

Delivery Plan for the Expansion of Early Learning and Childcare

Improving life
through learning



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Index of Terms

ELC	Early Learning and Childcare
ECE	Early Childhood Educator
SECE	Senior Early Childhood Educator
PECE	Principal Early Childhood Educator
SLA	Support for Learning Assistant
Setting	Council nursery, playgroup or private nursery or childminder's place of business
CI	Care Inspectorate
FM	Facilities Management
Funded	Scottish Government funding allocated to Stirling Council to provide ELC for all eligible 2 year olds and for all 3 and 4 year olds
NAMS	Nursery Administration Management System
Parent	Parent refers to the mother or father of a child or young person, or to any foster carer, relative or friend who has responsibility for looking after or bringing up a child, for example through a supervision order
SEEMiS	Scottish Executive Educational Management Information System
SIMD	Scottish Index of Multiple Deprivation (National index used to determine levels of deprivation across multiple criteria)
SCMA	Scottish Childminding Association
DWP	Department of Work and Pensions
SSSC	Scottish Social Services Council

Section 1: Executive Summary

Early learning and childcare (ELC) in Scotland is undergoing transformative change. Currently as part of the 2014 Children & Young People (Scotland) Act, the annual entitlement to free ELC provision is 600 hours for all three and four year olds, and for eligible two year olds. The sector is now moving towards almost doubling the level of entitlement of ELC provision to 1140 hours per year by the year 2020. Free ELC has two main policy aims: to improve outcomes for children and to support parents (particularly mothers) into employment.

This delivery plan will set out the requirements needed to support the planning and preparation to meet the expansion of early years provision within Stirling Council using the guiding principles set out in the Scottish Government's document, a Blueprint for 2020: The Expansion of Early Learning and Childcare in Scotland.

Guiding Principles

Quality: The expansion will ensure a high quality experience for all children, which complements other early years and educational activity to close the attainment gap, and recognises the value of those we entrust to give our children the best start in life.

Flexibility: The expansion will support more parents and carers in work, training or study, through greater choice of provider and patterns of provision that are better aligned with working patterns whilst delivering this in a way that ensures a high quality experience for the child.

Accessibility: ELC capacity is sufficient and is as conveniently geographically located as possible – particularly in areas of higher deprivation and in rural communities – to support families and enable parents to work, train and study, while also appropriately meeting the needs of children who require additional support and parents who request ELC through the medium of Gaelic.

Affordability: The expansion will increase access to affordable ELC which will help to reduce barriers to participating in the labour market which parents can face.

Our Vision for Future Service Delivery

The delivery plan sets out Stirling Council's vision for an early learning and childcare service for 2020 and beyond that meets our vision as a Council:

"A bold and ambitious Council delivering quality services tailored to our communities."

We want Stirling to be a nurturing and respectful place for all children and young people, their families and communities. We aim to build on our existing high quality early years provision and to continue to create a service that is forward thinking and delivers quality ELC which is tailored to the different needs of our children, our families and our communities.

We are ambitious for our children and their future and we are committed to improving, developing and modernising the way we deliver our service. Our expansion plans involve a number of strategies that require significant change and we will work closely to engage and support all stakeholders in the change process.

At the heart of our vision is:

- Early learning and childcare that offers families a wide choice of quality providers and patterns of provision that are better aligned to support working families.
- Local and conveniently based provision, centred around a primary school or within a primary school catchment.
- Maintaining and increasing provision in rural communities and in areas of higher deprivation.
- Nurseries which are open longer days and for longer weeks to meet the demand and requirements of families.
- High quality environments which are inclusive of all children and able to deliver quality learning to help close the attainment gap.
- Provision of funded places for 2 year olds within some local authority nurseries and with all partner childminders.
- Creation of a new partnership with the SCMA which will provide high quality childminder provision in every learning community.
- Strengthening of existing partnerships with private nursery providers which will improve the funded rate paid to them and support them to offer 1140 hours in a high quality environment.
- A new staffing structure which will improve career progression and the pay and status of our highly valued, and highly skilled ELC workforce.

Introduction

Stirling is located in central Scotland, bordering the council areas of Clackmannanshire to the east, Falkirk to the south east and Perth and Kinross to the north and north east. A total of 92,980 people live in the Stirling Council area (July 2016), with the largest proportion living in the city of Stirling (36,440). It is a diverse region with a mixture of urban and rural communities and a high degree of social polarisation.

Since the creation of Stirling Council in 1996, the focus of its vision has been on the people using its services and not the mechanics of service delivery.

Early years services for children from birth to five years are delivered within a focus on these principles of working practice:

- Children first
- Inclusion
- Quality
- Partnership

The delivery plan is informed by this vision and by evidence and consultation feedback which includes:

- Evidence gathered during meetings and discussions with practitioners, key stakeholders and bodies.
- Consultation and scoping visits made to schools, ELC and partner provider settings.
- Information gathered through data collection from sources such as:
 - The Department for Work and Pensions
 - SEEMIS database
 - NAMS
 - SCMA
 - Scottish Government Reports
- Discussion with the Early Years and Early Intervention team and early years staff across the authority.
- Consultation with elected members and with Scottish Government's delivery team for the early years expansion.

Section 2: Starting Position 2016/2017

This section will look at provision and supply and demand throughout Stirling as it was in 2016 - 2017 when this process started. The local authority area is defined as the areas in and around Stirling that come under the governance of Stirling Council.

Provision has been analysed using data gathered from Care Inspectorate, SEEMIS/NAMS, census data, commissioned research and engagement and consultation with key stakeholders.

Early Years Provision by Provider Type

Early years provision within Stirling is met by a number of providers. These include private partners, childminders and third sector, as well as the local authority. Table 1 below shows the number of registered ELC places available across Stirling and the sector share by provider type.

Table 1: Registered ELC places by provider type and sector share

Early Years Provision	Care Inspectorate Registered Places				% Sector Share	
	0-5	3-5	2-3	0-2	0-5	3-5
Partner Providers	*786	432	181	135	34.1%	28.4%
Local Authority	1153	927	161	65	50.0%	60.9%
Childminders	288	163	74	51	12.5%	10.7%
Third Sector Playgroups	78				3.4%	
Total	2305	1522	416	251	100%	100%

*Total 0-5 places for partner providers includes some after school club places from 5-12 years.

Local authority provision is the dominant provider type and is 50% of registered places from 0-5 years and 61% of registered places 3-5 years. Partner providers are the second largest provider with 34% of 0-5 registered places and 28.4% of 3-5 registered places.

Childminders are 10.7% of registered 3-5 provision but currently do not offer funded places and represent a significant untapped opportunity. At 3%, the third sector is the smallest of all the provider types and is made up of largely voluntary, not for profit playgroups and crèches. They are open limited days and limited hours and some require parents to be in attendance. The provision within each of these provider types is described in more detail in the sections following this.

Learning Communities

Stirling Council is divided into seven learning communities. A learning community is a geographical area delineated by a high school and the primary schools that feed into the high school along with any nurseries also in the same high school catchment boundary.

The seven learning communities are:

Balfron, Bannockburn, Dunblane, McLaren, Stirling, St Modan's, Wallace.

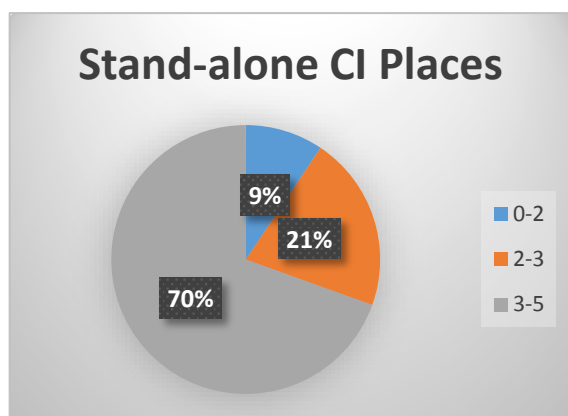
Local Authority – Stand-alone Nurseries

There are 13 stand-alone nurseries and they provide places for children from 0 to 5 years. Some also provide holiday and after school provision for children from 5 to 12 years. The stand-alone nurseries are registered to provide 481 places from 3-5 years. With the exception of Dunblane, there is at least one stand-alone nursery located in each of the learning communities.

The stand-alone nurseries were built to provide greater flexibility and choice for parents over and above the traditional nursery class model. They operate opening hours which range from 8.00 am to 5.30 pm, with 8.30 am to 5.30 pm being the most common opening times. They are open 48.2 weeks of the year with the exception of Crianlarich Nursery which is open during term time only.

The nurseries operate on a delivery model very similar to the private sector in terms of opening hours and opening weeks. However, they fall short of offering the private sector provision model by 2-3 weeks a year and by an hour to an hour and a half a day. This means the current operating model does not fully meet the needs of working families. 8.30 am opening does not allow the majority of working families time to drop off children and get into work for a 9 am start. This same issue applies at the end of the day.

