

Dumfries and Galloway Council Early Learning and Childcare Expansion Plan 2017-2020

Created September 2017



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Section One: National Context

The Dumfries and Galloway Early Learning and Childcare Expansion Plan takes account of the National guidance. The Expansion of Early Learning and Childcare in Scotland - 2017-18 Action Plan sets out the policy framework that will underpin the expansion. The Blueprint sets out a vision for Early Learning and Childcare which is underpinned by the principles of quality, flexibility, accessibility and affordability.

The Scottish Government's aim is to make Scotland the best place to grow up with policies designed to give children the best possible start in life, close the attainment gap and deliver excellence and equity for all. The National Improvement Framework sets out the strategic priorities, which are detailed in the annual National Improvement Framework delivery plans.

The Children and Young People (Scotland) Act 2014 defines Early Learning and Childcare as 'a service, consisting of education and care, of a kind which is suitable in the ordinary case for children who are under school age, regard being had to the importance of interactions and other experiences which support learning and development in a caring and nurturing environment'.

The aim of the Act is to improve and integrate the role of early years support in children and families' lives by increasing the amount and flexibility of Early Learning and Childcare; developing a high quality and flexible system of Early Learning and Childcare which is accessible and affordable for all children, parents, carers and families.

The Act increased the hours of funded Early Learning and Childcare to a minimum of 600 hours per annum. The Government has since committed to extending this further to an entitlement of 1140 hours per annum for all eligible children by 2020/21.

This document describes the current position of Early Learning and Childcare in Dumfries and Galloway and the plans to expand the entitlement for all eligible children to offer high quality, flexible, accessible, affordable services for families by 2020.

Section Two: Local Context and Current Position

Dumfries and Galloway's strategy for Early Learning and Childcare aligns with the priorities of the Council.

The Council priorities include:

- providing the best start in life for all our children, ensuring early intervention, in particular to keep our region's most vulnerable children safe
- raising ambition and attainment, in particular to address inequalities and
- supporting children to be healthy and active

Early Learning and Childcare is underpinned by the principles of Getting It Right for Every Child. Accessible, affordable and flexible Early Learning and Childcare will ensure that our youngest children will benefit from high quality care and learning experiences to improve outcomes.

Early Learning and Childcare is integral to the wider Early Years agenda. As part of the Children, Young People and Lifelong Learning directorate, Education Services work in partnership with the National Health Service to secure positive outcomes for children and young people.

2.1 Service Aims

Dumfries and Galloway Service aims are indicated below:

- Flexible, accessible, affordable, quality services for families
- High quality, stimulating physical environments inside and out
- A nurturing ethos which supports children's wellbeing, learning and development
- Children are supported by a skilled, qualified workforce
- Children benefit from getting the right support at the right time
- Effective partnerships with parents and carers

Flexible, accessible, affordable quality services

Building on the implementation of 600 hours Early Learning and Childcare Education Services will:

- Continue to take account of national guidance within available resources
- Undertake a trial for 1140 hours 2017-2018
- Further develop infrastructure taking account of national design guidance
- Continue to consult at a community level, seeking the views of stakeholders and communities to reflect their needs in service planning and delivery
- Consult with representative bodies from the Private, Voluntary and Independent sector including National Day Nurseries Association, Dumfries Day Nurseries Association, Early Years Scotland and Scottish Childminding Association

- Consult with schools
- Liaise with Care Inspectorate and Education Scotland
- Deliver a range of flexible Early Learning and Childcare services, where practical and viable, which offer families a choice of provision
- Procure quality services from funded providers including childminders

High quality, stimulating physical environments inside and out

- Ensure children have daily access to outdoor physical play
- Provide learning environments and resources which support all aspects of learning and development and foster curiosity and creativity
- Provide opportunities for children to follow their interests and shape their learning experiences
- Provide appropriate spaces for children to rest and eat
- Further develop infrastructure reflecting national best practice design guidance

Provide a nurturing ethos which supports children's wellbeing, learning and development

- Work in partnership with parents and carers to ensure effective planning to meet children's individual needs taking account of all wellbeing indicators: Safe, Healthy, Active, Nurtured, Achieving, Respected, Responsible and Included
- Provide professional learning opportunities for staff including Solihull Approach Training
- Support a Key Person approach to ensure secure attachments
- Provide effective, supportive transitions into Early Learning and Childcare and across the Early Level

Children are supported by a skilled, qualified workforce

- Ensure all staff working are appropriately qualified
- Require Nursery Managers in funded Providers to be qualified to or working towards Level 9 Childhood Practice or equivalent
- Ensure Education Services staff are qualified to a minimum of HNC or SVQ Level 3
- Require a minimum of one member of staff, in funded services, to be qualified at HNC or SVQ Level 3 at all times when delivering Early Learning and Childcare for three to five year olds
- Require childminders to adhere to the Professional Learning and Development Pathway for Childminders
- Ensure all staff working in Local Authority Early Learning and Childcare are registered with Scottish Social Service Council
- Continue to develop the role of Early Learning and Childcare Manager
- Ensure regular opportunities for professional learning for all staff

Children benefit from getting the right support at the right time

- Ensure Early Learning and Childcare Practice is underpinned by the principles of Getting It Right For Every Child
- Provide universal services and targeted support where appropriate, including through the Educational Visitor Service
- Work in partnership with parents and carers
- Work in partnership with other agencies such as the National Health Service

Effective partnerships with parents and carers

- Recognise the role of parents and carers as 'first teacher'
- Involve parents and carers in creating effective Care Plans to support their child's needs
- Strengthen parental engagement in children's learning and development
- Support parents and carers through opportunities for family learning
- Support parents and carers through parenting programmes such as Incredible Years

