operating school term time (typically open between 8 and 6pm)
 - 10 offering service to 2, 3 and 4 year olds
 - 22 local authority nursery classes
 - 22 operating school hours / term time

10 offering service to 2, 3 and 4 year olds
 12 offering service to 3 and 4 year olds only

1 local authority additional support needs service (ASN)
 Typically places are in line with school hours / with some longer
 Operating 52 weeks per year

33 partner providers
 28 operating 52 weeks (typically between 8 am and 6pm)
 25 are privately owned
 6 managed by the voluntary sector
 Funding to commission 1160 fully loaded places (600 hours) for 3 and 4 year olds
 Funding to commission 70 fully loaded places (600 hours) for 2 and 3 year olds

7 non partner early years services
 6 operating 52 weeks / between 7.30am and 6 pm
 6 are privately owned
 1 providing a service to under 3 years only

89 childminders
 88 operating 52 weeks / between 8am and 6 pm
 1 operating term time and only offering before and after school care

2.3 A summary of key data relating to all ELC registered supply in Renfrewshire is shown in table one below:

Table One: Registered Supply in Renfrewshire

Renfrewshire Council Ward	Supply Current Capacity 3-4 yr olds	Supply Current Capacity 2yr olds
1 - Renfrew North	192	62
2 - Renfrew South and Gallowhill	240	109
3- Paisley East and Ralston	274	54
4 - Paisley North West	385	175
5 - Paisley South	244	65
6 - Paisley South West	155	40
7 - Johnstone South, Elderslie and Howwood	256	60
8 - Johnstone North, Kilbarchan and Lochwinnoch	147	32
9 - Houston, Crosslee and Linwood	262	100
10 - Bishopton, Bridge of Weir and Langbank	192	55
11 - Erskine and Inchinnan	226	33
Grand Total	2573	785

2.4 A summary of key data relating to all current demand in Renfrewshire is shown in table two below:

Table Two: Current Demand in Renfrewshire

Renfrewshire Council Ward	Supply Current Capacity 3-4 yr olds	Current Roll 3-4 yr olds	Supply Current Capacity 2yr olds	Current Roll 2 yr olds
1 - Renfrew North	192	283	62	24
2 - Renfrew South and Gallowhill	240	346	109	51
3- Paisley East and Ralston	274	349	54	4
4 - Paisley North West	385	522	175	70
5 - Paisley South	244	412	65	32
6 - Paisley South West	155	269	40	23
7 - Johnstone South, Elderslie and Howwood	256	346	60	25
8 - Johnstone North, Kilbarchan and Lochwinnoch	147	244	32	17
9 - Houston, Crosslee and Linwood	262	420	100	8
10 - Bishopton, Bridge of Weir and Langbank	192	314	55	22
11 - Erskine and Inchinnan	226	332	33	14
Grand Total	2573	3837	785	290

- 2.5 A comparison of supply to demand by the local community is illustrated in table three below:

Table Three: Supply and demand by ward in Renfrewshire

Renfrewshire Council Ward	Supply Current Capacity 3-4 yr olds	Current Roll 3-4 yr olds	Demand / Supply	Supply Current Capacity 2yr olds	Current Roll 2 yr olds	Demand / Supply
1 - Renfrew North	192	283	1.5	62	24	0.4
2 - Renfrew South and Gallowhill	240	346	1.4	109	51	0.5
3- Paisley East and Ralston	274	349	1.3	54	4	0.1
4 - Paisley North West	385	522	1.4	175	70	0.4
5 - Paisley South	244	412	1.7	65	32	0.5
6 - Paisley South West	155	269	1.7	40	23	0.6
7 - Johnstone South, Elderslie and Howwood	256	346	1.4	60	25	0.4
8 - Johnstone North, Kilbarchan and Lochwinnoch	147	244	1.7	32	17	0.5
9 - Houston, Crosslee and Linwood	262	420	1.6	100	8	0.1
10 - Bishopton, Bridge of Weir and Langbank	192	314	1.6	55	22	0.4
11 - Erskine and Inchinnan	226	332	1.5	33	14	0.4
Grand Total	2573	3837	1.5	785	290	0.4

- 2.6 For 3-4 year olds, there are currently 1.4 children occupying each space in Renfrewshire Council establishments.
- 2.7 For 2 year olds, the above demand figure only represents the number of funded / referred children.
- 2.8 Demand and uptake of places continues to be monitored with staffing levels adjusted, where possible, to respond to an increase or decrease in demand.

A summary of key data (quality, financial and utilisation)

Quality

- 2.9 The following tables provide information on the grading for the most recent Education Scotland and Care Inspectorate inspections.

Care Inspectorate ratings

Grade 6 – Excellent
Grade 5 - Very Good

Education Scotland ratings

Level 6 – Excellent
Level 5 - Very Good

Grade 4 – Good
 Grade 3 – Adequate
 Grade 2 – Weak
 Grade 1 – Unsatisfactory

Level 4 – Good
 Level 3 – Satisfactory
 Level 2 – Weak
 Level 1 – Unsatisfactory

Care Inspectorate

Table Four: Care Inspectorate Ratings for Local Authority Establishments

Provider – Local Authority Establishments	Care & Support	Environment	Staffing	Management & Leadership
Auchenlodment Nursery Class	5	NA	NA	5
Bridge of Weir Nursery Class	5	5	NA	NA
Bushes Nursery Class	5	4	5	5
Douglas Street Pre-five Centre	6	6	NA	NA
East Fulton Nursery Class	6	6	5	5
Ferguslie Pre-five Centre	6	NA	NA	6
Foxlea Pre-five Centre	5	4	4	4
Gallowhill Nursery Class	4	NA	NA	4
Glenburn Pre-five Centre	4	4	5	3
Glendee Pre-five Centre	4	4	5	4
Glenfield Pre-five Centre	5	5	5	5
Heriot Nursery Class	5	4	5	5
Hollybush Pre-five Centre	5	4	4	4
Houston Nursery Class	4	5	4	5
Hugh Smiley Pre-five Centre	5	NA	NA	5
Lochwinnoch Nursery Class	4	NA	3	NA
Moorpark Pre-five Centre	5	5	6	5
Mossvale Nursery Class	5	NA	5	NA
Our Lady of Peace Nursery Class	5	5	5	5
Paisley Pre-five Centre	4	NA	NA	3
Ralston Nursery Class	5	5	5	5
Spateston Pre-five Centre	6	5	5	5
St Anne's Nursery Class	4	4	4	4
St Catherine's Nursery Class	5	NA	NA	5
St Charles Nursery Class	4	4	4	4
St John Bosco Nursery Class	6	5	5	5
St Margaret's Nursery Class	5	NA	NA	5
St. Mary's Primary Nursery Class & PSDU	5	5	5	5
St. Peter's Nursery Class	5	5	NA	NA
Todholm Nursery Class	5	5	NA	NA
Wallace Nursery Class	5	5	5	5
West Johnstone Pre-five Centre	6	5	NA	NA
West Nursery Class	5	5	4	4
Williamsburgh Nursery Class	4	4	NA	NA

NB: NA = Not Assessed

- 54% of Renfrewshire Council Early Years Services had all themes graded at 5 or 6 as at 28th February 2017 against a national figure of 47%.