Table 2: Stand-alone nurseries 0-5 places by age



Stand-alone Nursery Places	
Age	CI Places
0-2	65
2-3	151
3-5	481
0-5	697

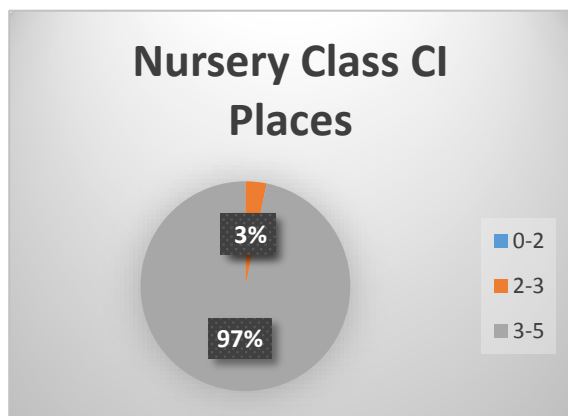


Local Authority – Nursery Classes

There are 17 nursery classes and they provide places for children from 3-5 years. Dunblane and Callander also provide five places each for 2 year olds.

In the main, the nursery classes operate on the traditional model of morning and afternoon sessions. The majority of provision is built around funded morning or afternoon sessions. Extended day with lunch time provision is offered in all nursery classes, with the exception of 2 which are only open in the morning. Currently, there is no provision before 8 am and no provision after 3.40 pm.

Table 3: Nursery classes 0-5 places by age



Nursery Classes	
Age	CI Places
0-2	0
2-3	10
3-5	446
0-5	456

Private and Third Sector Partner Providers

There are 14 private nurseries in partnership with the Council and they provide places for children from 0-5 years. Some also provide holiday and after school provision from 5 to 12 years.

The partner nurseries represent 34% of 0-5 years registered places. The partner provider profile is mainly small, one site independent businesses, some of which have been operating for over 15 years. Unlike the major cities within Scotland, there are only a few private chain nurseries in Stirling.

The private sector in Stirling is therefore more vulnerable and less likely to be able to absorb reductions to their operating margins through volume trading. Scoping and consultation with partner providers was undertaken. This involved gathering data on current supply and consulting partner providers on future capacity.

The majority of partner providers indicated they had no plans to expand or to increase their number of registered places by 2020. All partner providers expressed concerns about the impact the early years expansion would have on their business.

Partner providers indicated they could continue to offer at least the same level of places in 2020 as currently provided through the commissioned places partnership. They also advised they could offer additional 3-5 year old places from within their existing registration if the cap on funded places was removed.

However, the offer of both existing provision and increased provision would be dependent on the rate of funding paid by Stirling Council. The sections below explore the issues with funding and capped places in more detail.

The consultation and scoping exercise with partner providers revealed the following concerns and potential barriers to both expanding provision and to remaining in partnership.

Funding

Currently Stirling Council pays an hourly funded rate of £3.58 with provision of a teacher and £3.89 if no teacher support is provided. Partner providers claim this does not cover the costs of provision.

The majority of partner providers do not pay all their staff the living wage. Some of the partner provider managers and senior staff are also on an hourly rate below the living wage.

Further analysis from Scottish Government data detailed in Table 4 shows that across Scotland for three and four year olds, it costs local authorities an average of £5.45 to provide ELC in their own settings and a total of £4.58 per hour if procured from a partner provider.

For two year olds, the figures are £7.74 per hour in their own setting and £5.72 per hour if procured from partner providers. The partner provider cost includes both the fee paid to partner providers plus the additional expenditure made by local authorities in support of partner providers, for example on training. (Source: Scottish Government 2016)

Table 4: Estimated hourly expenditure on funded ELC

	2 year olds	3 and 4 year olds
Unit cost to local authority	£7.74	£5.45
Partner provider rate (payment per hour to private partners)	£4.78	£3.59
Additional local authority spend in support of private partners	£0.94	£0.99
Overall unit cost for procuring from private partners	£5.72	£4.58

For the majority of partner providers, staff salaries represent 66-85% of their costs. On average, for an early years practitioner, the public sector spends 80% more than the private sector on staff-related costs (wages, pensions etc.). For a partner provider to pay public sector wages, they would have to charge at least at the cost level of public provision (i.e. £7.74 for 2 year olds and £5.45 for 3 and 4 year olds).

Stirling Council's hourly rate of £3.58 to partner providers ranks 11 out of 32 across Scottish local authorities. This is where 1 is the highest (Shetland at £4.58ph) and 32 is the lowest (Perth and Kinross at £3.17). Among neighbouring local authorities, Stirling's hourly rate is in the middle range. (Clackmannanshire £3.26, Falkirk £3.75, Fife £4.00, Glasgow £3.33, Perth and Kinross £3.17). **Figures accurate at time of scoping in April 2017.**

A further funding issue for partner providers is the low cost of wrap-around care charged by Stirling local authority nurseries which is £2.90 per hour.

Partners claim they are unable to compete with this rate and this has impacted negatively on their business. Going forward, a balance will need to be found between affordability (keeping hourly rates affordable for families) and accessibility (ensuring partners are not compromised by low local authority rates).

These concerns around funding reflect the issues raised by the private and voluntary sector in the Blueprint document (March 2017) section 1.54, page 14, which is quoted below:

The most common view, expressed across a wide range of sectors, was that to encourage private and third sector providers to extend their capacity, more funding will be required for these providers e.g. for increased staffing, paying living wages, training and capital investment in adaptations to premises.

Further consultation is planned with the partner providers with a view to increasing the hourly rate in two stages, 2018 and 2020.

Capping

Currently Stirling Council applies a cap to the number of funded places partner providers can commission. The total number of funded places available to the partner providers is currently capped at 345^{fte}. Once the cap is reached, partner providers are not allocated any further funded places.

When the funding model for 2020 moves to a demand led model where funding follows the child, then capping will no longer apply. In a demand led model the parent/carer will choose the provider and the funding will follow the child. The local authority will continue to administer the funding.

Nursery Administration System (NAMS)

The NAMS system is owned by SEEMIS and it is a condition of the partnership agreement with Stirling Council that the private partners use NAMS for reporting on funded places. There are a number of issues within NAMS that affect both local authority settings and private providers. However, the impact on private providers is greater due to the fact that they are using the NAMS system alongside their own Management Information System. Partner providers report a number of issues with NAMS which are being worked on at both local and national level.

Childminders

Data from the Care Inspectorate shows a total of 96 childminders registered, active and resident in the Stirling Council area.

The Care Inspectorate National Care Standards stipulate that childminders can care for no more than six children under the age of 12 at any one time. It also stipulates that no more than three should be pre-school age and no more than one should be under the age of 12 months.

Based on this criterion and 96 registered childminders, this provides a potential maximum total of 288 childminder places for 0 to 5 year olds.

From the childminder scoping exercise, evidence from those who responded is that most childminders offer their services to pre-school children five days a week (85%), some operate four days a week (10%) and a small proportion offer three days a week (2%). No surveyed childminders in Stirling were offering provision on Saturdays, Sundays or overnight.

With the exception of one childminder who responded, all active childminders were caring or prepared to care for children of pre-school age. Most (76%) were prepared to care for children across the full age range of under 1 year to 5 years of age.

Stirling Council plans to put a partnership contract in place with childminders and work has been undertaken with the SCMA (Scottish Childminders Association) to bring this to fruition.

From engagement and consultation with childminders the following feedback has been received:

- The majority of childminders have responded positively to a partnership contract with Stirling Council and believe it will be necessary to stay viable and operational from 2020.
- The funded rate per hour will be a significant consideration in determining if they can offer quality provision and remain sustainable.
- SCMA childminders have raised concerns regarding the low cost of wrap-around care charged by local authority nurseries. They claim this has impacted on their business as they are unable to compete with this rate.
- The most frequently mentioned barrier for childminders is too much paperwork and bureaucracy.

These issues and the feedback from childminders will be used to inform how we implement a successful partnership with childminders.

ELC Provision by Learning Community

There are seven learning communities within Stirling Council and early years provision is spread across all of them. For the purposes of this delivery plan we have grouped early years provision into the six geographical learning communities. These are Balfron, Bannockburn, Dunblane, McLaren, Stirling and Wallace.

Across the six learning communities there are 44 nurseries offering funded places as follows:

- 17 nursery classes attached to the primary school.
- 13 separate stand-alone nurseries.
- 14 partner providers from the private or not for profit sector. This includes two playgroups who have entered into partnership arrangements with Stirling Council and provide places for children from 2.9 years to school age.

Across local authority and partner providers, there are a total 1359 registered places for 3-5 year olds. These are split across the learning communities as detailed in the table below.

Table 5: Registered places for 3-5 years by learning community (Partner and LA)

3-5 years	Partner	LA	
Balfron	75	149	
Bannockburn	32	212	
Dunblane	108	77	
McLaren	15	100	
Stirling	64	183	
Wallace	138	206	
Total	432	927	1359

Eligible 2 Year Olds

There are 161 registered places for 2 year olds in local authority nurseries and 181 registered places through the partner nurseries, making a total of 342 places for 2-3 year olds.

A key finding of the analysis regarding 2 year olds from Stirling Council's Childcare Sufficiency Assessment (October 2016) was to improve availability and affordability for under 3s, taking into account the impact of Universal Credit and Tax Free Childcare.

In response to this, increasing provision for all 2 year olds with childminder partners is a key strategic aim for the expansion of early years.

Building this into future provision for 2020 addresses a number of strategic aims, namely:

- Meets the needs of families.
- Provides affordable childcare for the age group with a high child care demand and highest child care costs.
- Future proofs provision in the event of universal funding for 2 year olds.