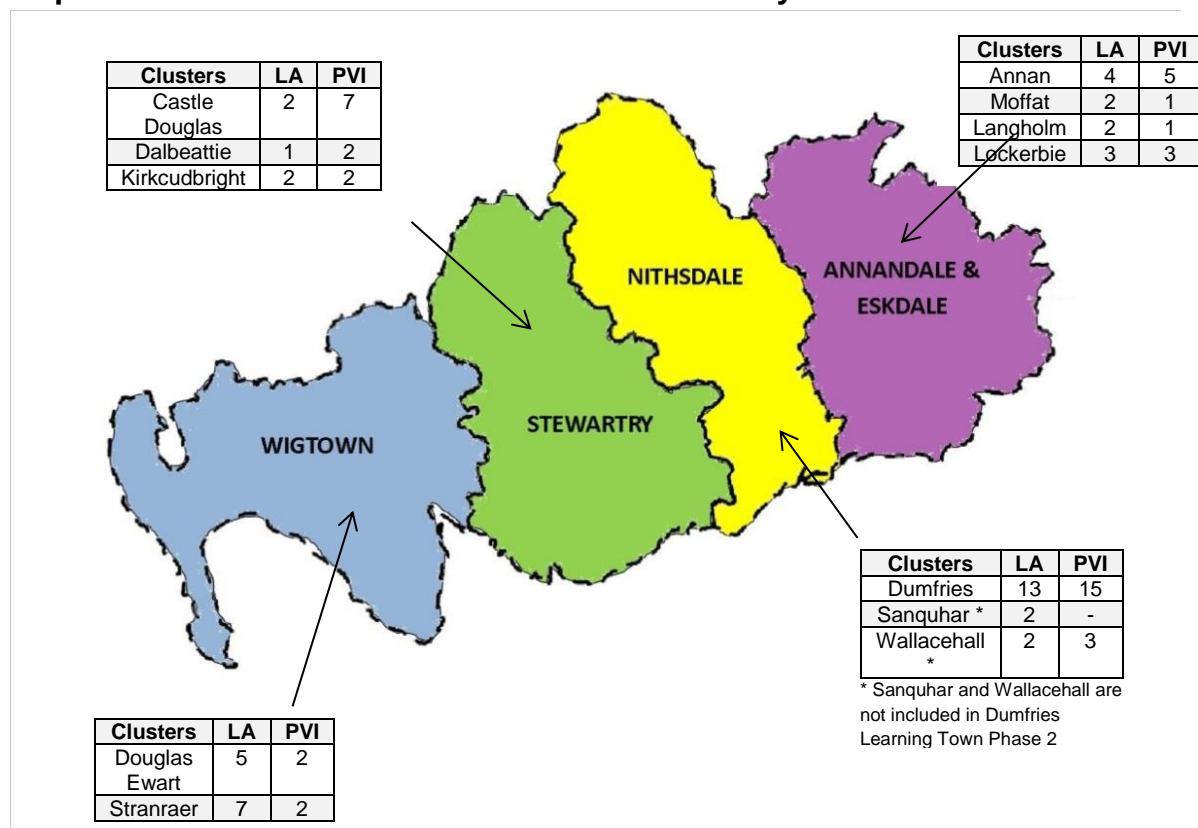
2.2 Current Early Learning and Childcare Provision in Dumfries and Galloway

Early Learning and Childcare is provided for approximately 3,200 children of which 62% access their funded entitlement in 45 school nurseries and 38% in 43 funded providers and an increasing number of childminders. In Dumfries and Galloway all Local Authority provision is within primary schools. There are no stand-alone nurseries. Currently Local Authority nurseries offer sessions of 3 hours and 10 minutes and working families can opt for two sessions (back to back) in one day.

Table 1 - Provision of Early Learning and Childcare May 2017:

ELC Establishment	Number	Number of Children	% of children
Local Authority	45	1,991	62%
Private Providers	18	634	20%
Voluntary Providers	25	568	18%
Childminders (recorded in NAMS)	1	13	-
Total		3206	100%

Map of District Areas within Dumfries and Galloway



Local Authority (LA)
Private and Voluntary Providers (PVI)

A cluster refers to a Secondary School and associated Primary Schools, including all Early Learning and Childcare providers within that geographical area.

The classification of Early Learning and Childcare centres across Dumfries and Galloway using the Scottish Government Urban Rural Classification is detailed below.

Table 2 - Providers by Scottish Government Urban / Rural Classification May 2017:

Classification	LA	PVI
Large Urban Areas	-	-
Other Urban Areas	15	16
Accessible Small Towns	6	11
Remote Small Towns	1	1
Very Remote Towns	-	-
Accessible Rural	13	10
Remote Rural	10	5
Very Remote Rural	-	-

The Scottish Index of Multiple Deprivation (SIMD) Data based on eligible children in Local Authority nurseries and funded group providers is shown below. These figures do not include children accessing provision through childminding services.

Table 3 - SIMD data 2017:

SIMD	1-2	3-4	5-6	7-8	9-10	Total
% of children	12%	27%	38%	14%	9%	100%

Care Inspectorate

The table below details the Care Inspectorate Evaluations as at June 2017 for all providers. Where themes were not assessed in the most recent inspection the previous grades (all good and above) have been included in the figures.

Table 4 - Care Inspectorate Grades:

	Grades Awarded of Good and Above							
	Care and Support		Environment		Staffing		Management and Leadership	
45 LA	41	91%	43	96%	43	96%	43	96%
44 PVI	40	90%	40	90%	39	89%	34	77%
39 ELC Childminders received inspections**	37	95%	36	97%	N/A *	100%	35	90%

* Not all Childminders are inspected under this theme

** Three childminders have not yet been inspected

Section Three: Proposed Changes

Future Provision of Early Learning and Childcare in Dumfries and Galloway

3.1 Population

By 2037 the population of Dumfries & Galloway is projected to be 141,619, a decrease of 6.1% compared to the population in 2012. The population of Scotland is projected to increase by 8.8% between 2012 and 2037. The population aged under 16 in Dumfries & Galloway is projected to decline by 9.5% over the 25 year period. (Data sourced from National Records of Scotland)

Table 5 - Population by age:

Age categories	Numbers of children 2016/2017
0	1,291
1	1,322
2	1,392
3	1,403
4	1,544
5	1,539

Table 6 - Birth rates in Dumfries & Galloway 2012-2016:

Year	Projected birth Rate	Actual Birth rate	% Increase / Decrease in actual birth rate
2016	1,430	1,300	0% decrease
2015	1,414	1,295	5% decrease
2014	1,407	1,362	6% decrease
2013	1,397	1,455	1% decrease
2012	1,367	1,473	-

Table 7 - Projected Population in Dumfries & Galloway during expansion period:

	2012-based principal population projections; by single year of age				
	2016	2017	2018	2019	2020
0	1,430	1,441	1,445	1,452	1,459
1	1,429	1,446	1,457	1,461	1,468
2	1,421	1,432	1,449	1,459	1,464
3	1,416	1,426	1,436	1,454	1,464
4	1,391	1,421	1,431	1,440	1,457
5	1,548	1,394	1,423	1,434	1,443

Table 8 - Projected Population in Dumfries & Galloway 2020-2035:

2012-based principal population projections; by single year of age				
	2020	2025	2030	2035
0	1,459	1,448	1,367	1,265
1	1,468	1,470	1,403	1,298
2	1,464	1,478	1,429	1,318
3	1,464	1,481	1,448	1,347
4	1,457	1,485	1,465	1,374
5	1,443	1,489	1,478	1,397

Source: National Records of Scotland

Over the next decade there will be a 3% increase in numbers in the 0-5 age range followed by a 9% decrease in numbers by 2035.

3.2 Proposed changes to existing Local Authority assets

The requirement to nearly double the entitlement of funded hours for children and to increase flexibility and accessibility for families will require a considerable change in service delivery in some areas of Dumfries and Galloway. Existing provision in both Local Authority, funded and non-funded providers has been mapped using data incorporating registered and physical capacity and historical uptake of places. This takes cognisance of demographic information including birth rates. This process has enabled an identification of capacity gaps. Where possible and appropriate, all Local Authority provision will increase the number of children for whom they are registered. Where there is underutilisation of physical assets the use of space will be maximised, for example part time nurseries will open all day and parts of the school estate will be refurbished.

The solutions are outlined in the table below.

Table 9 - Capacity Gap Solutions:

Capacity Gap Solutions	
Increase number of registered places	13
Refurbishment	10
Extension	2
New Builds	1
Outdoor Space Project	1

3.3 Proposed Delivery Models in Local Authority Provision

It is intended that within a geographical area (cluster), families will be able to choose from a range of providers offering a variety of delivery models, including term time, all year round provision and blended approaches across more than one provider. By 2020 there will be three delivery models within Local Authority provision, described below.

- **Delivery Model A** - All day provision during term time, aligned with the school day 08:30-15:30
- **Delivery Model B** - All day provision during term time 08:00–18:00
- **Delivery Model C** - All day provision opening all year round, offering full flexibility, 08:00-18:00. These settings will be closed for two weeks at Christmas, on public holidays and in-service days.

The table below shows the proposed number of services for each delivery model. This will be subject to change; for example if more funded providers, including childminders, are accepted onto the Early Learning and Childcare framework.

Table 10 - Service Delivery Models:

ELC Establishment	Term Time Delivery Model A	Term time Plus Delivery Model B	All Year round Delivery Model C
Local Authority	35	2	7
PVI*	18	-	25
Childminders	-	-	49

*PVI operating hours vary

PVI and childminders are based on May 2017

Benefits of these service delivery models for the delivery of 1140 hours Early Learning and Childcare

Quality:

- All providers will be required to meet the quality benchmark within the Dumfries and Galloway Council framework
- All providers will adhere to Dumfries and Galloway’s Early Learning and Childcare Strategy

Flexibility:

- The proposed models will ensure that there are flexible options within an area for parents and carers by 2021
- A provider neutral approach will ensure greater choice for parents and carers
- Aligning out of school care provision with Early Learning and Childcare provision will provide more flexibility for families

Affordability:

- Future provision may offer opportunities for parents and carers to purchase additional wrap round care if required

Accessibility:

- These models will ensure services are accessible to support families to work, train and study
- Access to Early Learning and Childcare provision will be provided in rural areas
- Suitable access to provision and resources for children with additional support needs will be provided

Table 11 – Proposed Service Delivery Models by Cluster:

Cluster	ELC Establishment	Term Time	Term Time Plus	All Year Round	Total
Annan	Local Authority	3		1	4
	PVI *	3		2	5
Castle Douglas	Local Authority	2			2
	PVI	5		2	7
Dalbeattie	Local Authority	1			1
	PVI	1		1	2
Douglas Ewart	Local Authority	4		1	5
	PVI	2			2
Dumfries	Local Authority	10	2		12
	PVI	3		12	15
Kirkcudbright	Local Authority		1	1	2
	PVI			2	2
Langholm	Local Authority	2			2
	PVI			1	1
Lockerbie	Local Authority	3			3
	PVI			3	3
Moffat	Local Authority	1		1	2
	PVI			1	1
Sanquhar	Local Authority	1		1	2
	PVI				-
Stranraer	Local Authority	6		1	7
	PVI	1		1	2
Wallacehall	Local Authority	1		1	2
	PVI	3			3

*PVI operating hours vary

Consideration will be given to supporting families with out of school care provision, to ensure that services meet the needs of families and ensure continuity of experience as children progress from Early Learning and Childcare into school. Out of school care services require to be audited and families consulted to establish demand and existing capacity.

3.4 Workforce training

Staffing structures to support the delivery models provide a clear career pathway for Early Learning and Childcare practitioners and maximise the use of the current workforce. Existing staff have been offered the opportunity to undertake a BA in Childhood Practice to enhance their knowledge and skills.

In consultation with Employability Skills, Dumfries and Galloway College and University of West of Scotland a pathway is being developed from school to college/university and employment within the sector.

Dumfries and Galloway College are submitting a bid to offer Foundation apprentices to all schools; this includes SVQ Level 3 Health and Social Care Early Years. In addition, college school partnership will offer HNC courses to S5 and S6 pupils to promote the skills for work in early years within schools.

A trainee post will be introduced into Early Learning and Childcare supporting them to gain SVQ Level 3 and HNC qualifications, further ensuring the development of the future workforce. For further information, see Implementation Plan Section 4.4 Workforce Plan.

