

North Lanarkshire Council Report

Education and Families Committee

approval noting

Ref GM/FH

Date 21/05/19

1140 Early Learning and Childcare Expansion Programme

From Head of Education (Central), Education and Families

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Executive Summary

The 1140 Early Learning and Childcare expansion programme will lead to the significant expansion of provision in nursery hours across North Lanarkshire. This report updates members on developments within the planned delivery of this national initiative.

The report focuses on the required provisions of staffing to support the successful delivery of the programme.

Recommendations

It is recommended that the Education and Families Committee:

- (1) Approve the proposed workforce strategy.
- (2) Note the significant progress with the 1140 hours Interim Framework.

Supporting Documents

Plan for North Lanarkshire Supporting all children and young people to achieve their full potential

Appendix 1 Trade Union Engagement Timeline

1. Background

- 1.1 In line with the Children and Young People (Scotland) Act 2014, the Scottish Government committed to increasing the annual entitlement to Early Learning and Childcare from 600 hours to 1140 hours by August 2020 for all three to four year olds and eligible two year olds.
- 1.2 The implementation of an enhanced entitlement for Early Learning and Childcare provision requires a new resource model to be designed and developed.
- 1.3 A dedicated 1140 Hours Expansion team has been established by the Service and a detailed implementation plan is in place to underpin and monitor

activity through to August 2020. The vision for Early Learning and Childcare in the Council has remained consistent through this period and is as follows:-

'Deliver in partnership, by a skilled workforce, in stimulating and nurturing environments, high quality and flexible Early Learning and Childcare which is affordable and accessible for all.'

- 1.4 There are a number of drivers for the work in the Early Learning and Childcare 1140 hours expansion. These include:
- The workforce paper of November 2018 which set out the broad context for the expansion of the workforce
 - The feedback from trade unions, practitioners and partners on the proposed staffing models
 - Updated advice on the national quality framework from Scottish Government
 - More detailed mapping based on emerging intelligence regarding what is needed within the expansion and a broad consensus about what might work.
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2. Report

2.1 Infrastructure

- 2.1.1 The 2nd phase of the pre-construction process for the nine new build Early Learning and Childcare facilities is now in progress. Planning applications have been submitted. Financial Close is anticipated to be achieved in August 2019. All projects remain on target programmed for delivery before August 2020.

2.2 Resource Model

2.2.1 1140 Early Learning & Childcare Expansion

- 2.2.2 As part of the planning to enable the expansion of our workforce to meet the requirements of the 1140 hours provision, including the adoption of places for 2 year olds, an extensive consultation has been undertaken.

- 2.2.3 Through this consultation process, refinements have been made to ensure the successful implementation of 1140 from August 2020. These refinements build upon the original outline model submitted to the Scottish Government and as advised to Committee previously.

- 2.2.4 Throughout the process there was a strong focus on retaining the quality of the existing Early Learning and Childcare workforce, with parity across different types of settings, enhancing career opportunities and progression where possible and a focus on ensuring staff welfare and engagement.

- 2.2.5 The proposed structure provides a robust and clear career pathway to support and develop the future Early Learning Childcare workforce in the following settings:

- Family Learning Centres (FLCs)
- Full Time Nursery Classes (FTNC)
- Term Time Nursery Classes (TTNC)
- Additional Support Needs (ASN)

2.2.6 This structure is supported by a framework which provides a robust and clear pathway to support and develop the future Early Learning and Childcare workforce and includes the following roles and working patterns.

SG	Designation	Hrs	ELC Setting	Require
NLC 13	Head of Centre	35	FLCs	9
NLC 11	Depute HOC	35	FLCs	9
NLC 10	Principal Lead	35	FTNCs	62
NLC 9	Lead	37	FLCs & FTNCs	133
NLC 9	Lead	35	FLCs, FTNCs & TTNCs	182
NLC 9	Lead	17.5	FLCs, FTNCs & TTNCs	62
NLC 7	Keyworker	37	FLCs & FTNCs	89
NLC 7	Keyworker	30	TTNCs	47
NLC 4	Support Worker	37	FLCs & FTNCs	168
NLC 4	Support Worker	30	TTNCs	93
NLC 4	Support Worker	15	Settings above 64FTE	4
NLC 4	Support Worker	10	FLCs, FTNCs & TTNCs	70
Total				928

2.2.7 The current Early Learning and Childcare staffing is 728 FTE, including 41 Nursery Teachers. As illustrated on the above table the 1140 expansion programme increases the establishment by 200 FTE to 928 FTE. Principal leads (NLC 10) have been introduced to the structure to support and enhance the management and leadership of FTNCs across 52 weeks. NLC 9, NLC 7 and NLC 4 posts (37hrs) have been introduced to support the quality and consistency of care and learning for young children. This offers flexibility for staff in terms of work/life balance and potentially the offer of additional flexibility/preparation time. In terms of career opportunities this is recognised as an attractive proposal by the Trade Unions.

2.2.8 Although significant change in the workforce model envisages that 198 posts (69 FTE) will be affected by the new model. These posts comprise of a variety of employment contracts ranging from 0.1 to 1 FTE and it is expected that these will be accommodated through the transition of the model over the next 12 – 18 months. This will be achieved through the council Workforce Change policy and processes and active consultation with employees and trade unions.