From August 2015, provision for 2 year olds was extended to those families who met the eligibility criteria for free school-meals, estimated to capture around 27% of the 2 year old population. While uptake of free ELC for 3 and 4 year olds in Scotland has been almost universal, the same cannot be said for eligible 2 year olds. Annual statistics published in December 2016 show uptake of around 9% which is much lower than expected. (Source: Scottish Government Drivers and Barriers to ELC uptake amongst 2 year olds)

In order to help improve the uptake of free ELC for 2 year olds, the Scottish Government commissioned research from Ipsos MORI to understand the practical issues that influence uptake rates.

The study examined:

- Parental awareness of ELC provision.
- Why parents engage or do not engage.
- The profile of families engaging (or not) with the provision.
- The barriers and facilitators for local authorities and key delivery partners in promoting and achieving maximum uptake by eligible 2 year olds.

This research has been used by Stirling Council to inform its strategic vision for all 2 year old provision and in particular, to improve uptake and engagement for eligible families.

Feedback from Stirling Families

Stirling Council commissioned a Childcare Sufficiency Assessment which was published in October 2016. The purpose of the Childcare Sufficiency Assessment was to establish the extent to which local childcare provision met the needs of working parents or those who want to get back to work or develop their skills through education and training. Feedback from this report has been used to inform the delivery plan.

The research and consultation process involved household surveys of 875 families reporting the detailed childcare arrangements and preferences for 1,520 children, a survey of local childcare providers and employers and desk research on social and economic trends. Further feedback from Scottish Government's national survey of parents has also been used.

The following points were identified as key priorities for improving childcare provision:

- Increase the proportion of free entitlement places available on a full day-care/extended basis across all communities.
- There is a preference for full day-care over 9 hours a day.
- There is a clear demand for earlier opening hours and later closing hours in order for parents to meet work commitments. This is flagged as a sufficiency gap for communities, where choice may be confined to childminder provision.
- (71%) parents say they would prefer to use 1140 hours almost every week of the year as opposed to term time only.
- (65%) parents would prefer to use 1140 hours in longer sessions on fewer days of the week as opposed to shorter sessions spread over more days per week.

The delivery plan has taken into account the feedback from Stirling families and this has been used to inform future provision.



Section 3: Future Provision

This section will look at future provision using the feedback and data as set out in the previous section and will analyse future needs in each learning community.

Strategic Aims – Supply and Demand

Future provision outlined in this section will aim to meet Stirling Council's broad strategic aims for the expansion of early years provision. Fundamental to this, is the aim of ensuring future supply is closely mapped to current demand. This means that, where possible, all children currently accessing their entitlement to 600 hours ELC in a local authority nursery will be able to continue to access their entitlement to 1140 hours in that same nursery.

This aim is the cornerstone of our strategy as we want to ensure, that as far as possible, children are not displaced from their current nurseries. Current demand for local authority places will be factored in to future supply in local authority nurseries.

The same principle applies to current usage in the private sector being met through future supply in that sector, including widening the choice of providers for parents through the introduction of partner childminders.

In addition, other strategic aims of the expansion include:

- New operating models in local authority nurseries to deliver increased hours and offer extended day and year places.
- Investing capital in our existing estate to enable our nurseries to offer new operating models in quality, inclusive environments through building improvements, both internal and external.
- Where possible, ensuring provision is localised at the primary school or close by it.
- Making use of outdoor space to extend provision and keep build costs down.
- Where increased provision cannot be met in the current location, making use of existing local assets such as community centres and other appropriate buildings if necessary.
- Working with new and existing private sector partners to support them to offer 1140 hours of ELC through improved funding and the expected Scottish Government Quality Standard.

Within these broad strategic aims, cognisance has been taken of the guiding principles within the Blueprint document, i.e. quality, flexibility, accessibility and affordability as well as feedback from the Childcare Sufficiency Assessment namely:

- Increase provision available from 8.00am to 6.00pm.
- Increase the amount of funded places available on a full day basis.
- Provide longer hours in local authority nursery classes.
- Increase the number of funded places available on an extended year basis across all learning communities.
- Improve access to non-term time places in all communities.
- Create more places for 2 year olds.

In addition, the delivery plan includes feedback from partner providers and the Scottish Government's Financial Review, specifically to include:

- Increasing the amount of funding paid to partner providers.
- Removing the cap on partner provider places.

Choice and Flexibility – Models of Provision

Future ELC provision within Stirling will provide families with a greater choice across different provider types. This will include local authority nurseries on the primary school campus, local authority stand-alone nurseries within the community, private partner nurseries and partner childminders.

ELC provision within all these categories will be increased to meet the requirements of the early years expansion and greater flexibility will be offered to families in terms of extended opening for longer days and more weeks in nearly all local authority nurseries.

Population Data

Population data has also been factored into future demand. The population of Stirling accounts for 1.7% of the total population of Scotland. In Stirling, the population of children aged 0 to 4 years and 5 to 9 years is set to increase to 5,299 and 5,126 children respectively by 2026, further increasing childcare demand.

By 2037, the population of Stirling is projected to be 105,850, an increase of 12% since 2016 and 16.3% compared to the population in 2012. This is ahead of the 8.8% population projections for Scotland as a whole from 2012 to 2037.

The projected birth rate for Stirling area is just over one thousand births per annum from 2017 to 2020.

Future Demand: Local Authority

In predicting future demand in local authority nurseries, the baseline assumptions from the Scottish Government document, ELC Expansion Planning Assumptions, have been made in regard to calculating uplift on current 3-5 places. In line with this, the starting point assumption has been based on 100% uptake of 1140 hours funded places for 3-5 year olds.

In terms of local authority provision, this means we will need to provide double the number of current 3-5 funded places in our nurseries. A scoping exercise was carried out to determine the physical capacity (number of registered places) in local authority settings versus the number of children using a local authority nursery.

Table 6 shows the number of children currently using funded ELC based on 600 hours a year in a local authority nursery and the number of Care Inspectorate registered places.

Table 6: Physical capacity versus number of places used

	At April 2017		
	No. of children using LA Nursery	No. of CI Places	Children to CI Places Ratio
3-5 years	1525	927	1.6:1

In order to ensure the existing demand/usage shown in table 6 can be met by future supply as well as delivering double the number of funded hours (from 600 to 1140), it has been necessary to change the operating models in local authority nurseries. Under the new operating model each CI registered place will provide up to 2 funded 1140 places. Details of the changes are explained in more detail in section 4.

The ratio of 1.6:1 in table 6 shows the number of children for each registered place. This means that currently, for every CI registered place there are 1.6 children using ELC in a local authority nursery. Each CI registered place can provide 2 funded places based on 600 hours and sessions of 15.8 hour morning session and 15.8 hour afternoon session over 38 term time weeks.

The change to operating model has been designed to mirror this same level of supply and demand in each setting so that children will not be displaced from their current local authority nursery. In order to do this and meet the increase to an entitlement of 1140 hours, nurseries will be open longer days and weeks. As well as changes to the operating model new childcare places will be created in communities where there is a need.

Consideration has been given to ensuring the change to operating model does not impact negatively on the environment and quality of care. This includes investing capital in the nurseries to provide quality environments that meet the needs of children attending nursery for longer sessions and weeks.

The following sections will look at future supply and demand by sector, starting with local authority provision which is broken down by learning community.

Balfron Learning Community

The Balfron learning community is situated in an affluent area of Stirling and the majority of pupils reside in decile 7 or above. The community covers a wide geographical area and is predominantly rural.

Local authority provision in the Balfron learning community includes four nursery classes, Strathblane, Killearn, Balfron and Fintry (Fintry is only open mornings) and two stand-alone nurseries, Arnprior and Croftamie. There are two private partner providers.

The Childcare Sufficiency Assessment details that 66% of parents in this learning community felt there was not enough choice for longer sessions in local authority provision and 38% felt they could not access childcare when their family needed it. This has been considered when planning for future supply in the learning community.

Tables 7a and 7b show current supply and demand as of April 2017, and future supply and demand based on changes to the operating model and capital works.

Table 7a: Balfron physical capacity versus number of children using ELC 2017

Balfron at April 2017		
No. of 3-5 years CI Places	No. children 3-5 years using LA nursery	Children to CI Places Ratio
149	213	1.4:1

Table 7b: Balfron physical capacity versus number of children using ELC 2020

Balfron at April 2020		
No. of 3-5 years CI Places	No. children 3-5 years using LA nursery	Children to CI Places Ratio
168	213	1.3:1

Table 7c: Summary of current and future CI registered places for 3-5 year olds

Learning Community	Local Authority Nursery	Type	Current CI Places	Future Net CI Places 3-5
Balfron	Arnprior Nursery	Stand-alone	32	32
Balfron	Croftamie Nursery	Stand-alone	27	32
Balfron	Fintry Nursery	Nursery class	20	16
Balfron	Killearn Nursery	Nursery class	30	32
Balfron	Strathblane Nursery	Nursery class	20	24
Balfron	Balfron Nursery	Nursery class	20	32
			149	168

Bannockburn Learning Community

The Bannockburn learning community is south of Stirling city. The catchment has a relatively low socio-economic demographic. 60% of Cowie is in deciles 2 and 3 and 41% of Braehead is in decile 4. East Plean has 59% in decile 4. Local authority provision in Bannockburn includes three nursery classes, Bannockburn, Braehead and East Plean and two stand-alone nurseries, Cowie and Park Drive.