3.5 Workforce recruitment

The workforce has been planned for the three service delivery models in Local Authority provision. This is based on 100% uptake of 1140 hours and assumes that all available places will be utilised between 08:30 and 15:30 and staffed at 100%. Services that will be open 08:00-18:00 will be staffed at 50% before 08:30 and after 15:30. This takes account of the recent parental survey and national planning assumptions.

By 2020/2021 in order to increase flexibility and choice for families it is anticipated seven Local Authority services will be open year round, two services will be open term time from 08:00-18:00 and 35 will be open term time 08:30-15:30. Additional staffing projections are estimated to be around 180 including full and part time posts.

3.6 Funded Providers

18 Private Providers deliver Early Learning and Childcare to 19% of children; 25 Voluntary Providers deliver Early Learning and Childcare to 18% of children; 41 Childminders deliver Early Learning and Childcare to 1% of children (May 2017).

Payment rates are £4.01 per hour for children age three and over and £4.78 per hour for two year olds. In addition there is a payment of £9.51 per hour to support children with additional support needs.

A rental subsidy is in place for partners using school services premises to protect rural providers. A maximum subsidy of 80% is available. The following table outlines the subsidy.

Table 12 - Rental Subsidy:

Number	Factors for subsidy	Reduction
1	No alternative available pre-school provision to meet the statutory responsibilities of the Local Authority within a 4 mile radius.	50%
2	Any service with less than 12 children registered at the September intake.	10%
3	Availability of suitable space, based on child staff ratio.	10%
4	The added value of a voluntary committee.	10%
TOTAL		80%

Source: Education Committee Report (29 October 2009)

Sustainability - any provider qualifying for at least a 50% reduction in their rent, will automatically qualify for additional sustainability funding through either:

- block purchasing of sessional places;
- or School Services directly managing the service.

The above lease arrangements are due to be revised as service provision is expanded.

Dumfries and Galloway Council will introduce an Early Learning and Childcare quality framework in January 2018. All existing and potential providers, (including childminders) may apply to deliver Early Learning and Childcare on behalf of the Council. Processes for procuring services for Early Learning and Childcare are progressing. This will embrace a provider neutral approach working towards increased flexibility and choice for parents and carers.

All providers will require to meet the quality criteria. This will be further informed by the national benchmark provided by the Service Models Working Group. Currently all providers must have been awarded grades of no less than adequate across all care themes and graded by Education Scotland as satisfactory or above where applicable.

Following the Children, Young People and Lifelong Learning Committee on 19 September 2017, it was agreed to fully review the package of support to the Private and Voluntary Sector and a further report to the Committee is expected in January 2018. This includes a review of payments to providers. Payment rates will ensure that providers are supported to promote Fair Work Practices and pay the Living Wage. This will take cognisance of national recommendations expected in March 2018.

For further information, see Implementation Plan Section 4.5 Funded Providers.

Section Four: Implementation Plan

4.1 Quality Plan

Dumfries and Galloway Early Learning and Childcare Strategy Paper 2017-2021 sets out the vision of Early Learning and Childcare in Dumfries and Galloway: to provide high quality, flexible services that meet the needs of children and families across our region.

The current National frameworks for practice and quality assurance will underpin all Early Learning and Childcare services and support the provision of high quality experiences for children. These include:

- Pre-birth to three: Positive Outcomes for Scotland's Children and Families
- Curriculum for Excellence (Early Level)
- Early Learning and Childcare National Practice Guidance: Building the Ambition
- Health and Social Care Standards
- How Good Is Our Early Learning and Childcare?
- Space to Grow

The strategy sets out the aims detailed below:

- Flexible, accessible, affordable, quality services for families
- High quality, stimulating physical environments inside and out
- A nurturing ethos which supports children's wellbeing, learning and development
- Children are supported by a skilled, qualified workforce
- Children benefit from getting the right support at the right time
- Effective partnerships with parents and carers

For further information, see Section 2.1 Service Aims.

Central officers including an additional four peripatetic teachers will work closely with providers to support and quality assure provision during the expansion period. Officers will support staff to address the needs of children and ensure the pace and balance of the day is appropriate; enabling children to play, rest and eat in suitable supportive, nurturing environments which meet their learning, care and welfare needs.

All current and potential funded providers, including childminders, will need to apply to be included in the Early Learning and Childcare Framework.

As part of the Scottish Government funded trial in Newton Stewart and Minnigaff, central officers in collaboration with Educational Psychological Services will undertake an evaluation on the impact of the increase in hours for children and families. Lessons learned from the trial and early phasing will provide valuable data to support the

expansion of hours over time and highlight any additional training and resources required to improve experiences for children and families.

The Quality Improvement and Assurance team will continue to support providers throughout the expansion period to secure better outcomes for children, working collaboratively for continuous improvement.

4.2 Phasing across local geography

Provision has been mapped for all current provision across Dumfries and Galloway. Consideration has been given to SIMD rankings of all providers.

Options for phasing were explored in consultation with the Private and Voluntary Sector. At the Children, Young People and Lifelong Learning Committee on 19 September 2017, it was agreed to provide early access to 1140 hours for children living in SIMD deciles 1-4 where possible, the exception being where alignment is needed with the capital programme. All providers within a geographical area may offer up to 1140 hours, delivering full flexibility and choice to families.