- 95% of Renfrewshire Council Early Years Services are graded at least 4 for all themes as at 28th February 2017 against a national figure of 94%. (Care Inspectorate data sharing file February 2017)

Table Five: Care Inspectorate Ratings for Partner Establishments

Provider - Partners	Care & Support	Environment	Staffing	Management & Leadership
3 Bears Nursery - Renfrew	5	NA	NA	5
3 Bears Nursery @ Linwood	4	NA	NA	5
Abbey Nursery	3	NA	NA	3
Abbey Nursery Houston	5	5	5	5
Abbeymill Childcare Ltd	4	4	4	4
Bright Starts Nursery	3	4	3	3
Cairellot Nursery Ltd	4	5	NA	NA
Carli's Kindergarten Ltd	5	4	4	4
Carriagehill Drive Nursery	5	NA	3	3
Carriagehill Nursery Green Road	5	4	NA	NA
Enchanted Forest Nursery	5	4	NA	NA
Erskine Community Nursery - Bargarran	4	4	4	4
Erskine Community Nursery - St Anne's	5	5	4	4
Happitots Nursery - Glasgow Airport	4	4	4	4
Hillview Nursery	4	NA	4	NA
Inchinnan Community Nursery	5	5	5	5
Jennyswell Nursery	3	4	4	3
Kilbarchan Community Nursery	5	5	5	5
Leaps and Bounds Nursery	5	5	5	5
Linwood Community Childcare	5	5	4	5
Little Flowers Nursery	2	2	2	2
Little Learners	5	4	4	4
Little Stars Hillington	5	5	5	5
Maxwellton Park Nursery	5	5	5	5
Mid Gavin Nursery	4	4	4	4
Nursery Times	5	NA	5	NA
Orchard Grove Nursery	5	4	4	4
Rainbow Nursery - Paisley	4	4	5	4
Renfrew Day Nursery	4	5	5	4
Rivendale Nursery	5	5	NA	NA
Stepping Stones	5	5	4	5
Woodlands Day Nursery	4	4	3	3

- NB: There is no inspection history for Glencoats Lodge Nursery due to a recent change of ownership.
- 82% of Renfrewshire Council Early Years Partner Providers are graded at least 4 for all themes as at 31 December 2016 against a national figure of 91%. (Care Inspectorate data sharing file - 31 December 2016)

Table Six: Care Inspectorate Ratings for Non Partner Establishments

Provider – Non Partners	Care & Support	Environment	Staffing	Management & Leadership
Angels Day Nursery Ltd	3	3	3	2
Cherrie Children Daycare	4	5	4	4
Gleniffer Nursery	4	4	3	3
In Safe Hands	2	3	3	1
Lilliput Lane Nursery	2	3	3	2
Little Panda's	2	No Grade	No Grade	2
West College Scotland Nurseries - Paisley Campus	5	NA	NA	5

Education Scotland

Table Seven: Education Scotland Ratings for Local Authority Establishments

Provider - Local Authority Establishments	Improvements in performance	Children's experiences	Meeting learning needs	The curriculum	Improvement through self-evaluation
Auchenlodment Nursery Class	good	good	satisfactory	very good	good
Bridge of Weir Nursery Class	very good	good	good	good	good
Bushes Nursery Class	very good	very good	very good	very good	very good
Douglas Street Pre-five Centre	very good	very good	very good	very good	good
Ferguslie Pre-five Centre	excellent	excellent	excellent	very good	excellent
Foxlea Pre-five Centre	weak	satisfactory	satisfactory	weak	weak
Glenburn Pre-five Centre	satisfactory	good	satisfactory	satisfactory	satisfactory
Glenfield Pre-five Centre	good	very good	excellent	very good	very good
Hollybush Pre-five Centre	good	good	good	good	satisfactory
Hugh Smiley Pre-five Centre	very good	very good	excellent	very good	very good
Lochwinnoch Nursery Class	good	good	good	satisfactory	good
Moorpark Pre-five Centre	good	very good	good	good	good
Mossvale Nursery Class	satisfactory	weak	satisfactory	good	good
Paisley Pre-five Centre	very good	very good	very good	very good	very good
Ralston Nursery Class	good	good	very good	very good	very good
Spateston Pre-five Centre	very good	very good	excellent	very good	excellent
St Anne's Nursery Class	very good	very good	very good	very good	very good
St Charles Nursery Class	very good	very good	good	good	good
St Margaret's Nursery Class	Good	Good	Very Good	good	satisfactory
St. Mary's Primary Nursery Class & PSDU	good	good	good	good	good
St. Peter's Nursery Class	very good	very good	very good	good	good
Wallace Nursery Class	satisfactory	good	satisfactory	good	good
West Johnstone Pre-five Centre	very good	very good	very good	very good	very good
West Nursery Class	very good	very good	good	very good	good

NB: inspection period between October 2008 and December 2016.

- 4% of Renfrewshire Council Early Years services were graded an excellent and 46% very good against a national figure of 2% and 30% for improvements in performance and 8% were graded an excellent and 30% very good against a national figure of 4% and 20% for improvement through self-evaluation

- 17% of Renfrewshire Council Early Years services were graded an excellent and 33% very good against a national figure of 5% and 29% for meeting learning needs. (Source: Quality and Improvement in Scottish Education 2012 -2016, Education Scotland)

The following establishments were not inspected during the inspection period specified:

East Fulton Nursery Class
Gallowhill Nursery Class
St John Bosco Nursery Class
Heriot Nursry Class

Our Lady of Peace Nursery Class
St Catherine's Nursry Class
Todholm Nursery Class
Williamsburgh Nursery Class

Table Eight: Education Scotland Ratings for Local Authority Establishments

New QI's as of 1 August 2016	Leadership of change	Learning, teaching & assessment	Securing children's progress	Ensuring wellbeing, equality & inclusion
Houston Nursery Class	Very Good	Good	Good	Very Good
Glendee Pre-five Centre	Very Good	Good	Good	Very Good

Table Nine: Education Scotland Ratings for Partner Establishments

Provider - Partners	Improvements in performance	Children's experiences	Meeting learning needs	The curriculum	Improvement through self-evaluation
3 Bears Nursery @ Linwood	good	good	good	good	good
Abbey Nursery	good	good	good	good	satisfactory
Cairellot Nursery Ltd	good	satisfactory	good	satisfactory	good
Carli's Kindergarten Ltd	very good	very good	very good	very good	good
Carriagehill Drive Nursery	good	good	very good	good	good
Carriagehill Nursery Green Road	satisfactory	good	satisfactory	good	satisfactory
Enchanted Forest Nursery	satisfactory	satisfactory	satisfactory	satisfactory	satisfactory
Erskine Community Nursery - St Anne's	good	good	good	good	satisfactory
Hillview Nursery	satisfactory	good	good	satisfactory	satisfactory
Inchinnan Community Nursery	satisfactory	good	satisfactory	good	good
Jennyswell Nursery	good	satisfactory	satisfactory		
Kilbarchan Community Nursery	very good	Excellent	Excellent	very good	very good
Leaps and Bounds Nursery	good	very good	good	good	good
Linwood Community Childcare	very good	very good	very good	very good	good
Little Flowers Nursery	satisfactory	satisfactory	weak	satisfactory	weak
Little Learners	satisfactory	satisfactory	weak	satisfactory	weak
Orchard Grove Nursery	satisfactory	satisfactory	satisfactory	weak	weak
Rainbow Nursery - Paisley	good	Good	Good	good	satisfactory
Renfrew Day Nursery	good	good	good	satisfactory	good
Rivendale Nursery	weak	weak	weak	weak	weak
Stepping Stones	good	good	good	good	good

NB: Inspection period between October 2008 and December 2016

- 62% of Renfrewshire Council partner providers were graded a good and above against a national figure of 76% for improvements in performance and 50% of were graded good and above against 59% for improvement through self-evaluation

- 62% of Renfrewshire Council partner providers were graded a good and above against a national figure of 59% for meeting learning needs. (Source: Quality and Improvement in Scottish Education 2012 -2016, Education Scotland.