One of the key findings from the Childcare Sufficiency Assessment was to increase the proportion of free entitlement places available on a full day-care/extended year basis in Bannockburn. The majority of provision is provided by the local authority. Currently there is one partner provider. This has been considered when planning for future demand in the learning community.

Tables 8a and 8b show current supply and demand as of April 2017, and future supply and demand based on changes to the operating model and capital works.

Table 8a: Bannockburn physical capacity versus number of children using ELC 2017

Bannockburn at April 2017		
No. of 3-5 years CI Places	No. children 3-5 years using LA nursery	Children to CI Places Ratio
212	352	1.7:1

Table 8b: Bannockburn physical capacity versus number of children using ELC 2020

Bannockburn at April 2020		
No. of 3-5 years CI Places	No. children 3-5 years using LA nursery	Children to CI Places Ratio
224	402	1.8:1

Table 8c: Summary of current and future CI registered places for 3-5 year olds

Learning Community	Local Authority Nursery	Type	Current CI Places	Future Net CI Places 3-5
Bannockburn	Cowie Nursery	Stand-alone	64	64
Bannockburn	Park Drive Nursery	Stand-alone	64	64
Bannockburn	Bannockburn Nursery	Nursery class	24	32
Bannockburn	Braehead Nursery	Nursery class	30	32
Bannockburn	East Plean Nursery	Nursery class	30	32
			212	224

Dunblane Learning Community

The Dunblane learning community takes in Dunblane town and the surrounding area. Dunblane is a commuter area with good transport links to much of the central belt, including Glasgow and Edinburgh.

Dunblane has a growing population. In 2001, the population was 8,114 which grew to 8,811 at the 2011 census. It is an affluent area with the majority of pupils residing in deciles 9 and 10.

Local authority provision in Dunblane includes three nursery classes, Dunblane, Newton and St Mary's, which is only open in the mornings. There are no stand-alone nurseries in Dunblane.

There is a strong private sector in the area with four partner nurseries providing over 100 registered places for 3-5 years and there are new childminders in partnership to offer funded places also. Demand for affordable full day and full year provision is high in this community due to the number of working families. Although longer opening is met by the partner providers, the costs of this are higher than local authority wrap-around costs. This has been considered when planning for future demand in the learning community.

Tables 9a and 9b show current supply and demand as of April 2017, and future supply and demand based on changes to the operating model and capital works.

Table 9a: Dunblane physical capacity versus number of children using ELC 2017

Dunblane at April 2017		
No. of 3-5 years CI Places	No. children 3-5 years using LA nursery	Children to CI Places Ratio
77	129	1.7:1

Table 9b: Dunblane physical capacity versus number of children using ELC 2020

Dunblane at April 2020		
No. of 3-5 years CI Places	No. children 3-5 years using LA nursery	Children to CI Places Ratio
72	125	1.7:1

The small reduction in registered places within the Dunblane learning community, from 77 to 72, is due to St Mary's Nursery operating with 16 full day places from 2020 as opposed to the current offer of 20 half day places.

Table 9c: Summary of current and future CI registered places for 3-5 year olds

Learning Community	Local Authority Nursery	Type	Current CI Places	Future Net CI Places 3-5
Dunblane	Dunblane Nursery	Nursery class	25	24
Dunblane	Newton Nursery	Nursery class	32	32
Dunblane	St Mary's Nursery	Nursery class	20	16
			77	72

McLaren Learning Community

The McLaren learning community is a rural district within Stirling. The majority of residents are in decile 7 and above with the exception of Crianlarich and Killin and parts of Callander, which are predominantly in deciles 5 and 6.

Local authority provision includes two nursery classes, Aberfoyle and Callander and three stand-alone nurseries, Crianlarich, Killin and Doune.

The majority of ELC provision comes from local authority nurseries. There is a shortage of private providers in the McLaren learning community with just one partner provider community nursery open mornings and operating on a not for profit basis.

The Childcare Sufficiency Assessment noted the lack of private providers and the limited opening times in local authority nurseries as significant issues for families within this community. This has been considered when planning future supply.

Tables 10a and 10b show current supply and demand as of April 2017, and future supply and demand based on changes to the operating model and capital works.

Table 10a: McLaren physical capacity versus number of children using ELC 2017

McLaren at April 2017		
No. of 3-5 years CI Places	No. children 3-5 years using LA nursery	Children to CI Places Ratio
100	165	1.6:1

Table 10b: McLaren physical capacity versus number of children using ELC 2020

McLaren at April 2020		
No. of 3-5 years CI Places	No. children 3-5 years using LA nursery	Children to CI Places Ratio
146	168	1.2:1

Table 10c: Summary of current and future CI registered places for 3-5 year olds

Learning Community	Local Authority Nursery	Type	Current CI Places	Future Net CI Places 3-5
McLaren	Crianlarich Nursery	Stand-alone	8	8
McLaren	Killin Nursery	Stand-alone	16	16
McLaren	Doune Nursery	Stand-alone	27	32
McLaren	Aberfoyle Nursery	Nursery class	24	32
McLaren	Callander Nursery	Nursery class	25	48
			100	136

Stirling Learning Community

The Stirling learning community is centrally located within the Stirling city area. It has a mixed socio-economic profile with Hillview and Borestone in the lower deciles. The majority of the provision is local authority.

Local authority provision in the learning community consists of three nursery classes, Borestone, Cambusbarrow and St Ninians and three stand-alone nurseries which are Hillview, Wellgreen and Baker Street.

There is limited private sector provision with only two partner providers. One of these is a playgroup which is currently only open mornings. However, childminder provision is available through the new childminder partnerships.

Tables 11a and 11b show current supply and demand as of April 2017, and future supply and demand based on changes to the operating model and capital works.

Table 11a: Stirling physical capacity versus number of children using ELC 2017

Stirling at April 2017		
No. of 3-5 years CI Places	No. children 3-5 years using LA nursery	Children to CI Places Ratio
183	289	1.6:1

Table 11b: Stirling physical capacity versus number of children using ELC 2020

Stirling at April 2020		
No. of 3-5 years CI Places	No. children 3-5 years using LA nursery	Children to CI Places Ratio
176	308	1.8:1

There is a reduction in the number of registered places in 2020 due to staffing cap at Baker Street which is in place based on current demand.

Table 11c: Summary of current and future CI registered places for 3-5 year olds

Learning Community	Local Authority Nursery	Type	Current CI Places	Future Net CI Places 3-5
Stirling	Baker Street Nursery	Stand-alone	51	40
Stirling	Hillview Nursery	Stand-alone	24	24
Stirling	Wellgreen Nursery	Stand-alone	24	24
Stirling	Borestone Nursery	Nursery class	24	24
Stirling	Cambusbarron Nursery	Nursery class	30	32
Stirling	St Ninians Nursery	Nursery class	30	32
			183	176

Wallace Learning Community

The Wallace learning community caters for a diverse socio-economic group. Over 70% of pupils in the Bridge of Allan and Riverside area reside in decile 7 to 10, whereas 55% of Raploch pupils reside in decile 1 and 42% of Fallin pupils reside in decile 2.

Local authority provision consists of two nursery classes, Bridge of Allan and Riverside and three stand-alone nurseries, Raploch, Cornton and Fallin.

Although the Wallace learning community has the highest areas of multiple deprivation on the Scottish Index of Multiple Deprivation, it is very well catered for within current provision.

There are almost 150 registered partner provider places for 3-5 years and over 200 local authority places for 3-5 year olds. The large stand-alone nurseries all provide places for 0-3 year olds and offer extended year opening.

Tables 12a and 12b below show current supply and demand as of April 2017, and future supply and demand based on changes to the operating model and capital works.

Table 12a: Wallace physical capacity versus number of children using ELC 2017

Wallace at April 2017		
No. of 3-5 years CI Places	No. children 3-5 years using LA nursery	Children to CI Places Ratio
206	377	1.8:1

Table 12b: Wallace physical capacity versus number of children using ELC 2020

Wallace at April 2020		
No. of 3-5 years CI Places	No. children 3-5 years using LA nursery	Children to CI Places Ratio
208	388	1.9:1

Table 12c: Summary of current and future CI registered places for 3-5 year olds

Learning Community	Local Authority Nursery	Type	Current CI Places	Future Net CI Places 3-5
Wallace	Cornton Nursery	Stand-alone	40	40
Wallace	Fallin Nursery	Stand-alone	48	48
Wallace	Raploch Nursery	Stand-alone	56	56
Wallace	Bridge of Allan Nursery	Nursery class	30	32
Wallace	Riverside Nursery	Nursery class	32	32
			206	208

Summary of Local Authority Provision for 3-5 Year Olds

The majority of new funded places will be delivered by extending the number of hours and weeks the nurseries will open. Changes to the way nurseries will operate in future are detailed further in this section. In addition to this, there will be a small increase in CI registered places. Table 13 provides a summary of the learning community increases detailed in tables 7 to 12.

Table 13: Summary of tables 7 to 12

Current CI Places (Delivering 2 600 hour places)	Future CI Places (Delivering 2 1140 hour places)	New CI Places from Capital Works	New CI Places by Learning Community	
927	984	77	23	Balfron
			12	Bannockburn
			0	Dunblane
			36	McLaren
			4	Stirling
			2	Wallace
			77	Total

The net increase in Care Inspectorate registered places is 57 as we will be reducing places in some nurseries.