Table 13 - 1140 hours Phasing Local

	Authority Nurseries	PVI Sector and Childminders registered with the Council
Phase 1	Creetown Drummore Glenluce Kelloholm Penninghame Sandhead Sanquhar Whithorn	Minnigaff Community Nursery
Phase 2	Hecklegirth Newington	ACE Playgroup Sparklers Private Nursery – Annan St Columba’s Playgroup
Phase 3	Belmont Eastriggs Hoddom Lincluden North West Community Campus Park Rephad Sheuchan St Teresa’s	ABC Nursery Ecclefechan Busy Bees Eastriggs and Dornock Playgroup Kirkcolm Under Fives Max Play 2 Maxwelltown Playcare

Phase 4	Beattock Canonbie Cargenbridge Castle Douglas Closeburn Collin Dalbeattie Dalry Gatehouse Georgetown Gretna Heathhall Kirkcowan Kirkcudbright Langholm Laurieknowe Locharbriggs Lochmaben Lockerbie Moffat Noblehill St Andrew's Troqueer Wallace Hall Wigtown	Birch Vale Nursery Calderbank Nursery Castle Douglas Playgroup Crossmichael and Parton Playgroup Dalbeattie Playgroup Dunscore Pre-School Centre First Steps Gracie Drew Private Nursery Happy Faces Nursery Haugh of Urr Nursery Jaybees Childcare Ltd Kelton Nursery Kids Ahoy Kinderhouse Nursery Kirkcudbright Pre-School Group Langholm Playcare Ltd Little Acorns Pre-School Learning Centre Malory House Nursery Mid-Annandale Playcare Moniaive Playcare Oldbridge Orchard Nature Penpont Playgroup Playworks Port William Playgroup Scuffs Childcare – Auchencairn Scruffs Childcare – Castle Douglas Sparklers Private Nursery – Gretna Springholm Nursery St Andrew's Nursery Ltd Treasure Island Nursery
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Early access will be ring fenced to families and establishments, within designated post codes mitigating movement of families from one provider to another. Families out with the postcode area will continue to receive the entitlement of 600 hours of provision. Families may not transfer early access to increased hours to providers who are in a later phase of expansion. This phased approach supports workforce development and training as it aligns with the number of potential 'locally grown' newly qualified staff, and allows for upskilling and contractual changes of existing staff. This approach follows Government planning guidance taking account of SIMD therefore ensuring that children and families who stand to benefit most benefit first. Early access to the full 1140 hours will provide opportunities for families living in SIMD 1-4 to train and / or work. All phasing and delivery is subject to Scottish Government funding.

4.3 Community Engagement Plan

The Stakeholder Engagement Plan details the nature of on-going engagement with local communities and other stakeholders.

Dumfries and Galloway were successful in their bid to be part of the Scottish Government funded Trial of 1140 hours. In January 2017 initial discussions were held with all stakeholders; including the Scottish Childminding Association, Early Years Scotland Business support officer, senior management teams from a Community Nursery and School to agree the way forward and consult on communications and options for parents and carers. Information was sent to 95 families within the trial in advance of the enrolment day in February.

As a result of the consultation the school nursery is providing all year round provision and increasing operating hours (08:00 -17:30); the community nursery has increased its opening hours (08:00 on a Monday, 08:30 Tuesday-Friday and finish at 16:00 each day) term time. Seven childminders have been contracted to provide Early Learning and Childcare for children aged two to five through a blended approach.

In May 2017 a parental survey questionnaire was sent to 4888 families with children born January 2013 to July 2017 and was advertised online. There was a 26.5% response rate. The survey requested information on current provision and future demand.

Survey Data for future provision is detailed below:

- Most parents and carers 77% preferred to take up their entitlement to 1140 hours within school nurseries, 47% in nurseries and 30% with childminders. Some respondents preferred a blended approach and chose more than one option
- The overwhelming majority of respondents opted for weekday provision and few requested weekend provision
- Over 90% of respondents had a preference for provision within the school day (09:00-15:00), however 37% of respondents indicated that they would use provision before 09:00 and 40% after 15:00
- 60% opted for provision during term time and school holidays, 39% opted for term time only and 1% for school holidays only
- 87% preferred a location close to their home

In June 2017 consultation was carried out with families in Upper Nithsdale as part of early phasing. Meetings were held to discuss any concerns or questions that families had. Parents and carers were asked to complete option forms to indicate their preferences for service delivery including term time or all year round provision, their preferred provider or whether they required a blended approach (using part of the hours in a nursery and part with a childminder).

Options for all year round provision were as follows:

- Option 1 - up to 8 hours a day x 2 days plus up to 7 $\frac{3}{4}$ hours x 1 day
- Option 2 - up to 6 hours a day x 3 days plus up to 5 $\frac{3}{4}$ x 1 day
- Option 3 - up to 4 $\frac{3}{4}$ hours a day x 5 days

Options for all term time provision were as follows:

- Option 1 – up to 6 hours a day- 5 days a week
- Option 2 – up to 7 hours a day - 4 days a week plus an additional 2 hours over these days
- Option 3 – up to 8 hours a day - 3 days a week plus 1 x 6 hour day or 2 x 3 hour days

Following consultation both nurseries are open from 08:30-15:30 with an option to increase provision should family needs within the area change over time.

Each community will be consulted during phasing and appropriate adaptations made to service delivery where necessary.

4.4 Workforce Plan

Dumfries and Galloway Early Learning and Childcare Staffing strategy sets out the detail of the staffing structures required to support future service delivery.

Staffing models to support the delivery model

As we move towards offering increased flexibility and choice for parents and carers there will be a need to ensure appropriate staffing structures in Local Authority nurseries to support new models of delivery. These are described below:

Delivery Model A

All day provision during term time which is aligned with the school day offering more flexibility than at present (08:30-15:30)

- Head teacher: Overall manager of the school
- Teacher or Manager (where a manager is appointed they will also be registered as manager for the purposes of Care Inspectorate registration)
- Nursery Nurses
- Early Years Support Assistant

Delivery Model B1 (Manager)

All day provision during term time which offers more flexibility than at present (08:00–8:00)

- Headteacher: Overall manager of the school
- Manager who will be registered as manager for the purposes of Care Inspectorate registration

- Depute Manager (Part time) who has responsibility in the absence of the Manager and School Senior Management team – for example out with school hours.
- Nursery Nurses
- Early Years Support Assistant

Or Delivery Model B2 (Teacher)

All day provision during term time which offers more flexibility than at present (08:00–18:00)

- Headteacher: Overall manager of school and registered as manager for the purposes of Care Inspectorate registration
- Teacher
- Depute Manager (Part time) who has responsibility in the absence of the Manager and Senior Management team – for example out with school hours.
- Nursery Nurses
- Early Years Support Assistant

Delivery Model C

All day provision opening all year round offering full flexibility (08:00-18:00). These settings will be closed for two weeks at Christmas, public holidays and in-service days.

