

Expansion Plan

1. Introduction and Executive Summary

Introduction

South Lanarkshire is home to more than 310,000 people and is one of the largest and most diverse areas in Scotland. The Council covers 180,000 hectares and stretches a few miles from the centre of Glasgow to close to the Scottish Border. Within the Council approximately 41,000 people (13.3% of the Council's population) live within areas who qualify as the top 15% datazones of the most deprived areas in Scotland.

South Lanarkshire Council has the highest aspirations for our children and young people. We want every child to get the best possible education, so that they can reach their full potential and be successful at home and in the competitive global economy. Our early learning and childcare system strives to deliver the highest quality learning opportunities for all that develops the resourcefulness, skills, and capability of our future generations.

The Early Years service is strategically delivered from a centrally managed position across 4 localities within the Council: Clydesdale, Hamilton, East Kilbride and Cambuslang/Rutherglen.

Executive Summary

This Plan builds on the progress made so far in:

- Establishing an initial model of governance;
- Undertaking consultation with stakeholders;
- Initiating 24 'phase 1' pilot projects engaging 1140 hours this session;
- Recruiting additional Early Years Workers to support this activity;
- Recruiting an additional Head of Nursery Post
- Recruiting additional Catering Assistants and one additional Facilities Officer
- Recruiting Early Years Modern Apprentices
- Provision and uptake of training opportunities;
- Identifying additional workforce and infrastructure requirements;
- Engaging in initial siting and design activity in respect of new buildings.

The plan indicates our strategic approach in:

- Identifying phase 2 and phase 3 projects utilising and upgrading our current infrastructure;
- Engaging with and embracing and developing provision from partner providers, including building on learning from the blended delivery approach piloted on SG's behalf;
- Identifying additional provision to meet the shortfall to be delivered through new-build nurseries;
- Workforce planning, based on the planned expansion projects;
- Use of capital and revenue budgets to date and projected requirements in order to fully implement expanded provision for all eligible families by 2020;
- Building governance capacity to deliver outcomes effectively and efficiently.

2. Summary of current service delivery

ELC Registered Supply within South Lanarkshire

The 2017/18 delivery of funded and non-funded early learning and childcare provision comprises:

- 57 nursery classes within primary schools which operate term time;
- 3 nursery classes within primary schools operating 50 weeks with extended hours;
- 13 extended day/year nurseries within the local authority;
- 58 partner providers (4 of whom are childminders).

In addition, we work in partnership with Support for Play and Early Learning (SPELL) who support parent and toddler groups as well as playgroups and also deliver a calendar of training and professional development. We work with the Scottish Childminding Association (SCMA) to ensure on-going support, development and training through the provision of funding for a development officer. Currently there are 302 childminders across the South Lanarkshire Area. Provision for all eligible 2 year olds is delivered within local authority settings.

Capacity and Utilisation data 2017/18

	0-2	2-3	3-5	Total
Capacity/FTE 600 hours local authority	81	880	6376	7337
Local Authority utilisation	161	666	4588	5415
Partner Providers utilisation			1994	1994

2.1 Current Supply

In terms of a comparison between demand and supply by local community we have sufficient provision to meet the demand of 600 hours for 3 and 4 year olds and also eligible 2 year olds.

For session 17-18, 99% of parents were able to secure places within their first choice nursery for their child. This includes local authority and partner nurseries. The Council provide places for children aged 0-2 years within 11 local authority nurseries and additional hours can be accessed in 16 nurseries.

2.2 Utilisation

South Lanarkshire Council's current utilisation of all early years' assets is almost at 100% this is due to the demand across our disparate geographical area and also accommodating parental choice where feasible

Where there has been additional registered capacity within the establishments this has been used to pilot 1140 hours using some of the revenue funding which has been allocated to the authority for 2017/18.

2.3 Future Demand

It is predicted that by 2021 South Lanarkshire will have 6924 three and four year old children and 934 eligible 2 year olds.

Population growth data has been gathered and used to forecast demand and is detailed later in this plan.

2.4 Quality

The quality of early learning and childcare across the Council (including partner providers) has been maintained and improved over the past two years.

Detailed analysis of the comparison of grading between South Lanarkshire Council ELC nurseries and Early Years Services nationally is provided in Appendix 1.