Future 2 Year Old Provision

Section 2 examined the number of places available for two year olds who meet the eligibility criteria for a funded place. Stirling Council has invested in 0 - 3 provision as part of its commitment to affordable, quality childcare for all early year stages. As a result it is well positioned to meet the statutory requirement for two year old places from 2020.

Table 14 shows the number of registered local authority places for 2 - 3 year olds within each learning community.

Table 14: Registered places for 2-3 year olds by learning community

Learning Community	3-5 year olds
Balfron	15
Bannockburn	35
Dunblane	5
McLaren	20
Stirling	31
Wallace	55
Total	161

Across local authority nurseries there are 161 registered places for two year olds and our recent partnership with childminders will see this increase further. Overall, this is sufficient to meet the estimated uptake of eligible 2 year old places by 2020.

The table below shows the number of two year olds in the Stirling population, the percentage estimated to be eligible and from this the percentage estimated to take up a funded place.

Table 15: Estimated 2 year old uptake and provision

	2 year olds					
Uptake	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22
Total 2 year old population	900	864	904	931	947	969
Estimated eligible % population	25%	25%	25%	25%	25%	25%
Estimated uptake of eligible % population	31%	35%	35%	50%	75%	85%
Third sector playgroups	69	76	79	116	178	206

Currently the uptake of eligible two year old places is low at 31%. We estimate this will increase to 85% by 2022. Scottish Government's analysis, detailed in section 2, has been used to more effectively target this group.

Stirling Council's communications strategy will include:

- Direct parental engagement at local nursery and community level to raise awareness.
- Targeted leaflets and flyers and a social media campaign.
- Working with a wide range of ELC professionals to raise awareness.
- Ensuring provision is inclusive and part of our wider 0-3 offer.

Partner Nursery Providers

The partner provider strategy for 2020 will take into consideration the issues and barriers currently affecting partners as detailed in section 2 of this document.

Removing the cap on the number of funded places available through the partner providers and increasing the hourly rate paid to partner providers will be key to supporting them to deliver 1140 hours. The first step in this process will be to increase the hourly rate of funding paid to partner providers from £3.58ph to £4.50ph. The increase will come into effect from April 2018 and a further hourly rate increase will be implemented by 2020.

In recognition of the issues raised by partner nurseries in section 2, we will be supporting partners as follows:

- Remove practice of capping places.
- Significantly increase the funded hourly rate.
- Dedicated quality assurance support.
- NAMS sessions simplified under new operating model to reduce workload for partners.

We have offered partner nurseries a new funded rate of £5.45. Based on bench marking analysis, this is the second highest rate currently being proposed across all Scottish local authorities. We will also be supporting partners with the statutory requirements for lunch provision in 2020. Nurseries will be offered £2.15 per child if they provide lunches within their setting.

Partners will also have dedicated quality assurance support from Stirling Council to provide them with day to day support and work with them on the implementation of the new proposed national Quality Standard.

The funding increase and the removal of the funding cap will provide greater choice and flexibility for parents and will address some of the concerns raised by partners around this. Table 16 shows the number of registered partner places available in each learning community.

Table 16: Registered partner places for 3-5 year olds in each learning community

Learning Community	3-5 year olds
Balfron	75
Bannockburn	32
Dunblane	108
McLaren	15
Stirling	64
Wallace	138
Total	432

(Based on scoping in April 2017)

The majority of partner providers are open 10 hours a day and 50 hours a week. Therefore, there is increased supply available through the partners over and above their registered numbers. This has been considered where there are population pressures and rising role pressures in local authority learning communities.

The additional capacity in the partner nurseries will also allow parents to purchase unfunded sessions where there is limited availability in the local authority nurseries.

We will continue to engage with partner providers as we move towards 2020 with a view to responding to their concerns around the early years expansion. We believe joint working with the private sector is a key strategic aim and have set up a work stream with representatives from the partner providers to jointly share information and ideas.

Childminders

Stirling Council has entered into partnership with the Scottish Childminding Association (SCMA) to enable childminders to offer funded places for eligible 2 year olds and all 3-5 year olds. The childminder partnership started in October 2017 with childminders across Stirling entering into partnership by January 2018. These are shown in table 17 by learning community.

Table 17: Childminders places by learning community

Learning Community	No. Partner Childminders
Balfron	3
Bannockburn	11
Dunblane	7
McLaren	3
Stirling	9
Wallace	8
Total	41

The additional supply available through the childminders will support greater choice and flexibility for parents as many childminders operate full day and extended year provision. It will also support demand in local authority settings.

The cost of the childminder partnership for 2020 includes the funded hourly rate payable to childminders (£4.50ph) and the management costs payable to SCMA for managing and administering the partnership.

The decision to use the SCMA to manage the childminder partnership has been detailed fully in a procurement waiver process.

In summary:

- It ensures no childminder receives funding without the necessary insurance, registration, quality standards and Care Inspectorate assessment levels confirmed and in place.
- The SCMA will engage, manage and administer the childminder partnership which reduces the workload costs for Stirling Council.
- One procurement process with the SCMA reduces the bureaucracy and paperwork placed on individual childminders. This was identified as a key barrier to engaging with childminders in the Scottish Government Blueprint paper.

The childminder partnership will form part of a blended model of provision allowing parents a choice of childminder, partner provider or local authority nursery.

Current Operating Model

Currently, a local authority nursery provides each child with 15.8 funded hours a week over 38 weeks and equals 600 funded hours a year. See example in table 18.

Table 18: Current operating model delivering 600 funded hours

	Funded Sessions Daily		Funded Sessions Weekly and Full Year			
	Morning Session	Afternoon Session	Funded Hours PW	Open Hours PW	No. Weeks Open	Funded Hours PA
Times	8.50 – 12.00	12.30 – 3.40	15.80	31.6	38	600
No. Hours	3.16	3.16				

The stand-alone nurseries are open from 8.30 am to 5.30 pm and offer wrap-around hours over and above the funded hour sessions and most of the nursery classes also provide some wrap-around hours over lunch time.

Unfunded hours are sold in blocks of 1 or more hours and this involves significant manual admin processes to calculate, invoice and manage. The NAMS system cannot be used effectively for unfunded hours as it is not designed to cope with the variety and complexity of wrap-around sessions.

As sessions are currently calculated in hours, it also means accessibility is reduced. Although the nursery is open 9 hours a day, due to the current wrap-around sessions, it may be that only 4 out of 9 hours is used. For example, a parent may choose a 10 am to 2 pm session which means the full day is blocked thus preventing another child from using the remaining hours.

Future Operating Model

The Childcare Sufficiency Assessment evidenced the demand among families in all learning communities for local authority nurseries to offer longer opening hours and extended year provision.

We have listened to the needs of our families and most local authority nurseries, with a few exceptions, will be open from 8.00 am to 6.00 pm over 45.6 or 48.2 weeks a year.

The aim of extended opening is to:

- Respond to feedback from our families seeking longer opening times in nursery classes.
- Ensure the same number of children currently accessing 600 hours ELC in a local authority nursery will be able to access 1140 hours in the same nursery in 2020.
- Create a level playing field of choice in terms of quality and extended provision for families across all ELC providers, regardless of whether it is a partner provider, nursery class or stand-alone nursery.
- Create additional places to meet the demand for the early years expansion within existing local authority nurseries and reduce the amount of new build and extensions and associated costs.

All local authority nurseries have been scoped against supply and demand and local factors including partner provision, housing developments and population growth.

Table 19 details the future operating weeks and hours.

The settings highlighted in red are in phase 1 of the expansion and will be offering 1140 hours from August 2018.

Table 19: New operating models with extended weeks and hours

Operating Weeks	3-5 CI Reg Places		Operating Weeks	3-5 CI Reg Places		Operating Weeks	3-5 CI Reg Places		Operating Weeks	3-5 CI Reg Places	
	2017	2020		2017	2020		2017	2020		2017	2020
48.2			45.6			38			38		
8.00 – 6.00			8.00 – 6.00			8.00 – 6.00			9.00 – 3.00		
Arnprior (Balfron)	32	32	Strathblane (Balfron)	20	34	Crianlarich (McLaren)	8	8	St Mary's (Dunblane)	20	16
Croftamie (Balfron)	27	32	Balfron (Balfron)	20	32	Fintry (Balfron)	20	16			
Cowie (Bannockburn)	64	64	Bannockburn (Bannockburn)	24	32	Cambusbarron (Stirling)	30	32			
Park Drive (Bannockburn)	64	64	Braehead (Bannockburn)	30	32	Killearn (Balfron)	30	32			
Killin (McLaren)	16	16	East Plein (Bannockburn)	30	32						
Baker Street (Stirling)	51	40	Aberfoyle (McLaren)	24	32						
Hillview (Stirling)	24	24	Callander (McLaren)	25	48						
Wellgreen (Stirling)	24	24	Doone (McLaren)	27	32						
Cornton (Wallace)	40	40	Borestone (Stirling)	24	24						
Fallin (Wallace)	48	48	St Ninians (Stirling)	30	32						
Raploch (Wallace)	56	56	Bridge of Allan (Wallace)	30	32						
			Riverside (Wallace)	32	32						
			Dunblane (Dunblane)	25	24						
			Newton (Dunblane)	32	32						
11	446	440	14	373	440	4	88	88	1	20	16

2018: 927 places. 2020: 984 places.

Accessibility

We have considered the issue of accessibility and making maximum use of what we already have in terms of existing provision.

In order to meet existing demand and ensure future accessibility for the same numbers of children, it is necessary to extend the nursery opening times and weeks open.