- Manager: Overall manager of the Early Learning and Childcare centre and registered as manager for the purposes of Care Inspectorate
- Depute Manager (Part time) who has responsibility in the absence of the Manager
- Nursery Nurses
- Early Years Support Assistant

Where the all year round provision is located within a primary school the Early Learning and Childcare manager is expected to work closely with the Headteacher and Senior Management Team for continuity of experience for children.

Joint trade unions and Local Negotiating Committee for Teachers have received initial briefings to inform them of the 1140 hours expansion programme and the implications for staffing the various delivery models. Unions were also invited and have participated in staff consultations in April and May 2017. Consultation with unions will continue throughout the expansion period.

Human Resources have supported changes to staffing in the trial of 1140 hours and had input into the development of the role of Depute Manager and Early Learning and Childcare Senior Practitioner (Additional Graduate).

BA Childhood Practice

From August 2017 Dumfries and Galloway Council are supporting candidates to undertake the Bachelor of Arts Childhood Practice degree. The cohort comprises of current staff including nursery nurses, officers and managers and will enable them to achieve the appropriate qualifications to apply for the Senior Practitioner (Additional Graduate) role in August 2018, the position of depute manager and, on successful completion of the course, the role of manager. This will be necessary to enable the Council to ensure that there sufficient qualified staff to support future models of service delivery, including all year round provision.

Foundation Apprenticeships

Dumfries and Galloway College are submitting a bid to offer foundation apprenticeships to all schools, this includes SVQ Level 3 Health and Social Care Early Years. In addition, college school partnership will offer HNC courses to S5 and S6 pupils to promote the skills for work in early years within schools.

4.5 Funded Providers

Dumfries and Galloway Council is committed to a provider neutral approach, giving parents and carers increased choice and flexibility in the way they uptake the entitlement to 1140 hours.

All current and potential funded providers, including childminders, will need to apply to be included in Dumfries and Galloway's Early Learning and Childcare Framework. It is intended that the framework will enable Dumfries and Galloway Council to engage with local childcare providers for the opportunity of working in partnership to meet the statutory entitlement of funded Early Learning and Childcare for all entitled children. The framework will ensure that contracts are awarded to providers that meet the quality criteria which will be informed by the National Quality Reference Group and Quality Action Plan.

The majority of day care providers are currently delivering Early Learning and Childcare to entitled children. There is scope to increase the number of childminders. Following a full review of the support to funded providers including the hourly rate, it is anticipated that payments to providers will increase to include consideration of the living wage.

4.6 Infrastructure (Physical Estate) Plan

The extent of refurbishments ranges from small projects to address toilet provision ratios to full scale refurbishments developing underutilised estate capacity. The new build solution has been identified in an area where there is no capacity across Local Authority and Private and Voluntary sectors.

In determining all capacity requirements across Dumfries and Galloway a provider neutral approach was taken with data gathered from the Private and Voluntary sector around current capacity and future aspirations around their role in the delivery of 1140 hours of Early Learning and Childcare.

The list of capital investment is as follows:

- Refurbishments – 10
- Extension – 2
- New Build – 1
- Outdoor Space – 1

4.7 Summary of Key Financial Assumptions (Revenue)

1140 hours Uptake

Total eligible population

The number of children by age category has been taken from the National Records of Scotland data projections.

Estimated eligible cohort

The assumption is that

- 27% of the two year old population are eligible for 1140 hours
- 100% of the three to four year old population are eligible for 1140 hours

Estimated Registrations

The assumption is that

- 50% of the eligible two year-old cohort will take up 1140 hours, with the number of registrations annualised for the three intakes over the academic year.
- 100% of the eligible three to four year-old cohort will take up 1140 hours, with the number of registrations annualised for the three intakes over the academic year.

Phasing Non Statutory Hours

The number of children receiving 1140 hours pre August 2020 increases each year in line with a phased implementation of provision across Local Authority, PVI providers and childminders.

Provision by Type

The current percentage take up is 62% Local Authority and 38% PVI sector.

Hourly Rate for Funded Providers

Dumfries and Galloway Council increased the two year old hourly rate for funded providers from £4.20 to £4.78 from August 2017.

The three, four, and five year old hourly rate for funded providers is £4.01.

Local Authority staff costs

Staff in Post

The total number of staff in 2016/17 is based on current nursery structures pre 1140 hours implementation. The total number of staff in each financial year is based on the phased roll out of new models of delivery, with the FTE converted from academic to financial year. All staff costs are based on the 2017 pay rates, plus a 31% on cost.

Staff in Training

The total number of staff supported to train in each financial year is based on the number of study days required to upskill existing staff and to recruit and train apprentices to expand the workforce. All staff costs are based on the 2017 pay rates, plus a 31% on cost.

Central Staff Costs

The total number of staff in 2016/17 is based on current nursery structures pre 1140 hours implementation. The total number of centrally employed staff increases through the phased roll out, with five additional staff recruited, including four with a focus on quality assurance. Staff costs are based on the 2017 pay rates, plus a 31% on cost

Other Staff Costs

Additional Support for Learning costs for 2016/17 and 2017/18 are based on the number of hours currently required to support children with additional learning needs at a cost of £9.51 per hour.

Provision of Lunches

The assumption is that all children receiving 1140 hours across the Local Authority and PVI sector will take up a free lunch.

Running Costs

Resources and supplies: Costs are based on the 2017/18 budget. There will be no budget increase during the expansion period.

Building running costs (various): Costs are based on a pro rata allocation of the 2017/18 property cost budget based on a school's nursery Gross Internal Area (GIA).

Information Systems: Costs are based on pro rata allocation of the 2017/18 broadband / network budget based on a school's nursery GIA.

Janitorial Staffing (Additional): Costs associated with the increased hours are phased in over the period 2017/18 – 2021/22 based on the planned roll out of 1140 hours.

Cleaning Staffing (Additional):. Costs associated with the increased hours are phased in over the period 2017/18 – 2021/22 based on the planned roll out of 1140 hours.

Catering Staffing (Additional): Costs associated with the increased hours are phased in over the period 2017/18 – 2021/22 based on the planned roll out of 1140 hours.