The following establishments were not inspected during the inspection period specified:

3 Bears Renfrew
 Abbeymill Childcare Ltd
 Erskine Community Nursery (Bargarran)
 Little Stars Hillington
 Mid Gavin Nursery
 Woodlands Day Nursery

Abbey Nursery Houston
 Bright Starts Nursery
 Glencoats Lodge
 Maxwellton Park Nursery
 Nursery Times

Table Ten: Education Scotland Ratings for Partner Establishments

New QI's as of 1 August 2016	Leadership of change	Learning, teaching & assessment	Securing children's progress	Ensuring wellbeing, equality & inclusion
Happitots Nursery - Glasgow Airport	Satisfactory	Satisfactory	Satisfactory	Satisfactory

Renfrewshire Council Early Years Budget

- 2.10 Renfrewshire's budget for early years for 2017/18 is £15,938,818. This includes payments to partner providers of £2,657,780. The early years budget also includes services for children 0 to 3 years which excludes the entitled element of ELC.

Utilisation Data

- 2.11 Refer to paragraph 2.5

Summary of local parent and community consultation outcomes

- 2.12 Renfrewshire carried out a parent / family consultation in June 2017. The purpose of the engagement was to understand the needs and preferences of families in terms of utilising 1140 hours of ELC. The consultation consisted of an online survey. The findings, which were used to assist in planning the expansion for each geographical area, indicated the following:
- 762 responded to the consultation process
 - 43% of respondents would prefer 1140 hours of ELC over a school year
 - 17% of respondents would prefer 1140 hours of ELC over 46 weeks
 - 40% of respondents would prefer 1140 hours of ELC over 50 weeks
 - 83% of respondents would prefer 1140 hours in the one establishment
 - 7% would like 1140 hours split between a nursery and a childminder
 - 1% would like 1140 hours with a childminder
 - 4% would like 1140 hours split between an indoor nursery and outdoor nursery
 - 1% would like 1140 hours in an outdoor nursery

3. Future Provision

Summary of proposed changes to service design and local innovation (Summary of proposed changes to service delivery model (all providers). Proposals relating to quality, flexibility, affordability, accessibility, and other relevant changes to process (e.g. admissions process)

- 3.1 Renfrewshire Council is proposing an expansion which is in line with Government guidance by using 'what we have' as well as responding to what we understand parental demand and need to be. The proposed model will continue to build on the success of Renfrewshire Council's flexible model of delivery, achieving this by increasing the number of extended day/year establishments.

- 3.2 The proposed model of delivery will continue to provide term time / school day provision, in recognition that families are looking for this type of service, as well increasing the opportunity for families to access 8 am to 6 pm provision over 46 or 50 weeks per year in local authority services. To achieve this it is proposed that the number of local authority establishments open over a longer day / year will be increased from 10 to 28 (which includes 4 term time (TT) extended day and one ASN service) and the number of school term year services be reduced from 22 to 13. This approach ensures an increase in the number of extended day / full year establishments in all local areas.
- 3.3 Renfrewshire Council will continue to work in partnership with approved providers from the private and third sector to both maintain the current number of funded places, on an 1140 hours capacity, and to extend the number of commissioned places in identified geographical areas by approximately 110 places in partner establishments. It is anticipated that a range of models of delivery will continue to be on offer in partner services. A trial of a blended childcare model (split place between a childminder and nursery) is also proposed, it is anticipated that 20 places will be provided through this model.
- 3.4 Renfrewshire's Council's proposed delivery models will offer the following:
- 8 am to 6 pm provision over school year, 46 or 50 weeks.
 - specific options of 6 hours per day over 38 weeks (school day model); 22.8 hours over 2.5 days for 50 weeks (8am to 6pm model); 25 hours per week / over 45.6 weeks (by offering 8 am to 1 pm or 1 pm to 6 pm). Other options of delivery are also being explored.
 - A blended model of delivery with a childminder will also be trialled.
- 3.5 Renfrewshire believes that the proposed delivery models, which will be available across each defined geographical area, will ensure:
- Flexibility through a range of options available, thus giving parents and families a choice of provision to enable them to work or to align their childcare / family needs in line with primary school hours;
 - Affordability due to the increased entitlement being made available in Council and approved private and voluntary providers;
 - Accessibility through the range of services available to parents in each geographical area across Renfrewshire;
 - Quality through our continued commitment to deliver high quality experiences and improved outcomes for children. Appropriate staffing levels, qualified staff and family support will help to ensure this.
- 3.6 Included in Renfrewshire's model is a proposal to provide a family worker across each of the geographical areas to enhance work with parents to increase their involvement and understanding of child development, with a particular focus on health and wellbeing, literacy and numeracy to support with closing the inequality gap and raise attainment. It is also the intention that the family workers will support parents to develop personal skills and esteem to enable them to be ready for employment. The level of family worker allocation will be aligned to SIMD for geographical areas.

- 3.7 Renfrewshire Council's Admissions to Nursery Policy is currently under review and will be presented to the policy board later this year. An amendment to the policy was approved by the policy board in August 2017 to ensure equity in the allocation of 1140 hours of ELC during the phasing period.

Description of changes to enable full use of existing local authority assets (workforce and infrastructure)

- 3.8 The Government's advice on 'use what we have', in terms of existing buildings and staffing was taken into consideration when developing Renfrewshire's expansion proposals. An analysis of the current work force was undertaken to determine the current patterns of work and employee profile. Similarly, an analysis of the Council's property portfolio was also carried out to determine options to support the expansion.
- 3.9 In terms of the workforce it is expected that the proposed model of delivery will result in changes to contract conditions for ELC staff, specifically those on TT conditions of service due to the proposal to increase the number of establishments operating from 8 am to 6 pm over 52 weeks. The proposal to reduce the number of TT early learning classes, located in primary school settings, from 22 to 13 will impact on the leadership and management arrangements for these 9 services. The detail of the management structures is still to be agreed.
- 3.10 It is proposed that the number of services open longer days / year will increase from 10 to 28. It is also expected that there will be a change in relation to the number of hours per week in which staff will work, proposing that staff working in TT/ school day services will work on a 35 hour week contract and staff in extended day /52 week establishments work on a 37 hour week contract.
- 3.11 Work has been ongoing to consider and explore the range of options for expanding the workforce, including existing part-time early years staff increasing the number of hours worked. Currently around 50% of Renfrewshire employees work part-time. Consideration is also been given to retraining of existing Council workforce. Options for training future staff have also been explored, with the Council proposing to train staff through foundation and modern apprenticeships route and Renfrewshire registering as a SVQ training provider to train ELC students.
- 3.12 A recruitment campaign for Renfrewshire is currently being developed which will link to the Scottish Government campaign.
- 3.13 In term of the 26 graduates being allocated to Renfrewshire it is our proposal to appoint both teachers and BA graduate qualified staff. Establishments identified as having the highest number / percentage of children living in SIMD one and two have been identified to receive a graduate, this includes local authority and partner establishments.

- 3.14 Strengthening leadership continues to be an area of priority for Renfrewshire to ensure the delivery of high quality early years provision. The leadership programme will continue to be rolled out to ELC heads, depute heads and middle leaders (ELC seniors) across the service. Targeting of leaders at depute and senior level is key, particularly given the additional managers required for the expansion proposals. Support to leaders and managers in partnership services is currently being explored. Renfrewshire aims to enhance its workforce training budget by £60,000 during the phasing period to support leadership development opportunities.
- 3.15 Renfrewshire's plans for the ELC workforce are in line with the Council's workforce plan which will be subject to ongoing review.
- 3.16 In terms of infrastructure an assessment of the council's early years portfolio was undertaken in conjunction with ongoing school estate management planning. Over a period of time Renfrewshire Council has sought to improve the efficiency of its school estate through a programme of school rationalisation and catchment review. Through this process Renfrewshire has successfully reduced the number of surplus places in primary schools however this has meant that the opportunity for early years expansion in existing school buildings is limited when considered in the context of how the building supports the delivery of the primary curriculum.
- 3.17 Statistically there is circa 25% surplus accommodation in Renfrewshire's primary sector but this figure does not account for two significant factors which must be recognised:
- the optimum operational occupancy level of a primary school is not 100%; and
 - The surplus accommodation is not necessarily in the right place, i.e. opportunities for low cost, minimal adaptation solutions are not in the areas where there is greatest demand for expansion.
- 3.18 In addition to the review of the Council's educational assets the process of assessment also included a review of its leisure and community assets with reference to surplus assets out with council ownership i.e. churches, police offices etc.
- 3.19 Infrastructure proposals derived from this process of evaluation have been determined through consideration of all options ranging from minimal intervention to new builds. In summary, the project team assessed if the number of additional spaces required could be achieved by one, or a combination of more than one, of the following interventions:
- Do nothing in terms of property management via changes to the delivery model;
 - Enhance outdoor facilities;
 - Reconfigure existing internal spaces through minor adaptation;
 - Extend the existing facility; or
 - Build a new facility.