This will provide 2 funded places for every CI registered place and enable children currently accessing ELC in their local authority nursery to continue to do so.

Scottish Government undertook a parent survey regarding preferences for early learning and childcare provision. The analysis shows that over 70% of parents have indicated that their attendance preference is for 2 or 3 full days over longer weeks in a year (i.e. more than just term-time).

The new operating model will deliver this and provide sessions that will support parents who need childcare to suit their working life or to support them back into work or training.

The sessions in nurseries open 8 am to 6 pm will be as follows:

- Morning session: 8.00 – 1.00
- Afternoon session: 1.00 – 6.00
- Full day: 8.00 – 6.00

In the majority of nurseries, each eligible child will have an entitlement to 25 funded hours a week over 45.6 weeks which is equal to 1140 funded hours a year. See example in table 20.

Table 20: Funded sessions for nurseries open 45.6 and 48.2 weeks

	Funded Sessions Daily			Funded Sessions Weekly and Full Year			
	Morning Session	Afternoon Session	Full Day	Funded Hours PW	Open Hours PW	No. Weeks Open	Funded Hours PA
Times	8.00 – 1.00	1.00 – 6.00	8.00 – 6.00	25.00	50.00	45.6	1140
No. Hours	5.00	5.00	10.00				

In the small number of nurseries that are open term time only (38 weeks), the following will apply.

Table 21: Funded sessions for nurseries open 38 weeks (term-time only)

38 weeks: Open 8.00 am to 6.00 pm	38 weeks: Open 9.00 am – 3.00 pm
Parents will have up to 30 funded hours a week. A full day session will be 10 hours (8.00am to 6.00pm). A morning session will be 5 hours (8.00am to 1.00pm). An afternoon session will be 5 hours (1.00pm to 6.00pm).	Parents will have up to 30 funded hours a week. A full day session will be 6 hours (9.00am to 3.00pm or as advised by the nursery). There will be no half day sessions.

Flexibility

Parents will be able to choose to take their funded hours in full days or half days or a combination of these that best suit their circumstances. See tables 22a and 22b.

Table 22a: Two full days and one half day funded attendance pattern

	Mon	Tue	Wed	Thu	Fri	Funded Hours
8.00 – 6.00	√	√				20
8.00 – 1.00			√			5
1.00 – 6.00						0
					Total	25

Table 22b: Five afternoons funded attendance pattern

	Mon	Tue	Wed	Thu	Fri	Funded Hours
8.00 – 6.00						0
8.00 – 1.00	√	√	√	√	√	25
1.00 – 6.00						0
					Total	25

Although the sessions times will be longer, it will be up to parents to decide how much of the session their child attends and when they drop off and pick up their child. However, we would expect that children attending a full day or a morning session are in nursery by 9.00 am. This is to ensure they are able to settle in at the same time as the rest of the group.

Children do not have to attend a full 10 hour or 5 hour session, however, to ensure accessibility and number of available places, attendance for a full day or a half day will be calculated as either a 10 hour or 5-hour block of funding even if parents decide to use less than this.

The majority of local authority nurseries will be open longer weeks and will provide ELC over the summer periods, giving parents more options for childcare during holiday periods. Nurseries open 48.2 weeks a year will be closed for 19 days a year, or 3.8 weeks a year.

Nurseries open 45.6 weeks a year will be closed for 32 days a year, or 6.4 weeks a year.

Quality Environments

Significant capital investment in the nursery environment indoors and outdoors and new management staffing structures will ensure quality is maintained within the longer opening times. The new staffing structure is detailed later in this section and the capital works projects are detailed in section 4.

Affordability

Parents will be able to buy additional sessions over and above their funded sessions provided there is availability. We will prioritise funded sessions first. Unfunded hours will be sold in session blocks (half days or full days).

The current agreed local authority charges are shown in table 23. These are well below the average market hourly/session rate charged by the private sector. This makes it very affordable for families. However, this is a risk factor for partner nurseries who claim significantly lower local authority charges are impacting on the sustainability of their business. A business case will be made to consider increasing local authority charges from August 2019. The business case will consider all factors, such as the unit cost to Stirling Council to deliver ELC, the average hourly/session cost to families across private providers and the impact of double the number of free hours. The increase in local authority charges will aim to provide a balance between affordability for parents, particularly in light of the increase in funded hours, sustainability for the partners and affordability for Stirling Council in regard to the level of subsidy it can realistically afford to offer.

Table 23: Charges for unfunded sessions from August 2018

	3-5 years	0-3 years
Daily (10 hours)	£30.00	£30.00
Half Day (5 hours)	£15.00	£15.00
Hourly rate – fees	£3.00	£3.00

Lunch

From August 2020, all three and four year olds and eligible two year olds will be entitled to a free lunch if they are in nursery at mid-day. This will be offered at no cost in all local authority and partner nurseries and with partner childminders.

In local authority nurseries, lunches will mainly be provided in the school dining hall and nursery children will have use of this at a slightly earlier time to the primary school pupils. Where this is not an option, for example in some of the stand-alone nurseries, lunches will be delivered into the nursery and served in the nursery playroom.

Capital works include providing, where necessary, compliant receiving kitchens in nurseries that cannot use the school dining hall. Parents may still choose to provide a packed lunch if they prefer.

During the phased roll out of 1140, lunch will be provided at no cost to children who have an entitlement to a free meal. Otherwise parents will be able to purchase a school meal or provide a packed lunch. Lunches will be provided during the weeks the nursery is open including any weeks when the primary school is closed.

The nursery lunch menus will be similar to the primary school lunch menus and will therefore be compliant with the nutritional standards set out in the Food in Schools Act (2007).

Meals in Partner Settings

Partner nurseries and childminders will also provide a free lunch from 2020. Partner nurseries and childminders can choose to provide this themselves and receive the cost of doing this as an additional payment.

The payment given to partners will be at the rate charged to parents for a school lunch. Alternatively, partner nurseries can opt to have lunches delivered to them from the Stirling Council Facilities Management Team.

Snacks

In addition to lunch, all local authority settings will provide a morning snack and an afternoon snack. There will be no cost for this during a funded session. If parents purchase additional unfunded sessions, the provision of snacks will be included in the session cost.

Snacks will comply with the guidance set out in the Scottish Government document 'Setting the Table'. Snack will form part of the curriculum in terms of involving children in baking activities, making choices and shopping for snack where possible.

Workforce

In order to accommodate the extended opening hours, new staff shift patterns will be incorporated into future contracts and recruitment. The shift patterns will be a combination of those currently worked by ECE staff and new shift patterns. This will offer staff more flexibility and a greater choice of working patterns.

Between now and 2020, full consultation with HR, staff and unions will take place as part of a workforce development working group.

All settings will be scoped in detail with a view to addressing the overall requirements.

Current ELC Workforce Structure

Stirling Council currently employs a total of 193.9^{fte} early years staff across the local authority. This will rise to 322.1^{fte} by session 2020/21 which is an additional 128^{fte} posts.

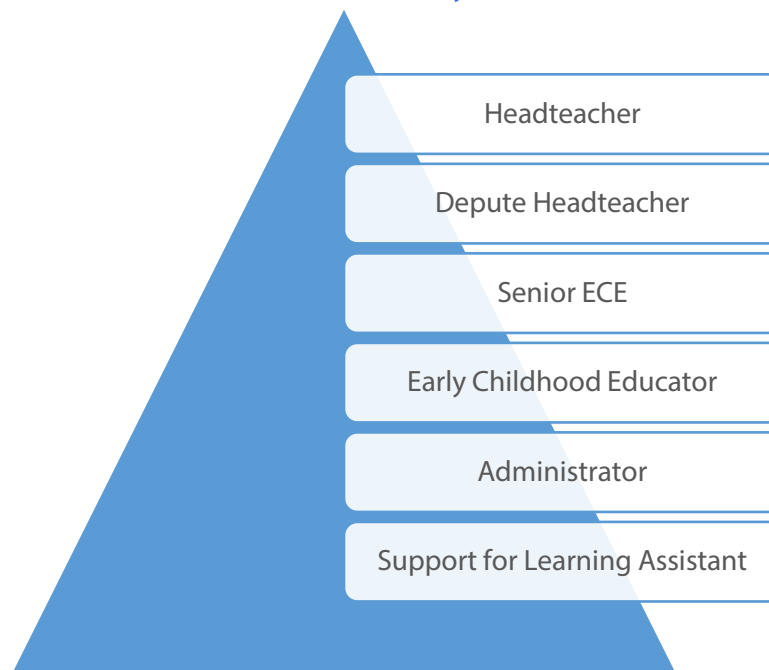
The existing workforce are currently employed on either a term-time (38 week) contract or a full year (52 week) contract.

The majority of ELC staff on term time contracts work in nursery classes and the majority on full year contracts work in the stand-alone nurseries.

Within the term time nursery classes, the headteacher has overall responsibility for the nursery.

Diagram 1a shows the current structure within the term-time nursery classes.