2.5 Financial

The increase in Early Learning and Childcare hours for eligible 3 & 4 year olds from August 2014 from 475 to 600 resulted in additional budgets provided by the Scottish Government to fund the expansion. This was then followed by additional capital and revenue for the new eligibility for 2 year olds from 'workless families' (known within the Council as families seeking work) from October 2015. Additional monies were utilised for adaptations to building to provide additional places for eligible 2 year olds and the increase to 600 hours for 3 & 4 year olds as well as revenue associated with increased staffing requirements and partner provider payment rates, it also enhanced the delivery of flexibility.

2.6 SLC Consultation Early Learning and Childcare Expansion Plan

In order to ensure that any plans for expansion are firmly based on the needs of our youngest children and their families a full and wide ranging consultation strategy was implemented, named 'Together we can, and we will'.

Consultation began in Autumn 2016 and included the following methods:

Children	Central consultation	24
Parents	Individual responses	1642
Staff	Individual responses	168
Staff	Meeting participation	112
Managers	Meetings	200
Partners	Meetings	70
live twitter following		1174

It is noted that a number of families residing outwith South Lanarkshire choose to attend a nursery within South Lanarkshire. The impact of this is a higher demand for places than predicted by population trends. At present there is significant community growth in East Kilbride, Hamilton, Cambuslang/Rutherglen and parts of Clydesdale. These factors pose a risk to any future delivery models due to the unpredictability of actual demand for places.

2.7 Summary Findings - SLC Consultation Early Learning and Childcare Expansion Plan

Children

A range of strong opinions were expressed on the building and design of nursery buildings in relation to lights, flooring and colours. They also commented on what type of staff they would like to see in a nursery 'happy, smiley and not shouty staff in their nursery'. With regards to the use of funding they identified greater use of outdoor play and learning and also a range of toys which they prefer to use.

Parents

At this time 87% of parents confirmed that they would use the 1140 hours. In addition to this, 59% wish the 1140 hours to be delivered over 38 weeks locally with 41% requesting 52 weeks extended hours. Flexibility in the delivery of services has been expressed strongly throughout all responses. 80% of parents confirmed the benefits of nursery provision for their child's future learning.

Overall parents want the highest quality of delivery of flexible provision for their child.

Staff

Staff noted the requirement for continuing personal and professional development for the existing workforce to ensure quality delivery before moving to the expansion. Concerns were noted re future contracts and the deliverability of extended hours. Significant opinion was noted for the need to address nursery planning processes with the transition to a longer and more flexible time for children to attend. They also noted the need for resources to match the delivery model.

Managers

Managers noted the most important factors to future delivery by addressing:

- Achieving Quality for all
- Leadership at all levels
- Workforce planner – existing and future
- Funding

Partners

All partners confirmed the need for the Government to set a realistic rate for the 1140 hours. They stated significant concerns in respect of sustainability should this not happen. With regards to workforce planning, they noted availability due to staff drifting to other posts with a resulting need for additional training and in such a climate maintaining quality. In order to address and harness partner providers for the future delivery we will fund £6 per hour per child within their legal entitlement. In addition funding will match the number of hours Parents wish their child to attend and also the nursery the Parents wishes to use. This will deliver the 'funding following the child' and the review of the admissions policy will reflect this.

3. Summary of proposed changes to service design and local innovation

3.1 Changes to Service Delivery Model

The fundamental approach to changing our service delivery model has been driven by parental consultation and the targeting of areas facing particular challenges including deprivation and rurality.

The requirement for additional infrastructure is based on:

The maximum utilisation of all existing assets, including the workforce, buildings, developing and extending existing provision. After making full use of existing authority assets and services account has also been taken of new build requirements to meet all future demand predictions.

The steps commencing in 2017/18 relate to the requirement to develop the plan and expand the current provision in respect of potential additional capacity and the associated impact on staffing in respect of workforce planning and revenue costs.

A proposed an implementation timeframe has been set for each establishment to be phased in over the coming sessions:

- Year Phase 1: 2017/18
- Phase 2: 2018/19
- Phase 3: 2019/20
- Go Live 2020/21
- Full implementation 2021/22

The outcomes from our 'Together we can and we will consultation' highlighted earlier at 2.7, has provided a key driver for the expansion plan.

The commitment in planning the programme of delivery of 1140 hours is that provision will match the needs of the children in the context of their family. Throughout the expansion journey increased hours will offer parents further flexibility and choice in accessing the provision they require. The additionality will support parents in work and training to access the provision they need to meet their children's learning and childcare needs.