Catering Equipment: There will be a maximum of £0.600m available to cover costs incurred to purchase equipment to support the delivery of universal free lunches, with the costs spread evenly over the period 2018/19 – 2021/22

Other Equipment: Cost is based on 2017/18 budget. There will be no budget increase during the expansion period.

Capital Assumptions

Figures are calculated on the following cost per m²

Table 14 - Capital Assumptions:

Description	Cost per m²
Major Refurbishment	£2,100
Minor Refurbishment	£1,500
Extension	£3,300
New Build	£3,000
Refurb/Outdoor Space/Build	£460,019 (total project cost)

Above are the costs associated with the provision of new builds (including modular), extension, major and minor refurbishments, provided by SFT through their cost analysis. Cost metrics are all in rates and include design and development costs and furniture, fixtures and equipment (FF&E). Current cost metrics are base dated second quarter 2018.

The refurb / outdoor space / build cost is associated with one project that is a combination of the aforementioned, therefore there is no direct cost metric that can be

applied. The total project cost is derived from a combination of the metrics applied across the various sub elements of the project.

New build total gross internal floor area (GIFA) is based on 5.8m² per child as per the Scottish Government assumptions.

4.8 Financial Projections (Spend Profile)

The Council's cost estimates, based on the assumptions outlined in section 4.7, are tabled below.

Table 15 - Financial Projections Submission:

Expenditure Heading	Costs £m					
	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22
LA: Staff Costs	5.264	5.753	6.906	8.309	10.285	11.321
LA: Running Costs	0.700	0.715	0.757	0.786	0.888	0.952
PVI: Funded Provision	2.608	2.726	2.946	4.458	6.317	7.093
LA/PVI: Lunch Costs	-	0.090	0.211	0.504	1.261	1.710
Total	8.571	9.284	10.820	14.056	18.752	21.076

The Council's implementation plan over the expansion period has been developed with the following principles;

- Phase service growth to match anticipated available Scottish Government funding; to help manage community engagement, service development, and wider change across the sector
- Provide early access to 1140 hours for children living in SIMD deciles 1-4 where possible
- During phasing all parents and carers within a postcode ring fenced geographical area will be able to access up to 1140 hours
- During phasing all providers within the geographical area will be able to offer up to 1140 hours; delivering full flexibility and choice to families

Dumfries and Galloway Council's Children, Young People and Lifelong Learning Committee approved the implementation approach on 19 September 2017. The Committee noted that expansion of Early Learning and Childcare provision, including the phased roll out, would require Scottish Government funding to be cost neutral. The Committee was clear that the Council would need to tailor the plan in line with Scottish Government financial support over the implementation period.

4.9 2017/18 Expansion Activity

Revenue

The Scottish Government funded trial will continue to progress through 2017/18. Early access of 1140 hours in Upper Nithsdale (Sanquhar cluster) will continue to be offered as part of the first phase of expansion. In addition a further six Local Authority (Stranraer and Douglas Ewart cluster) nurseries will offer early access to 1140 hours in January 2017.

Capital Funding Allocations:

The four identified locations for capital investment 2017/18 are Gatehouse Primary School, Hecklegirth Primary School, Rephad Primary School and Troqueer Primary School, details tabled below.

Table 16 - Projected Capital Spend:

Cluster	School	Current Registration	Increased Registration	Site operations Dates	Cost
Kirkcudbright	Gatehouse	18	35	08.01.2018-25.05.2018	£190,185
Annan	Hecklegirth	60	108	29.01.2018-15.06.2018	£703,684
Stranraer	Rephad	45	80	26.03.2018-29.03.2019	£893,869
Dumfries	Troqueer	40	63	08.01.2018-30.03.2018	£238,788

Three of these projects straddle two financial years; this has been accounted for within the Council's capital planning and assumes future years funding from the Scottish Government

4.10 Project Management

Based on Scottish Government Best Practice, Dumfries and Galloway Council has identified the following principles that all programmes and projects must demonstrate. The approach, tools and techniques used to address each principle is proportionate to the scale and nature of the programme or project. The ten project standards are:

- Governance
- Outline Business Case
- Key Project Roles and Responsibilities
- Benefits
- Risk Register
- Programming/Covalent

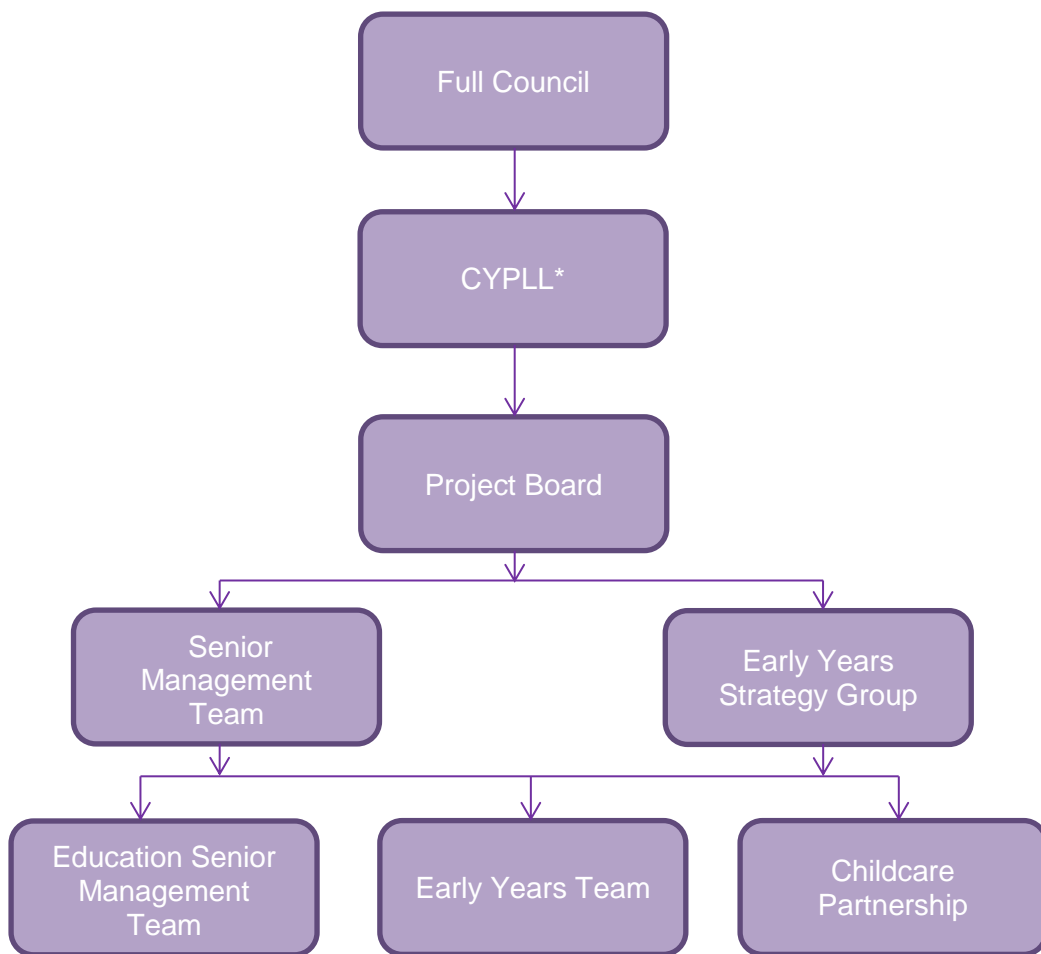
- Resource management
- Stakeholder Engagement
- Project Closure
- Lessons Learned