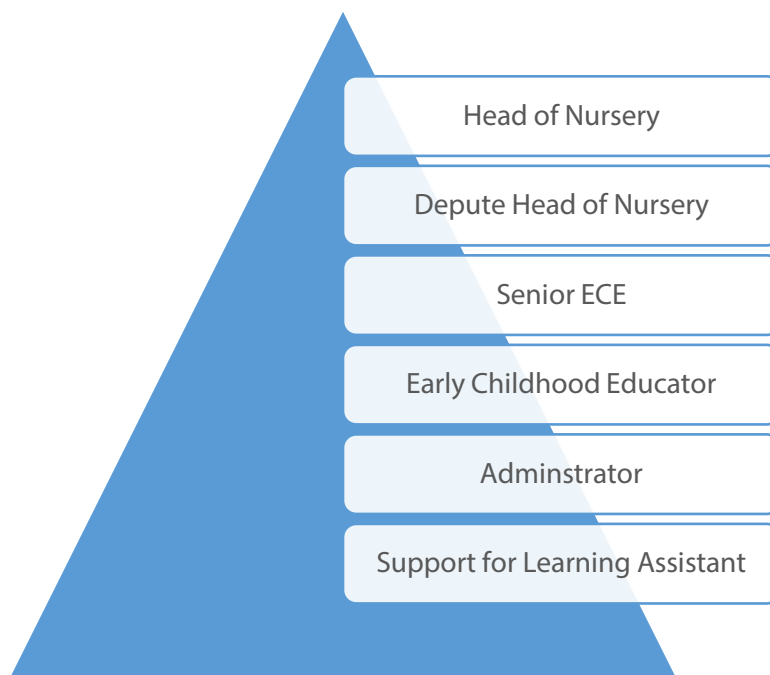
Diagram 1a: Current ELC structure within nursery classes



Within the stand-alone nurseries, the structure is different as the nurseries are open extended year and are not part of the primary school.

The head of nursery has the overall responsibility for the nursery. Diagram 1b shows the current workforce structure by ELC posts in the stand-alone nurseries.

Diagram 1b: Current ELC structure within stand-alone nurseries



In addition, the current structure also includes 7 peripatetic teachers who work across the learning communities in both the stand-alone and nursery classes.

New ELC Workforce Structure

The early years expansion will see changes to the operating model which requires nurseries to be open outwith school hours and weeks. A new management structure will be required to meet the changes to the future operating model.

The new structure will provide autonomous day to day management support at early years promoted post level. Where the nursery is part of the primary school, the headteacher will continue to have overall management responsibility.

A Principal Early Years Educator (PECE) will be in post to ensure senior, high quality management on a day to day, extended year basis. The PECE role will be introduced into all nursery classes to provide management cover when the headteacher is not there. In stand-alone nurseries, the current depute will be matched into the PECE role.

Diagram 2a: Future ELC structure in 45.6-week nursery (nursery class model)

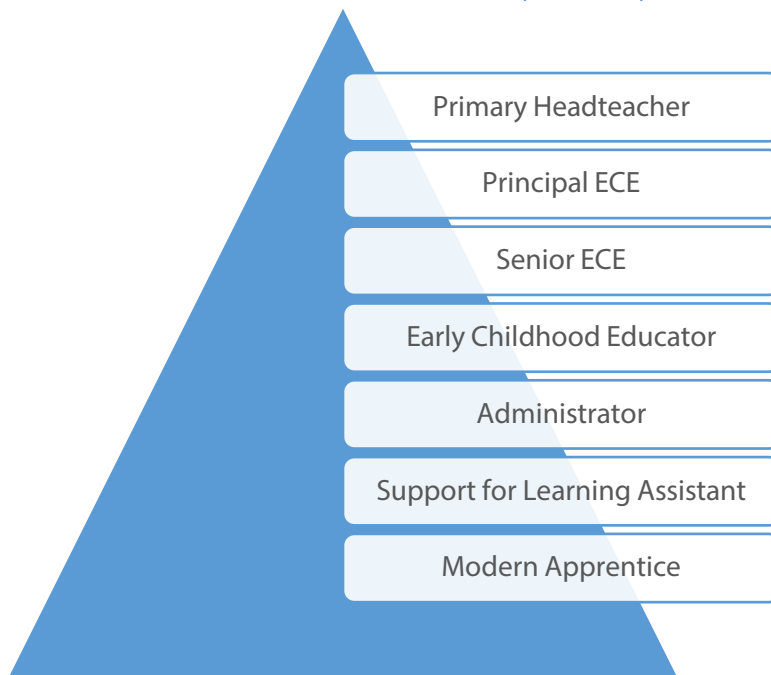
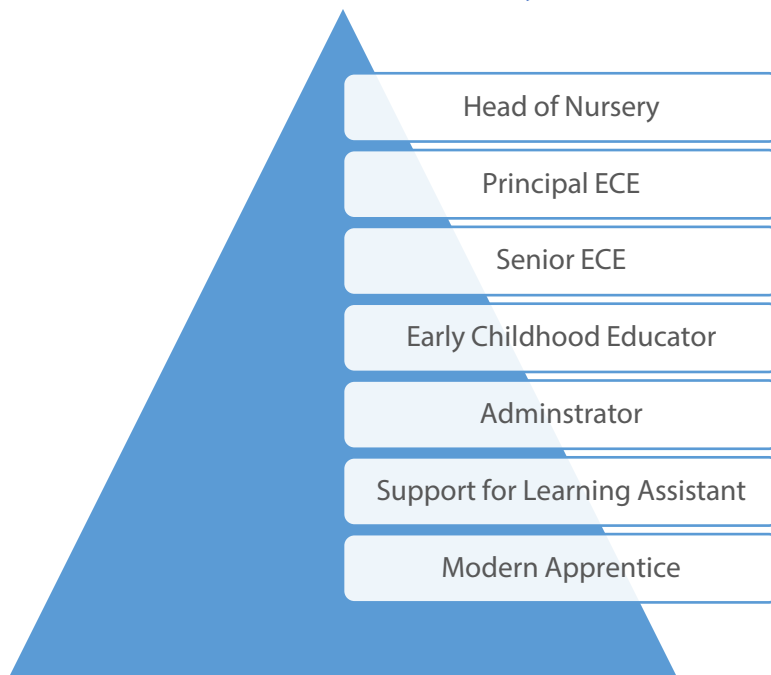


Diagram 2b: Future ELC structure in 48.2-week nursery (stand-alone model)



Modern Apprenticeships

The Modern Apprentice is a new post for local authority nurseries. The post provides valuable on the job training and career opportunities in early years for young people and for older career changers.

We intend to employ a Modern Apprentice for each local authority nursery. They will be used flexibly to meet the needs of individual settings. The Modern Apprentice will be part of the nursery team and is approved by both governing bodies, SSSC and CI, to be counted in the staff to child ratios subject to appropriate supervision as at all times.

Graduate Post

Stirling Council has been allocated 5 additional graduates from August 2018 as part of Scottish Government's strategy to use these posts to raise attainment. These staff will be placed, in a supernumerary capacity, in Raploch Nursery, Fallin Nursery, Cornton Nursery, Hillview Nursery and Cowie Nursery. The additional graduate requirement will be met through the workforce expansion recruitment campaign. An induction and training programme is being created to support the graduate post holders to focus on raising attainment.

New Salary Structure

ELC salaries will be increased to reflect Scottish Government and Stirling Council's commitment to raising the status of the early years workforce. Current salaries have been benchmarked against other authorities and the increases reflect the need to offer salaries that are in line with, and competitive with, neighbouring local authorities. This will be crucial in order to meet the high demand for staff which will result from the expansion of the early years workforce.

A full job evaluation and re-grading exercise has been undertaken and the new grades and posts are shown in tables 24a and 24b against the current grades and posts.

Table 24a: Current pay and staff structure

Job Title	Grade	Start Salary	Max Salary
Headteacher	Teacher T&Cs		
Depute Headteacher	Teacher T&Cs		
Head of Nursery	13	£42,240	£44,835
Depute Head of Nursery	9	£27,477	£30,072
Senior ECE	8	£24,444	£26,673
Early Childhood Educator	7	£21,411	£23,367
Support for Learning Assistant	4	£16,956	£17,448
Modern Apprentice	JE	£12,844	£12,844
Administrator	5	£17,958	£19,002

Table 24b: Future pay and staff structure

Job Title	Grade	Start Salary	Max Salary
Headteacher	Teacher T&Cs		
Depute Headteacher	Teacher T&Cs		
Head of Nursery	13	£42,240	£44,835
Principal ECE	10	£31,371	£33,288
Senior ECE	9	£27,477	£30,072
Early Childhood Educator	8	£24,444	£26,673
Support for Learning Assistant	4	£16,956	£17,448
Modern Apprentice	JE	£12,844	£12,844
Administrator	5	£17,958	£19,002

Headteacher salaries will be job sized where appropriate.

Career Pathways

Stirling Council's Strategic Workforce Plan outlines the vision for the future through the creation of a flexible, skilled and motivated workforce.

In 2015, the Scottish Government commissioned *An Independent Review of the Scottish Early Learning and Childcare (ELC) Workforce and Out of School Care (OSC) Workforce*. This review includes recommendations regarding workforce development across the early learning and childcare sector, highlighting the impact of staff skills, qualifications and training on improving outcomes for children to help to reduce social inequality and close the attainment gap.

In response to this review, and in particular reference to recommendations 8 and 19 which focus on qualifications and training, Stirling Council has committed to creating opportunities and building capacity within the workforce.

As a result, an early years workforce development pathway has been developed to build on the excellent practice which already exists in early learning and childcare settings to support career long professional learning.

Building on the current good practice, we will develop career pathways for the new proposed staff structures for 2020.