3.2 Financial Year 2017-18 – Developments and Progress to Date

The Scottish Government has funded development and piloting of a delivery model for the financial year 2017/18 through Capital and Revenue allocations.

Budget allocation for 2017/18

Budget	2017/18 £m
Capital	1.743
Revenue	1.220

The 16/17 revenue budget to deliver current provision is £23.3m for Early Years. The funding provided to support the implementation of 1140 hours in 17/18 is detailed above. The revised delivery budget for Early Years in 17/18 is £24.3m. Included in this is £0.035m to deliver the ELC trial project during 17/18 and £0.194m for delivering Early Years lunches for eligible children. In terms of the £1.743 capital allocation for 2017/18, this will be used to progress the design of five new build projects and the adaptation of an existing nursery facility. A full list of our proposed projects can be found in section 7 of our Implementation Plan.

There are eleven nursery classes which were identified to deliver the pilot provision commencing 18 August 2017 and 13 stand alone nurseries provision which also commenced in August 2017, totalling 24 Phase 1 expansion projects.

Monitoring and evaluation processes have been established and outcomes and lessons learned will impact on phase 2 developments and beyond. The impact of these developments has seen a reconfiguration in FTE capacity of the nursery as the ratio of adult to children has reduced from 1:10 to 1:8 resulting in the need for additional staff.

Additional Staffing to support the Pilot Provision

- 16 Early Years Workers
- 0.5 Head of Nursery Post
- 14.29 Catering Assistants
- 1 Facilities Officer

In addition to the above staff being recruited, in order to comply with the future workforce expansion demands the need to develop a 'grow your own' model has commenced. Early analysis identified an opportunity to create 12 new Modern Apprentice roles across the ELC service. The new apprentices have engaged in 'on the job training' commencing this session. This approach created opportunities for Council school leavers to become future staff.

The Government also identified that the Council should create an additional 26 graduates for the ELC service from August 2018. All local authority staff were invited to express an interest in undertaking a BA in Childhood Practice supported by the Council. 28 staff commenced their course of study in August 2017, with individual financial support.

All children who attend nursery over the middle of the day in the following nurseries are provided with a hot meal at no extra cost. Good practice has been shared to develop best possible practice at meal times. An operational review group consisting of early years staff and community resources staff meet weekly to monitor and review this development. A number of nurseries do not have cooking facilities and require a delivery service.

24 phase 1 expansion projects have been implemented this session, each delivering 1140 hours of provision including a hot meal.

24 Phase 1 Expansion Projects - Nurseries provided with Hot Meals:

Clydesdale Area	East Kilbride Area	Hamilton Area	Rutherglan and Cambuslang Area
Rigside and Rural Communities Nursery	Ballerup NC	Robert Smillie NC	Spittal NC
Coalburn NC	Halfmerke NC	Larkhall Children's Centre	Westburn Nursery
Douglas NC	East Milton NC	Machanhill NC	Cathkin Community Nursery
Biggar NC	St Hillary's	St Elizabeth's NC	Bankhead NC
St Mary's NC		Early Learning Unit	Glenburgh NC
		First Step Community Nursery	
		Woodlands Nursery	
		St Paul's NC	
		High Blantyre NC	
		Calderside NC	

A number of other actions were also agreed for 2017/18:

- European Social Fund monies to provide a programme aimed at supporting unemployed parents to gain experience, knowledge and skills for 'readiness for work'.
- A consultation event on future menus and food choices
- A review of the admissions policy commencing October 2017
- Delivery of the Future Partner Funding to reflect Fair Work practices
- To recognise that varied models of delivery must be achieved.
- A responsive central staff infrastructure is required to support expansion delivery and is in place
- To prepare for implementation of 1140 hours to all existing local authority nurseries.
- To prepare for 'free meal' entitled for all children by August 2020, utilising the evaluative outcome of the Pilot provision, with a view to extending this service to eligible children who attend partner providers. This will include all relevant staff training.

4. The future model

4.1 SLC Approach

The strategic approach by SLC is, where feasible and practical, is to maximise the provision of early years places in its existing assets. At completion of the Schools Modernisation Programme in 2018, there will be 62 school nurseries and 12 nursery centres.

It is also anticipated that the expansion to 1140 hours will be fully funded for all eligible children. The current delivery model is based on parental choice and this approach will be sustained to meet the provider neutral basis with funding following the child.

The Council will ensure there are sufficient ELC placements available either within local authority or partner providers. Payment rates for partners require to be increased and we have set £6 per hour for future funding.