Further information on the above is available on request.

The Governance Structure and Early Learning and Childcare Delivery Team are indicated on the charts below.

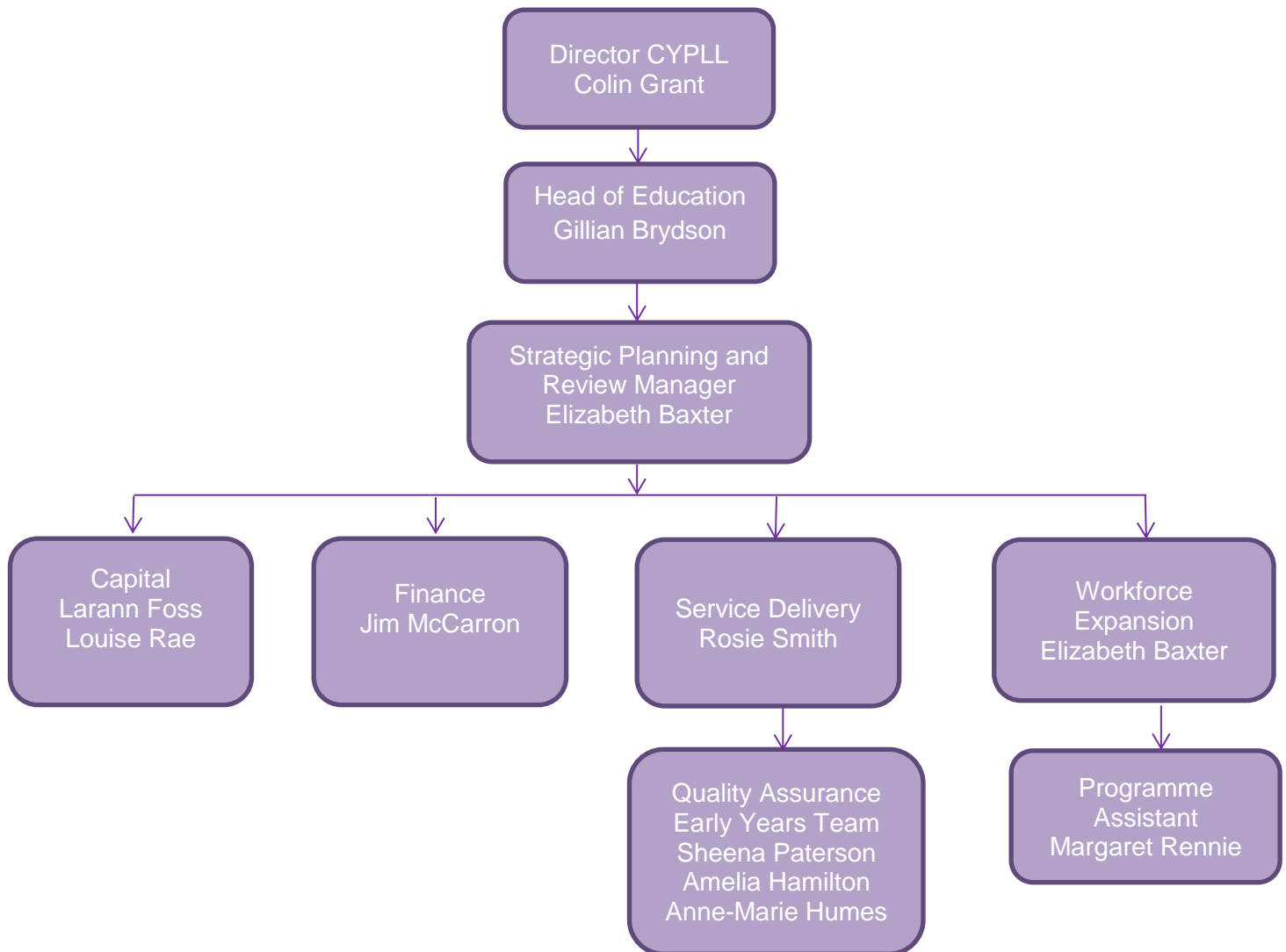
The Early Learning and Childcare Service Delivery is subject to a Committee Report every six weeks and there is a comprehensive Stakeholder Engagement Programme which is Council wide.

Dumfries and Galloway Early Learning and Childcare Governance Structure:



*Children, Young People and Lifelong Learning

Dumfries and Galloway Council Early Learning and Childcare Delivery Team:



This Service Delivery Plan is to be considered as a working document and subject to any necessary adjustments as more information becomes available. Implementation of the Service Delivery Plan requires Scottish Government funding.