These include:

- Career Change Programme for Council staff.
- Graduate post aimed at raising attainment.
- Modern Apprenticeship Programme.

We will also be working closely with Forth Valley College to provide new and existing training opportunities which are:

- HNC and PDA training courses on a part-time and evening basis and with opportunities for distance learning.
- Men into Childcare.
- Jump back into Childcare (Refresher course for qualified staff who may wish to return to ELC).

These will be promoted through the 1140 Communications Plan for the early years expansion which includes:

- Producing a promotional video aimed at school leavers.
- A digital campaign using social media.
- Development of our own website.
- Targeted 1140 awareness raising campaigns.
- Promotion of funding for eligible 2 year olds.



Section 4: Implementation

Scottish Government required all local authorities to complete a standardised finance template which they issued to all councils. Stirling Council completed and submitted the final revised version of this by the required timeline in March 2018.

The finance template formed Stirling Council's revised estimate of the capital and revenue required to deliver the early years expansion as detailed below:

- Revenue £11.8 million
- Capital £7.9 million

Funding Revenue and Capital

Scottish Government confirmed funding to local authorities in May 2018.

For Stirling Council, the full submission for revenue was agreed but capital was reduced to £7 million. As a result, we have reviewed the capital projects submitted on the finance template and made adjustments.

The priority for capital spending has been to ensure investment in the existing estate to deliver the new operating model which will provide the statutory places required, and to ensure this can be delivered in a quality environment. This has meant some capital projects have been revised from the finance template submission.



Table 25 summarises the capital projects which are planned based on adjustments made to meet the reduced grant from Scottish Government. These are still at the high level feasibility stage and are subject to ongoing review and further changes may result from more detailed analysis of the strengths and weakness of each project.

Table 25: Revised planned capital projects adjusted following confirmation of funding

Extensions	Relocation projects	Refurbishments	
		Major	Minor
Balfron	Callander to McLaren High School	Aberfoyle	Arnprior
Bannockburn		Dunblane	Baker Street
Braehead		Hillview	Borestone
Bridge of Allan			Cambusbarron
Cornton			Cowie
Strathblane			Crianlarich
			Croftamie
			Doune
			East Plean
			Fallin
			Fintry
			Killearn
			Killin
			Newton
			Park Drive
			St Ninians
			St Mary's
			Raploch
			Riverside
			Wellgreen
6	1	3	20

Summary of Capital Projects

The new operating model will provide the majority of additional funded places needed to meet the early years expansion. Capital will be spent in all existing nurseries to support delivery of extended opening without compromising on quality.

6 extensions will be required to enable the nurseries to meet the demand for the early years expansion within the existing location.

1 nursery will need to be re-located to an alternative site.

23 nurseries will require major and minor capital refurbishments to support extended opening and lunch provision.

Guiding Principles for Capital Works

To maintain quality, all extensions and capital works will be informed by the Care Inspectorate design guide 'Space to Grow' and will follow these principles and guidance.

In addition, the following aspects will be looked at when considering the quality of the environment:

- Kitchen and dining area upgrades to enable lunch provision in nurseries where this is required.
- Upgrading toilet and changing facilities where required.
- Creating quiet areas/rooms to support children spending a longer day in nursery.
- Improvements to outdoors areas to include a canopy extension from the nursery building to allow the area to be used throughout the year.
- Flexible playroom spaces with a maximum total number of children in occupancy at any one time.
- Direct access to free flow play outdoors from playrooms.
- Direct access from playrooms to toilets for 3-5 age group to promote independence.
- Sufficient indoor and outdoor storage space.
- Sufficient administration and office space.

Implementation Phasing

The phasing of the early years expansion will be rolled out over 3 phases and by learning community. The Bannockburn learning community is in phase 1 and includes all local authority nurseries in Bannockburn except Braehead Nursery, due to capital works required. Instead, Doune Nursery from the McLaren learning community will replace Braehead Nursery in phase 1.

All partner nurseries and partner childminders in the learning communities will be phased in at the same time. This is to ensure a level playing field for providers and flexibility and choice for families.

Stirling Council will be offering 1140 hours in the following phase 1 settings from August 2018.

Local Authority Settings in Phase 1 – August 2018

Bannockburn Nursery
Doune Nursery
East Plean Nursery
Cowie Nursery
Park Drive Nursery

Families will also be able to access their 1140 funded entitlement from August 2018 in the following private partner nurseries.

Partner Nurseries in Phase 1 – August 2018

The Meadows Nursery
Red Kite Community Nursery

Partner Childminders in Phase 1 – August 2018

In addition, families will be able to access 1140 funded hours with any of the partner childminders in the Bannockburn learning community and in Doune.

Phase 2 – August 2019

Phase 2 will be rolled out from August 2019 and will follow the same principles as phase 1. The phase 2 learning communities will be Stirling, Wallace, the remaining nurseries in McLaren and Braehead Nursery from Bannockburn learning community.

16 local authority nurseries
5 partner nurseries
Partner childminders

Phase 3 – August 2020

Phase 3 will be rolled out from August 2020 and will include the remaining 2 learning communities, namely Dunblane and Balfron.

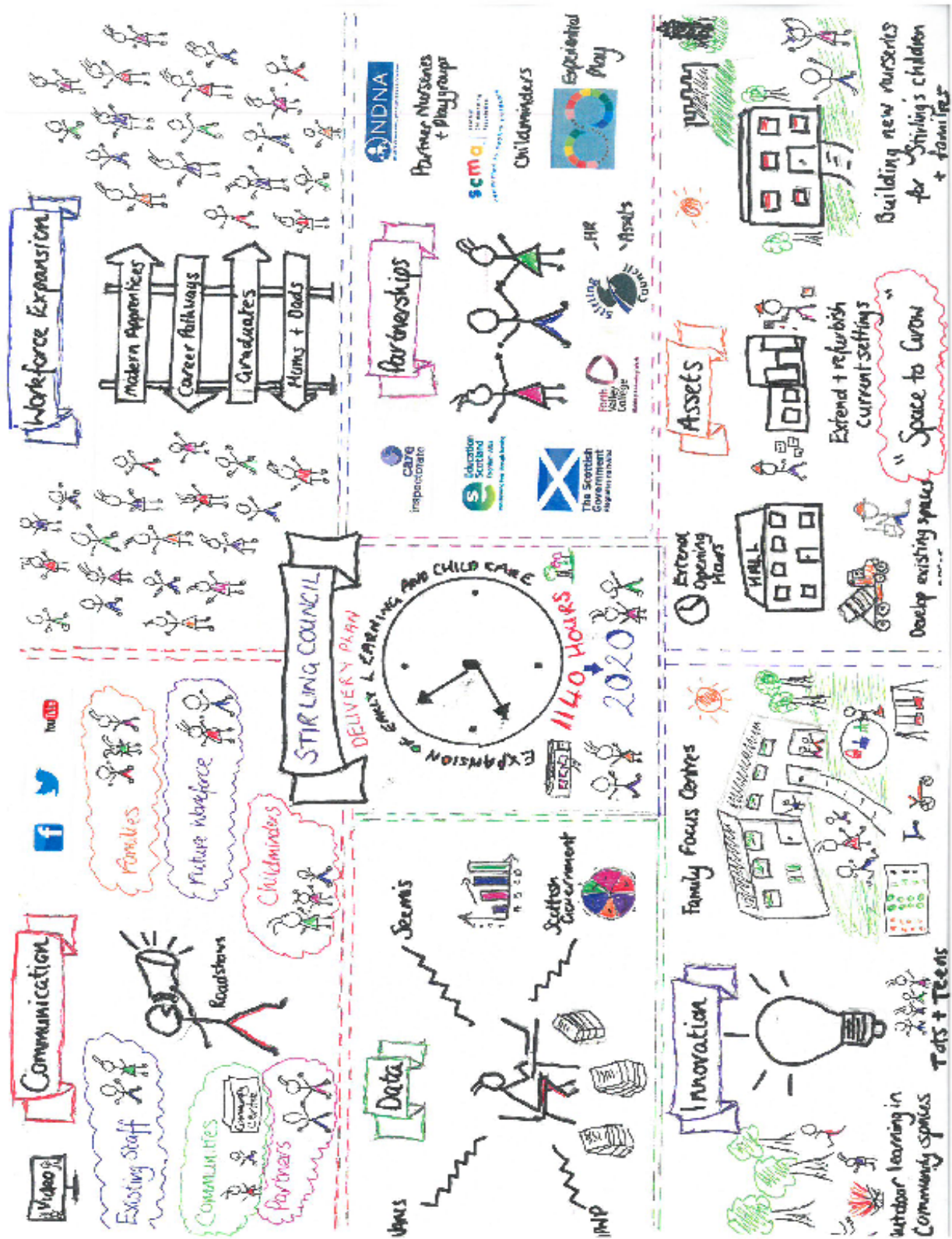
9 local authority nurseries
6 partner nurseries
Partner childminders

Risks to Delivery

Some of the risks specific to capital delivery are highlighted below and are monitored and evaluated on an ongoing basis via a risk register:

- All local authorities will be involved in a significant expansion of their early years estate and this will place a huge demand on quality contractors and construction companies.
- Stirling Council has limited space and may be unable to relocate children while the work is progressing therefore capital funding will be required for temporary accommodation.

Stirling Council's Early Years Expansion Journey shown in a Sketch Note





If you need help or this information
supplied in an alternative format
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