In order to minimise the risk of maintaining the existing 58 partner providers we will work in close partnership and commit to fund according to Parental choice. Funded places will not be 'capped' to individual partners. We currently pay £2020 for 600 hours and anticipate setting £6 per hour for the delivery of the 1140 hours.

The strategic approach has been developed using the following information and assumptions:

4.2 Projected Nursery Numbers

The Council's Central Research Team has provided estimates of projected two to five year olds at 2021, broken down into the 14 community areas within the Council. This has provided a robust estimate of the predicted nursery population in 2021 within each community.

By 2021 it is predicted that South Lanarkshire will have 6,924 three and four year old children and 27% of the estimated two year old population would equate to 934 children (Total 7,858 children)..

Projections for future requirements are based on analysis of existing nursery/school accommodation, council assets, partner provision, admissions trends, community growth projections, cross-boundary impact and 'space to grow' resulting in future plans .

There is a total of 7,858 children requiring 1,140 hours of nursery provision. These figures exclude growth as a result of new housing developments.

Community Area	27% of projected 2 Year Old Population	Projected 3-4 Year Old Population at 2021	Total Predicted Nursery Children At 2021
Blantyre	43	312	355
Cambuslang	122	889	1,011
Carlisle	57	423	480
East Kilbride	233	1740	1,973
Hamilton	164	1189	1,353
Lanark	53	405	458
Lesmahagow	22	157	179
Clydesdale East	41	304	345
Larkhall	46	344	390
Rutherglen	82	601	683
Stonehouse	22	173	195
Strathaven	19	152	171
Bothwell	15	120	135
Uddingston	15	115	130
Total	934	6,924	7,858

4.3 Capacity in Existing Establishments

South Lanarkshire Council has calculated the maximum provision which would be available within our existing nursery establishments. This assumes the following:

- 60% of our facilities remain open 9am-3pm, 5 days per week term;
- 40% of our facilities would provide extended provision opening 8am -6pm, 5 days per week over 50 weeks;

This is in line with the parental preferences identified through the consultation process, as noted in Section 2. Other assumptions include:

- Existing partner provision remains has been included and it has been assumed that the current level of provision continues.

The table below shows the capacity breakdown of this across each of the 14 community areas.

Community Area	Predicted Capacity – Number of 2 Year Old Places	Predicted Capacity – Number of 3-4 Year Old Children	Total Predicted Capacity
Blantyre	43	312	355
Cambuslang	111	648	759
Carluke	33	312	345
East Kilbride	158	1,381	1,539
Hamilton	164	1,091	1,255
Lanark	44	326	370
Lesmahagow	22	157	179
Clydesdale East	23	266	289
Larkhall	35	318	353
Rutherglen	72	552	624
Stonehouse	9	111	120
Strathaven	13	120	133
Bothwell	6	87	93
Uddingston	11	97	108
Total	744	5,778	6,522

4.4 Predicted Shortfall

Based on the calculations above, it is estimated that there will be a shortfall of approximately 1,336 places across the authority.

In addition, 238 deferred 5 year olds will increase the shortfall identified above, this figure is included in the financial projections, but not the core predicted shortfall detailed above. In addition, any growth as a result of new housing developments is not included in the predicted shortfall detailed above.

The shortfall includes a 10% uplift to allow for growth in pupil numbers as a result of housing developments, which are not already factored into the calculations.

Summary of shortfall:

Community Area	Surplus / (Shortfall) for 2 Year Old Children	Surplus / (Shortfall) for 3-4 Year Old Children	Total Surplus / (Shortfall)
Blantyre	-	-	-
Cambuslang	(11)	(241)	(252)
Carluke	(24)	(111)	(135)
East Kilbride	(75)	(359)	(434)
Hamilton	-	(98)	(98)
Lanark	(9)	(79)	(88)
Lesmahagow	-	-	-
Clydesdale East	(18)	(38)	(56)
Larkhall	(11)	(26)	(37)
Rutherglen	(10)	(49)	(59)
Stonehouse	(13)	(62)	(75)
Strathaven	(6)	(32)	(38)
Bothwell	(9)	(33)	(42)
Uddingston	(4)	(18)	(22)
Total Surplus / (Shortfall) in Places	(190)	(1,146)	(1,336)

4.5 Additional Infrastructure Required

The Council will maximum the utilisation of all existing assets, including the workforce, buildings and developing and extending existing provision. It is anticipated that provision through Partners will be at a similar level during the lifetime of the plan. As a result of the estimated shortfall in places identified above, the following capital infrastructure projects are considered necessary in order to provide additional places for approximately 1,336 children and therefore fully implement 1,140 hours. The total estimated cost of this investment is £46.503m and is broken down across projects in the table below.