3.20 Description of changes to maintain and extend the use of partner assets
(including quality/ price/ volume/ conditionality of service)

- 3.21 Partners' registration capacity was taken into consideration when planning the expansion options for each of the geographical areas. It is proposed that partner providers will continue to deliver 1160 ELC places for children aged 3 to 5 years and 70 places for children aged 2 to 3 years. By 2020/21 the proposal is to increase the number of commissioned places by approximately 110 and to purchase an additional 20 places with childminders for children aged 2 to 3 years. Partners will be involved in the phasing of 1140 hours leading up to 2020. There has been initial engagement with partner providers to clarify their plans for 2020 and beyond. There continues to be a level of uncertainty for some providers. This is a risk for Renfrewshire Council due to reliance on the independent service to deliver ELC.
- 3.22 Renfrewshire will continue to engage with existing partners and with providers who are not currently in partnership with the Council to progress future commissioning arrangements. Quality will remain the main criteria for working in partnership with providers to deliver ELC. Identified Council officers will continue to offer support and challenge our partners to ensure high quality experiences for children.
- 3.23 Work with the West Partnership will continue in terms of commissioning structures and levels of support and challenge offered to partner providers. Renfrewshire will also work with childminders to consider their role as ELC providers.
- 3.24 Renfrewshire will be reviewing the hourly rate paid to partners, which will be linked to the review of the framework agreement with providers and plans for delivering 1140 hours of ELC. The current hourly rates paid to partners for children aged 3 to 5 years is £3.48 and £5.56 for eligible 2 to 3 year olds. It is recognised that the agreed rate paid will need to take cognisance of the commitment to delivering the living wage. Clarification about future funding from the Scottish Government will enable Renfrewshire to progress the review of future rates for partners. In the meantime our financial plans are based on 2017/18 rates. By 2021/22 we anticipate purchasing 1.9 million hours from our partners. For every £1 increase in the rate paid to partner providers will increase our revenue costs by £1.9 million.

Extent to which workforce to be recruited, physical capacity may require to be built/ refurbished/ sourced

- 3.25 A formula was developed to achieve equity in the allocation of staff required across the proposed models of delivery identified to provide 1140 hours of ELC. The aim is that the agreed formula will ensure quality provision and experiences for children and maintain effective adult to child ratios across an extended day and year and lunch times. The draft proposed staffing models for Renfrewshire Council will be evaluated during the phasing period:

3 to 5 years

Extended day - 52 weeks/ 37 hours
1 to 8 ratio

Nursery Class – TT/35 hours
1 to 8 ratio

1:24 additional (FTE)
1:24 support assistant

1:32 additional (0.5 FTE)
1:24 support assistant

2 to 3 years

Extended day / 52 weeks:

1 to 5 ratio
1:15 additional (FTE)
1:15 support assistant

Nursery Class TT

1 to 5 ratio
1:20 additional (**0.5 FTE**)
1:15 support assistant

(NB: the staffing allocation for children aged 2 to 3 years has been pro-rated in line with the percentage of children entitled to ELC.)

- 3.26 A staffing formula for children with additional support needs is currently being explored.
- 3.27 New leadership models are currently being explored due to the introduction of satellite units, an increase in the size of some services and the proposal to change some classes to extended day and year and to ensure and maintain quality.
- 3.28 To support with closing the attainment gap and help parents to have the confidence and skill to undertake and seek employment Renfrewshire Council is proposing to employ family workers across the geographical areas.
- 3.29 A significant number of support assistants is required to support with the increased numbers of children attending over lunch time. It is proposed that support assistants are employed for 15 hours per week to help with the retention of staff.
- 3.30 Additional support needs assistants will also be required to support children receiving 1140 hours of ELC. The additional level of allocation has been calculated against the previous history of levels of support required.
- 3.31 Based on our current expansion proposals it is expected that we will require an additional:
- 14.3 Head of Centre posts
 - 17.7 Depute Head of Centre posts
 - 18.3 Early Learning and Childcare Senior Officers
 - 182.5 Early Learning and Childcare Officers
 - 120 support assistants
 - 12 family workers and one co-ordinator to help co-ordinate the work of the family workers.
 - Additional ASNA hours to support identified children attending for longer hours.

- 3.32 In addition to the staff identified above to support early years establishments we will require supplementary staff at Renfrewshire's head quarters to support with the roll out of the expansion programme. This includes: 2 additional early years' development officers; 1 data management co-ordinator; 1 business support officer; 1 early years capital implementation manager; 1 SQA co-ordinator to train ELC students, and an economic development assistant to support parents to access employment. There are other additional staff working on the expansion programme that have not been costed against the 1140 hours programme.
- 3.33 The expansion proposals will also have a significant impact on community resources such as janitorial, cleaning, catering and facilities management of existing and new early years establishments. To meet the increased demand it is anticipated that a significant number of staff will be required to be employed. Additional business support will also be required to support with office and administrative functions within new or expanded local authority early years establishments. The detail of this is included within the financial template.
- 3.34 In determining the infrastructure requirements to facilitate the delivery of 1140 hours of early years learning and childcare the project team concluded that the undernoted adaptation is required:
- 7 new build classes or centres;
 - 7 major refurbishments of existing classes or centres;
 - 10 minor adaptations of existing classes or centres;
 - 13 outdoors.
- 3.35 In term of providing a suitable space for dining to ensure a quality experience for children at lunch time Renfrewshire has identified a space formula for standalone establishments. For ELC nursery classes with 80% or more occupancy levels within the primary school the space formula for dining will also apply to these services. A detailed assessment / specification of these establishments still requires to be undertaken.

Renfrewshire Council

Early Learning and Childcare Implementation Plan

1. Implementation Plan

Section One – Quality

(Specify the basis upon which day to day operational quality will be maintained and enhanced per setting during the period of expansion. Specify the basis upon which quality will be continually improved over time.)

- 1.1 Ensuring quality will continue to be at the heart of service delivery across Renfrewshire. There is a continued commitment to ensuring ongoing professional development, including supporting access to qualifications to meet SSSC requirements. Renfrewshire's continued professional learning (CPL) and workforce development programme will continue to respond to changing needs.
- 1.2 Strengthening leadership continues to be an area of priority for Renfrewshire to ensure the delivery of high quality early years provision. The leadership programme will continue to be rolled out to ELC heads, depute heads and middle leaders across the service. Targeting of leaders at depute and senior level is key, particularly given the additional managers required for the expansion proposals. Support to leaders and managers in partnership services is currently being explored. Renfrewshire aims to enhance its workforce training budget by £60,000 during the phasing period to support leadership development.
- 1.3 The West Partnership inter-authority group, of which Renfrewshire officers are key contributors, are working jointly to address the challenges and opportunities in delivering the 1140 expansion. Ensuring quality has been identified as a key focus area for the partnership. The improvement plan for the quality sub-group has identified 4 priority areas for development: including curricular elements affected by the increase in entitlement, transitions, environment and stakeholders. Renfrewshire co-chairs the quality sub-group with an officer from Inverclyde Council. Leadership development and CPL is also a key focus for the West Partnership.
- 1.4 Work is already underway to review and develop practice in tracking and profiling of children's progress. This work will continue during the period of expansion.
- 1.5 The proposed staffing formula, to be implemented during the expansion period, provides an improved adult to child ratio to ensure children continue to receive a quality experience as well as addressing increased numbers of children attending across an extended day and year. Similarly the leadership models will be developed to ensure and maintain quality.
- 1.6 The revised management model that is currently being devised in response to the proposed expansion models will ensure appropriate leadership arrangements for individual services.