The proposed works consist of 14 projects – 12 new builds, 1 adaptation and an allowance for the introduction of hot food provision across the authority.

PROJECT	Location
1. Hamilton Nursery Extension	St Cuthbert's PS
2. Cambuslang	Former St Charles'
3. EK Westwood	Westwood
4. Chatelherault Country Park	Chatelherault
5. Lanark Nursery	TBC
6. Kirkmuirhill nursery	Leisure Dome
7. Hot Food Provision in existing nurseries already modernised.	72 nurseries
8. Cambuslang Nursery	Mill road
9. Carluke Nursery	TBC
10. EK Greenhills (incl ASN)	Greenhills
11. EK St Leonard's (incl ASN)	TBC
12. Rutherglen	TBC
13. Stonehouse/Strathaven	TBC
14. Bothwell & Uddingston	TBC

These projects will be progressed in a phased manner with the expectation of completion to support full implementation from August 2020. Specific completion targets to support a phased approach will be established subject to site acquisition, conditions and services.

The total cost of the capital projects is £46.503m, providing 1,359 additional places with an identified staffing need of 157FTE. This 157 FTE is included in the overall staffing summary detailed within the Workforce Forecast detailed below at section 4.6. The associated revenue costs incurred are detailed in the ELC Expansion Plan Finance Template shown in Appendix 2 and amount to £8.303m full year effect of the total staffing requirement of £17.703m.

In addition, should Community and Enterprise Resources provide hot meals to all partner nurseries there will be an additional 106.4FTE staff or 81.5 FTE staff if hot meals are not being provided. This staffing figure is not included in the workforce forecast detailed below.

4.6 Workforce Forecast

Analysis has been carried out to forecast staffing costs for phased proposed models of delivery within existing provision.

The staffing structures identified are based on the delivery of a responsive, flexible, accessible model. Analysis of existing 52 week delivery has identified the following challenges in delivering 1140 hours provision:

- Support time between 8-9am and 5-6pm
- Ratios over lunch when most children remain and staff require lunch breaks
- Shift patterns
- Cover for sickness or other leave absence
- Supporting children most in need including those with identified additional support needs
- Support to engage staff in personal and professional development opportunities.

In order to address the quality agenda set by the Government and to sustain current approaches the future staffing model identified is:

Children aged 0-2 years	1:3 ratio
Children aged 2-3 years	1:5 ratio
Children aged 3-4 years	1:6 ratio

In order to implement the planned expansion in respect of our existing provision, it is estimated that we will require 610.5FTE additional staff as follows:

Workforce Requirements for the full 1140 Implementation							
	Current Staffing FTE	Phase 1 FTE	Phase 2 FTE	Phase 3 FTE	Go Live FTE	Full Implementation FTE	Total FTE
	2016-17	2017-18	2018-19	2019-20	2020-21	2021-22	
Managers (settings)	14			3.2	6.3	2.6	26.1
EY Teachers	65.2	1.5	1.9	3.5	6.4	2.6	81.1
EY Team Leaders (TT)	61.1	1.5	1.9	0.3	0.2		65
Graduates			26				26
EY Worker TT	175	23.5	88.3	69.2	25		381
Admin / auxiliary staff (non-SSSC registered)	20		5	13.2	16.3	2.6	57.1
Depute Head of Centre	12		0.6	3.5	6.3	2.6	25
Nursery Head Teacher (Hollandbush)	1						1
Practitioners (52 weeks)	187.5	10.5	35.2	59.5	116.2	48.5	457.4
EY Team Leaders (52 weeks)	15			2.5	4.6	1.9	24
Apprentices		12	12	12	12	12	60
Others (please specify)	4		7				11
Sub total	554.8	49	177.9	166.9	193.3	72.8	1214.7
Workforce Summary							
Total Staff 2016 - 17	554.8						
Total Staff 2017-18	49						
Total Staff 2018 - 22	610.9						
	1214.7						

This staffing table reflects the current FTE of starting position of 554.8 FTE in 16/17, the additional 49 FTE staff in 2017 - 18, with an additional 610.9 FTE shown for the period 2018 – 22. This does not include the Community and Enterprise staff mentioned previously in section 4.5.