- 1.7 The existing partnership contract arrangement ensures an acceptable standard of provision to enable providers to deliver ELC. Quality will continue to remain the main criteria for working in partnership with providers to deliver ELC. Ensuring effective contractual arrangements, with clear standards for approving neutral providers to deliver ELC will continue to be a priority for Renfrewshire. A current priority for the West Partnership is to develop guidance for quality assuring and standard for neutral providers.
- 1.8 Renfrewshire will continue to engage with existing partners and with providers who are not currently in partnership with the Council to progress future commissioning arrangements. Quality will remain the main criteria for working in partnership with providers to deliver ELC.
- 1.9 Renfrewshire Council has an established quality assurance framework to provide support and challenge to individual providers. Link officers are available for both local authority and partner providers. Teacher input to early years establishments is provided via a peripatetic model of support. This support framework will continue towards the period of expansion. Identified Council officers will continue to offer support and challenge our partners to ensure high quality experiences for children.
- 1.10 Renfrewshire's proposed expansion options, in terms of infrastructure proposals ensure that we continue to comply with space standards and thus ensuring the desired space for children to learn and develop. Ensuring quality at lunch time, including space for lunch will continue to be a focus for Renfrewshire as we progress the expansion.

2. Implementation Plan **Section Two – Phasing and Prioritisation**

(Specify the basis of upon which expanded provision will be rolled out across the geography. Options might include neighbourhood by neighbourhood, school area, with reference to SIMD)

2.1 Renfrewshire Council will phase the delivery of 1140 hours within a number of establishments in the lead up to 2020. The identification of establishments involved in the earlier stages of the phasing programme is based on those establishments with high numbers / percentage of children from the Scottish Index for Multiple Deprivation areas (SIMD) one and two and where there is capacity to deliver additional places. Opportunities to pilot new approaches will also be explored. This approach is in line with Government advice.

2.2 To ensure equity in the allocation of the increased entitlement to 1140 hours an amendment to the Early Years Admissions Policy was approved by the Education and Children Policy Board in August 2017. Prioritisation is being given as follows:

- Eligible two year olds:

- (1) To children eligible for a funded place who are categorised as a priority 1 or 2 as outlined in the existing Early Years Admissions Policy. Places to be allocated in priority order.

- (2) To children categorised as a priority 3B as outlined in the existing policy.

- Three and four year olds:

- (1) To children categorised as a priority 1 or 2 as outlined in the existing Early Years Admissions Policy. Places to be allocated in priority order.

- (2) To children categorised as a priority 3A of the existing policy. Places to be allocated in the following priority order:

- (i) Children in their deferred year with a January or February birthday or where it has been approved for children born between September and December;

- (ii) Children in their pre-school year;

- (iii) Children in their ante pre-school year.

In **all** categories listed above priority is given to children whose parents or carers are:

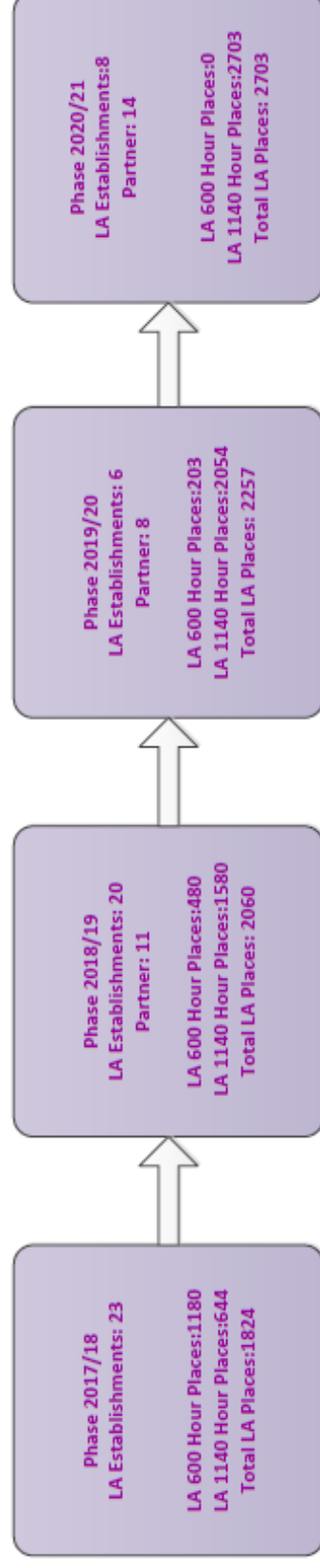
- In employment, education or training and in receipt of income support, income based job seekers allowance, working tax credits or universal credit, or

- In employment, education or training.

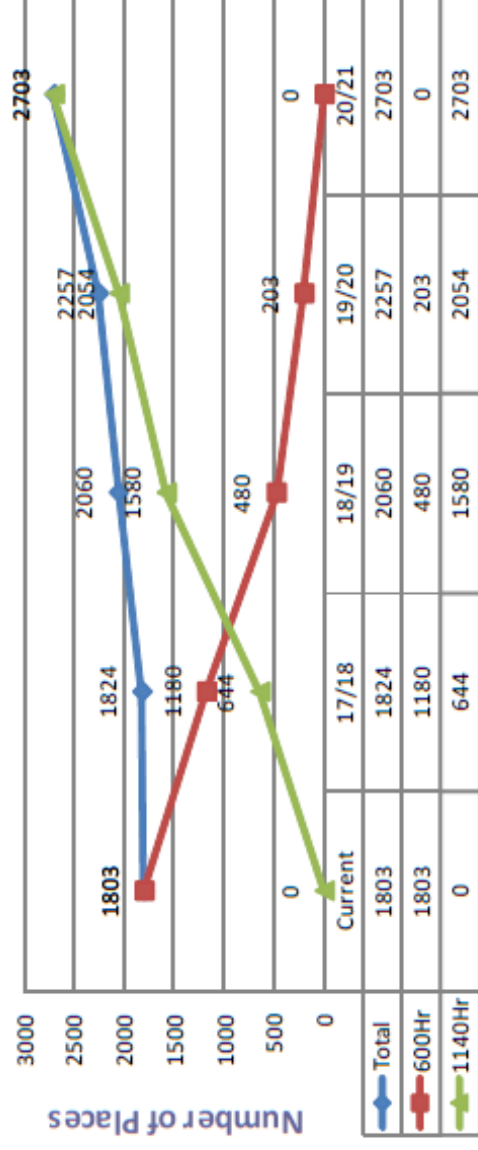
2.3 In line with the admissions guidance places will be balloted for if there are insufficient places to meet demand, all other circumstances being equal.

- 2.4 This proposed criterion ensures a direct link to the Scottish Government's policy objectives in terms of closing the attainment and inequality gaps and in reducing the costs of childcare for parents. Renfrewshire Council's Early Years Admissions Policy is currently under review to reflect the proposed changes and will be presented to the policy board later this year.
- 2.5 As children are currently in attendance, Heads of establishments involved in the 2017/18 phasing programme are working to increase the level of provision for as many children and their families as possible, the numbers involved depends on capacity available. For some the numbers of children receiving increased provision will be low due to capacity available and timescale for completing building modifications and extensions.
- 2.6 Renfrewshire Council is currently working on a communication strategy for communicating with parents on the phasing of 1140 hours of ELC. A level of sensitivity in communicating this will be required due to 1140 not being made available across the local authority, including some areas with high numbers of children from SIMD areas one and two. The latter is due to restriction in capacity in certain areas.
- 2.7 Re-registration of services due to changes of capacity or the use of accommodation will be progressed with the Care Inspectorate.
- 2.8 The phasing plan is detailed in the diagram on the next page.

Early Learning and Childcare Expansion Programme – Registered Places Phasing Breakdown



1140 Phasing - Local Authority Establishments



- 13 Nursery Classes
- 28 Pre-5 Centres
- 33 Partner Establishments (current - 7 Non-partner Establishments and 89 Childminders)



3. Implementation Plan

Section 3 Community Engagement

(Specify the nature of the on-going engagement with local communities that supports the community to understand the changing nature of supply and the full extent to which supply is capable of adapting to their families (family and community) need.)

3.1 Renfrewshire Council carried out a parent / family consultation in June 2017 to establish some understanding of the needs and preferences of families in term of utilising 1140 hours of ELC. The consultation consisted of an online survey. The findings were used to assist in planning the expansion for each geographical area. Further consultation on the 1140 entitlement will be incorporated into Renfrewshire's next Children and Young People consultation which will be undertaken during winter 2017.

3.2 The following provides the summary findings from the June 2017 consultation:

If you were to access 1140 hours of ELC for your child, which of the following best suits your needs?		
Answer Options	Response %	Response Count
School year (38 weeks)	43%	328
46 weeks a year	17%	131
50 weeks a year	40%	300
<i>answered question</i>		759
<i>skipped question</i>		3

Which pattern would best suit your needs?		
Answer Options	Response %	Response Count
Two full days and one half day (am or pm)	17%	127
School days - 9:00 - 15:00	35%	268
Full days - 8:00 - 18:00	34%	254
Half days -mornings 8:00 - 13:00	12%	92
Half days - afternoons 13:00 - 18:00	2%	17
<i>answered question</i>		758
<i>skipped question</i>		4

Do your childcare days change each week because of shifts?		
Answer Options	Response %	Response Count
Yes	20%	152
No	80%	604
<i>answered question</i>		756
<i>skipped question</i>		6

How would you like your 1140 hours to be provided?		
Answer Options	Response %	Response Count
All in one nursery	83%	628
Split across more than one nursery	5%	34
Split between a nursery and a registered childminder	7%	51
All with a registered childminder	1%	8
All in an outdoor nursery	1%	5
Split between an outdoor and an indoor nursery	4%	30
Other (please specify)		6
<i>answered question</i>		756
<i>skipped question</i>		6

3.3 As the roll out of the expansion plan progresses, a number of engagement events will be undertaken to ensure that the community is aware of the expansion plans and any lag in

the uptake of the entitlement is minimised. These will commence with establishment Heads engaging with parents whose children are already in attendance.

- 3.4 As the rollout of the entitlement progresses towards 2020, the Health and Social Care Partnership will be engaged to promote the entitlement through poster information in GP surgeries to improve parental awareness of the ELC entitlement.
- 3.5 Any marketing campaign offered by the Council will closely link into that offered by the Scottish Government to avoid any duplication of effort. This will be coordinated through the Council's Marketing and Communications team.

4. Implementation Plan

Section Four – Workforce

(including leadership planning, consultation planning, industrial relations, recruitment plan)

- 4.1 A workforce group was established by Renfrewshire Council to progress workforce developments relating to the 1140 expansion of ELC.
- 4.2 Renfrewshire Council currently employs around 530 ELC staff, ranging from ELC nursery officers to Head of Centre positions. Of the overall number 263 are on term time contracts and around 50% are working part time. Currently staff are employed to work on either a 35 or 37 hour week, 37 hours was agreed on a voluntary basis to support with the implementation of 600 hours. Within Renfrewshire there are 22 ELC classes which are managed by the primary school management structure. The vast majority of our workforce are women, with only seven men employed within early years services .
- 4.3 Work has been ongoing to consider and explore the range of options for expanding the workforce, including existing part-time early years staff increasing the number of hours worked. Consideration is also been given to retraining of existing Council workforce. Options for training future staff have also been explored, with the Council proposing to train staff through foundation and modern apprenticeships route and Renfrewshire registering as a SVQ training provider to train ELC students. Re-training of existing staff is also being explored.

Leadership

- 4.4 There are currently two different management models in place: one for an ELC class within a school and the other standalone ELC centres. Within a class setting, the head teacher has overall responsibility for the early years provision within the school. Classes have an ELC senior and 0.2 or 0.4 management time, depending on the size of service. Classes with children aged two to three receive an additional 0.2 management time. Standalone centres have one head of centre and one depute head, and Centres open 52 weeks per year have a senior, this is the same for all establishments, no matter of their size.
- 4.5 New leadership models are currently being explored to address the increase in the registration capacity for a number of settings, the introduction of satellite units, and proposal to change some classes to extended day and year. New early years settings will require a number of managers.
- 4.6 Strengthening leadership continues to be an area of priority for Renfrewshire to ensure the delivery of high quality early years provision. The leadership programme will continue to be rolled out to ELC heads, depute heads and middle leaders (ELC seniors) across the service. Targeting of leaders at depute and senior level is key, particularly given the additional managers required for the expansion proposals. Support to leaders and managers in partnership services is currently being explored. Renfrewshire aims to enhance its workforce training budget by £60,000 during the phasing period to support leadership development opportunities.
- 4.7 In term of the 26 graduates being allocated to Renfrewshire it is our proposal to appoint both teachers and BA graduate qualified staff. Establishments identified as having the highest number and percentage of children living in SIMD one and two have been identified to receive a graduate, this includes local authority and partner establishments.

Staff / contractual matters

- 4.8 The proposed models for Renfrewshire will require ELC staff to work on a 37 FTE contract to work in an extended day / year centre and a 35 FTE basis for a class setting. A number of part time staff will also be recruited to support with extended shifts and the range of patterns of places available. It is our expectation that this will ensure the adult to child ratio is maintained across the day and year, time for staff for planning, assessing and profiling to ensure quality. A formula has been devised as outline in the main body of the plan. The impact of this will require to be tested during the phasing period.
- 4.9 To support with the additional numbers of children receiving lunch Renfrewshire Council is planning to employ support assistants to help with the supervision of children at lunch time and to maintain adult to child ratios. To support with retention of staff it is proposed that support assistants are employed for 15 hours per week. Currently Renfrewshire employs a small number of support assistants on a 10 hour contract and staff retention has been a challenge.
- 4.10 To support with closing the attainment gap and help parents to have the confidence and skill to undertake and seek employment Renfrewshire Council is proposing to employ family workers across the geographical areas.
- 4.11 Additional support needs assistants will also be required to support children receiving 1140 hours of early learning and childcare. The additional level of allocation has been calculated against the previous history of levels of support required.
- 4.12 Based on our current expansion proposals it is expected that we will require an additional:
- 14.3 Head of Centre posts
 - 17.7 Depute Head of Centre posts
 - 18.3 Early Learning and Childcare Senior Officers
 - 182.5 Early Learning and Childcare Officers
 - 120 support assistants
 - 12 family workers and one co-ordinator to help co-ordinate the work of the family workers
 - Additional ASNA hours to support identified children attending for longer hours.
- 4.13 In addition to the staff identified to above to support early years establishments we require additional staff at HQ to support with the rolling out of the expansion programme. This includes: 2 additional early years' development officers; 1 data management co-ordinator; 1 business support officer; 1 early years capital implementation manager; 1 SQA co-ordinator to train ELC students, and an economic development assistant to support parents to access employment. There are other additional staff working on the expansion programme that have not been costed against the 1140 hours programme.

Staff engagement and Union liaison

- 4.14 There has been a number of meetings with establishment heads to discuss proposals relating to the 1140 expansion of ELC. There has also been an initial engagement with the whole workforce on 1140 hours. Further discussions with staff will be undertaken as we roll out the proposed expansion.
- 4.15 Union colleagues were invited to an initial awareness raising session on 1140 hours and initial negotiations commenced during September 2017. Further negotiations are required and will be planned to consider the following contractual matters:

- Changes from 35 to 37 hours contract;
- Changes from term time to extended day;
- Future management arrangements for extended year / day class provision

Recruitment proposals

4.16 The following is being explored and will be progressed:

- Existing part-time ELC practitioners will be contacted to offer a voluntary move from a term time to full time contract.
- Continue to explore opportunities for training new staff, including modern and foundation apprenticeships.
- Continue to explore opportunities for training existing staff.
- Renfrewshire Council to become a recognised SVQ trainer for ELC;
- By providing leadership opportunities for existing staff
- Use staff from the existing supply pool;
- Open advert for new staff.

Additional Graduates

4.17 Plans for this are outlined in the graduate plan.

Ancillary Staff

4.18 The expansion proposals will have a significant impact on community resources such as janitorial, cleaning, catering and facilities management of existing and new early years establishments, due to increased foot print; lengthened hours of operation; across the day / year. Additional cleaning will be required during the day due to an increase number of children having lunch. To meet the increase demand it is anticipated that a significant number of staff will be required to be employed. Additional business support will also be required to support with office and administrative functions within new or expanded local authority early years establishments. The detail of this is included within the financial template.

5. Implementation Plan

Section Five - Funded Providers

(Specify the nature of future relationship with funded providers including the price paid, volume and quality requirements.)

Context

- 5.1 Renfrewshire Council currently engages 33 independent providers (partners) to supply up to 1,230 places of 600 hours. Of this 1,160 are for children aged 3 to 5 (approximately 30% of the overall provision) and 70 for eligible two year olds. Existing partners were identified through a procurement process, with the current framework agreement due to expire in 2018 with an option to extend to 2019. Partners are currently paid an hourly rate of £3.48 per child. Although childminders were previously invited to tender, none participated in the process.

Future relationship with funded providers – volume

- 5.2 Renfrewshire Council values the role of partner providers in delivering ELC and has continued to include them in the proposed expansion plan for Renfrewshire. Renfrewshire proposes to maintain the current number of funded places, on a 1140 hours capacity and hopes to extend the number of commissioned places with some providers in identified geographical areas. Current partner and non partners' capacity was considered in the overall plan for each geographical area. Dependent on the available funding it would be Renfrewshire's intention to include partner establishments during the phasing period, with priority given to services with a high number of children from SIMD one and two.
- 5.3 To date, childminders in Renfrewshire do not deliver ELC, it is however our intention to trial a blended childcare model (split place between a childminder and nursery) during the phasing period.
- 5.4 Renfrewshire providers (including current partners, non partners and childminders) have been involved in engagement sessions about 1140 hours. These sessions have indicated that there is a level of uncertainty from providers about their future position at 2020, this would appear to be mainly due to concerns about funding.

Future relationship with funded providers – price paid

- 5.5 Renfrewshire will be reviewing the hourly rate paid to partners, which will be linked to the review of the framework agreement with providers and plans for delivering 1140 hours of ELC. The current hourly rates paid to partners for children aged 3 to 5 years is £3.48 and £5.56 for eligible 2 to 3 year olds. It is recognised that the agreed rate paid will need to take cognisance of the commitment to delivering the living wage. Clarification about future funding from the Scottish Government will enable Renfrewshire to progress the review of future rates for partners. In the meantime our financial plans are based on 2017/18 rates. By 2021/22 we anticipate purchasing 1.9 million hours from our partners. For every £1 increase in the rate paid to partner providers will increase our revenue costs by £1.9 million.

Future relationship with funded providers - quality requirements

- 5.6 Quality will continue to remain the main criteria for working in partnership with providers to deliver ELC. Ensuring that all of Renfrewshire's children receive a high quality ELC experience wherever they are educated will continue to be a key aim for Renfrewshire Council. It would be Renfrewshire's intention to continue to have a minimum standard for neutral providers delivering ELC to ensure a quality learning experiences for children. To ensure equity and consistency it is our intention to have the same base line for all providers including childminders. Renfrewshire will continue to work with the West Partnership to develop guidance for quality assuring and standard for neutral providers

- 5.7 Renfrewshire Council has an established quality assurance framework to provide support and challenge to individual providers. Link officers are available to support individual partner establishments. Teacher input to early years establishments is provided via a peripatetic model of support. In terms of ensuring continuous improvement Renfrewshire will aim to continue to work with identified providers to provide ongoing support and challenge.
- 5.8 Identified partner establishments will have access to a graduate employee, the allocation will be in line with Scottish Government guidance.

6. Implementation Plan **Section 6 – Infrastructure (Physical Estate Plan)**
(specify the extent of the refurbishment to the existing estate and the new build requirement.)

- 6.1 The Government's advice on 'use what we have', in terms of infrastructure was taken into consideration when developing Renfrewshire's expansion proposals. Proposals to develop the infrastructure of an existing building or to develop a new build have been proposed if no other option to create additional spaces was available.
- 6.2 An assessment of the council's early years portfolio was undertaken in conjunction with ongoing school estate management planning. Over a period of time Renfrewshire Council has sought to improve the efficiency of its school estate through a programme of school rationalisation and catchment review. Through this process Renfrewshire has successfully reduced the number of surplus places in primary schools however this has meant that the opportunity for early years expansion in existing school buildings is limited when considered in the context of how the building supports the delivery of the primary curriculum.
- 6.3 Statistically there is circa 25% surplus accommodation in Renfrewshire's primary sector but this figure does not account for two significant factors which must be recognised:
- that the optimum operational occupancy level of a primary school is not 100%; and
 - that surplus accommodation is not necessarily in the right place, i.e. opportunities for low cost, minimal adaptation solutions are not in the areas where there is greatest demand for expansion.
- 6.4 In addition to the review of the Council's educational assets the process of assessment also included a review of its leisure and community assets with reference to surplus assets out with council ownership i.e. churches, police offices etc.
- 6.5 Infrastructure proposals derived from this process of evaluation have been determined through consideration of all options ranging from minimal intervention to new builds. In summary, the project team assessed if the number of additional spaces required could be achieved by one, or a combination of more than one, of the following interventions:
- Do nothing, manage via changes to the delivery model;
 - Enhance outdoor facilities;
 - Reconfigure existing internal spaces through minor adaptation;
 - Extend the existing facility; or
 - Build a new facility.
- 6.6 In determining the infrastructure requirements to facilitate the delivery of 1140 hours of early years learning and childcare the project team concluded that the undernoted adaptation is required.
- 7 new build classes or centres.
 - 7 major refurbishments of existing classes or centres;
 - 10 minor adaptations of existing classes or centres;
 - 13 outdoors
- 6.7 In term of providing a suitable space for dining to ensure a quality experience for children at lunch time Renfrewshire has identified a space formula for standalone establishments. For ELC nursery classes with 80% or more occupancy levels within the primary school the space formula for dining will also apply to these services. A detailed assessment / specification of these establishments still requires to be undertaken.

- 6.8 There is an expectation that all new builds will be operational from April 2020 in line with the Scottish Government advice. There is a level of risk regarding our ability to meet this timescale given that we still require to identify suitable land to build a number of the new establishments on. There is also a concern about managing adaptations whilst services are occupied.
- 6.9 It is important to note that some of the costs and infrastructure proposals have been identified following a desk top exercise and therefore require a detailed assessment. There are also implications in relation to project management planning and procurement processes.
- 6.10 The infrastructure plan is detailed in the diagram on the next page.

Early Learning and Childcare Expansion Programme – Infrastructure

Summary and Legend									
7 New Builds		7 Major Refurbs		13 Outdoors only		10 Minor Refurbs		2 Dining issue only	

7. Implementation Plan Section 7 – Financial Projections/ Assumptions
Specify the phased cost profile for both revenue and capital over the expansion period. Include anticipated top up revenue where appropriate.

7.1 The financial projections are provided in the financial template.

Financial Assumptions to Support Projections
(List the financial assumptions made to support financial projections)

7.2 The following assumptions have been made to support the projections:

(i) ELC places

- 1140 hours of ELC delivered to all entitled children by August 2020
- 100% uptake of all places
- 67% of provision over extended year/ extended day (LA provision)
- 33% of provision over 38 weeks (LA provision)
- 14% through doubling of places (LA provision)
- All children attending over lunch to be provided with a meal
- All infrastructure developments completed by 2020

(ii) Local authority and partnership provision

- 68.46% of provision in a local authority establishment
- 31.53 % of provision in an partner / independent establishment (including the introduction of childminders)

(i) Staff allocations:

- All establishments operating core ratios in line with care inspectorate requirements – 1 to 8 for children aged 3 to 5 years and 1 to 5 for children aged 2 to 3 years.
- Enhanced ratios to support flexibility and quality:
 - Children aged 3 to 5 years - 1 to 24 (fte) for extended day/year / 1 to 32 (0.5 fte) for term time
 - Children aged 2 to 3 years - 1 to 15 (fte) for extended day/year / 1 to 20 (0.5 fte) for term time
- Support assistants to provide support during lunch time to maintain quality and ratio
 - Children aged 3 to 5 year – 1 to 24
 - Children aged 2 to 3 years – 1 to 15
- Allocation of family support workers to geographical areas to support with raising attainment and family employment

- 8. Implementation Plan** **Section 8 – 2017-18 Expansion Activity**
(including planned use of revenue and capital funding allocations)
- 8.1 The detail of the proposed capital and revenue spend is detailed within the financial template.
- 8.2 Renfrewshire Council aims to phase in the delivery of 1140 hours of ELC within a number of establishments with high numbers of children from SIMD areas one and two where there is some capacity to do so.
- 8.3 To support the planning and phasing of 1140 hours the following is required:
- (i) Central activity**
- 1 fte Early learning and Childcare development officer to support with the expansion planning.
 - Data management co-ordinator
 - Business support assistant
- (ii) Establishment activity**
- Provision of 1140 hours of ELC in identified establishments
 - Additional early learning and childcare officers
 - Additional support assistants
 - Number of staff extending hours from term time to extended day
 - Provision of a free school meal to children attending over lunch time
 - Catering and cleaning support to identified establishments

9. Implementation Plan Section 9 – Project Management Arrangements
(Specify what project management support will be made available to the change effort; include an assessment of risk and dependencies in change.)

Project management support

- 9.1 Renfrewshire Council has established an 1140 Governance Board to direct and oversee the expansion proposals. This Board is chaired by the Head of Service for Children's Services and has representation across the range of Council departments to support with the development of the plan and its subsequent delivery. The Board is supported by three work stream sub groups: workforce, infrastructure and policy.
- 9.2 A project manager has been allocated to support the expansion: to prepare plans, track progress with key stakeholders, report key risks and issues to the steering board and implement the project in close liaison with the project lead. The project will be managed in accordance with the Council's Project Management Framework.

Key Risks

- 9.3 There are a number of significant risks which could prevent Renfrewshire from delivering the proposed 1140 expansion as outlined in this report and within the timescale set. These are as follows:
- Insufficient funds being provided by the Scottish Government to meet the costs of the expansion plan both in terms of infrastructure and staffing model.
 - Ability of partner providers to increase their current commitment (currently a third of the delivery of entitlement in Renfrewshire).
 - Availability of qualified and experienced staff to provide the increased hours of entitlement on the phased implementation basis and longer term.
 - A deterioration in quality of provision across Renfrewshire as new staff are brought into the profession and newly promoted managers understand the requirements of their role.
 - A lack of dining facilities per establishment causing logistical issues in the early phasing of the rollout and into 2020.
 - New build facilities not being delivered ahead of August 2020 and any associated withdrawal of funds to complete the infrastructure projects. Problems in identifying sites in areas requiring additional places.
 - Project planning timescale and procurement implications for infrastructure developments.
 - A lag between the provision and uptake of the entitlement, delaying the benefits to the child and utilisation of staff.
 - Negative perception from parents whose establishments are scheduled for later in the phasing plan and a potential migration between establishments.

10. Implementation Plan

Section 10 - Additional Graduate Action Plan

10.1 (a) What nurseries /ELC settings in your local authority area will receive an additional graduate?

Ferguslie Early Learning and Childcare Centre
Gallowhill Early Learning and Childcare Class
Foxlea Early Learning and Childcare Centre
St Margaret's Early Learning and Childcare Class
St Catherine's Early Learning and Childcare Class
Douglas St Early Learning and Childcare Centre
West Johnstone Early Learning and Childcare Centre
Hugh Smiley Early Learning and Childcare Centre
Paisley Pre-five Early Learning and Childcare Centre
Heriot Early Learning and Childcare Class
Glencoats Lodge
Moorpark Early Learning and Childcare Centre
Mossvale Early Learning and Childcare Class
Linwood Community Childcare
Spateston Early Learning and Childcare Centre
Auchenlodment Early Learning and Childcare Class
Williamsburgh Early Learning and Childcare Class
Maxwellton Park Nursery
Orchard Grove Nursery
West Early Learning and Childcare Class
St Charles' Early Learning and Childcare Centre
Leaps and Bounds Nursery
Little Learners Nursery
Todholm Early Learning and Childcare Class
Our Lady of Peace Early Learning and Childcare Class
Glenburn Early Learning and Childcare Centre

(b) Which of the selected nurseries/ELC settings are funded providers in the private or third sector?

Glencoats Lodge
Linwood Community Childcare
Maxwellton Park Nursery
Orchard Grove Nursery
Leaps and Bounds Nursery
Little Learners Nursery

(c) Do you intend to allocate any of the additional graduates over more than one setting due to these settings being in remote and rural areas with small class numbers and/or limited operating hours? Please set out a case below justifying the reasons for an identified setting not receiving a FTE additional graduate.

No

2. (a) How do you intend to recruit the additional graduates for your identified ELC settings?

It is intended that the graduates will be recruited through Renfrewshire Council's recruitment process.

(b) How many existing practitioners do you intend to upskill?

It is Renfrewshire's intention to recruit practitioners who are already qualified to a degree level.

**(c) How many of the additional posts do you intend to fill with teachers?
Please list the settings that you intend to allocate a teacher to.**

It is expected that a percentage of Renfrewshire's allocation of 26 graduates will be teachers – the split of teachers / BA graduates is still to be agreed.

3. Where existing staff are expected to be redeployed, or are undertaking day release for training, what plans do you have to backfill the posts to ensure that the commitment results in an increase in the number of graduates in your ELC workforce?

NA

- (a) **Please set out the details of the grade, and corresponding salary, for the graduate posts (based on the objectives and draft job specification set out in annexes B and C in the Guidance Note). As highlighted in the guidance note in the case of teaching posts being recruited to the roles, the basic teaching grade as per the Scottish Negotiating Committee for Teachers terms and conditions will apply.**

The draft Graduate remit provided by the Government is currently going through Renfrewshire Council's job evaluation process.

- (b) **Please set out your initial estimate of the additional staffing costs for the additional graduate posts for 2018-19.**

The estimated cost is £1.176 million.