2.2.9 It should be noted the new model provides increased flexibility to staff and career progression due to the variety of posts available, which include: full time, term time, short/long weeks, morning and/or afternoon, etc. This will be managed by Heads of Centre and Head teachers based on the needs and requirements of each centre/school.

2.3 Trade Union Consultation

2.3.1 Detail of all Trade Union consultation is detailed in **Appendix 1**.

2.3.2 All Trade Unions have been fully consulted and have commented positively on the career progression opportunities. A full consultation engagement plan using a workshop approach has been agreed and is fully supported by the Trade Unions.

2.4 Nursery Teachers

2.4.1 The council has 72 Nursery Classes at present. Due to the recognised challenge in recruiting teaching staff, North Lanarkshire has been working with the Scottish Government to develop new models in how the ambitions of 1140 can be realised. This includes working with Teacher Trade Unions to consider a range of opportunities in the delivery of the new 1140 provision. The service intends to maximise the expertise of these existing teaching staff in supporting colleagues in Early Learning and Childcare settings to deliver high quality learning and support for children.

2.4.2 Extensive Consultation on the revised staffing structures and models has taken place with stakeholders of the sector. The consultation was positive and the main points raised were:

- The recognition of opportunities to support career progression the ELC sector
- The high numbers of NLC 9 posts retained to support the quality of care and learning for young children.
- The importance of the need to have a high quality workforce working with our most vulnerable children and families.
- There was acknowledgement of unsettlement in relation to changes to staff contracts and conditions, however it was recognised there are opportunities for staff to access a range of patterns of work to support individual lifestyles.
- There was a consensus that the staff models are manageable, workable and fit for purpose.

2.5 Funding

2.5.1 The core Scottish Government revenue grant to North Lanarkshire in support of the 1140 project is £37.931m, and will be allocated in tranches during the period 2017/18 to 2021/22.

2.5.2 The 1140 grant for 2018/19 was initially £4.795m, and during the course of the year this value increased to £5.297m as a result of Scottish Government additional graduate funding (£0.371m) and Realising Change Funding (£0.131m). The Scottish Government have confirmed authorities are

permitted to carry forward unused 2018/19 grant to future years to support the ongoing roll out of implementation plans.

- 2.5.3 Financial modelling of the current staffing structure being proposed by the 1140 Hours Implementation Team has been undertaken. The modelling indicates that the proposed structure can be accommodated within the funding envelope available. However, it should be noted there are a number of assumptions underpinning the cost estimates to 2021/22 including confirmation of a final approved staffing structure, pay and inflation uplifts, and payments to partner nurseries. The financial model will continue to be reviewed and refined during the remainder of the implementation programme and further updates will be provided to Committee.

2.6 Communication & Stakeholder Engagement

- 2.6.1 Engagement sessions continue with the Private, Voluntary and Independent (PVI) sector.
- 2.6.2 A comprehensive communications strategy has been developed to support the expansion. It has clear objectives aimed at defined audiences. These audiences include parents and carers, staff and partner providers.
- 2.6.3 A new website is being created to support activity, with all the relevant information gathered in one place which is easily accessible, particularly from mobile devices.
- 2.6.4 Social media will be heavily utilised during the various campaigns, particularly to encourage uptake.

2.7 Procurement Update

- 2.7.1 Committee will recall that approval was sought for the development of an interim procurement framework to support the delivery of 1140 hours to funded providers within North Lanarkshire, specifically for the provision of Early Learning and Childcare for 3-5 year olds and eligible 2 year olds.
- 2.7.2 This is a one year framework, commencing in August 2019, with an approximate budget of £11.651m.
- 2.7.3 To ensure necessary timescales are met and to allow the commencement of the procurement, prior to Committee meeting on 21st May, approval was sought from the Executive Director Education and Families, per General Contract Standing Orders 21.3.2 – extract below;

2.8 Interventions and Inclusion Admissions Policy

- 2.8.1 Committee will be aware of a provisional date the policy and annual process currently in place for the admission of 3-5 year olds to nursery establishments within North Lanarkshire.
- 2.8.2 In line with this process a provisional date set as to when parents/carers will be advised of the outcome of their application. There is a requirement that

nursery placements are offered and accepted prior to the annual cross boundary meeting; this meeting sees authorities coming together to review applications from out with their authority.

- 2.8.3 The admissions process successfully went live on 29th April 2019.
- 2.8.4 Although there is an intention to introduce the phasing of 1140 hours, within local authority establishments, prior to August 2020, offer of placements for 2019-2020 will be based on 600 hours; the current statutory entitlement for 3-5 year olds. This is required so as to ensure we are in keeping with the previously mentioned timescales.
- 2.8.5 Establishments will be kept updated on the progression of the phased 1140 hours.

3. Equality and Diversity

3.1 Fairer Scotland

The strategy of the council, as approved by the Education Committee in November 2017, is to positively target families who live in SIMD areas 1–4. Consideration has also been given to ensure there is a mix of services within localities.

3.2 Equality Impact Assessment

This is a universal statutory entitlement for all 3–5 year olds and eligible 2 year olds from August 2020.

4. Implications

4.1 Financial Impact

The roll out of the 1140 hours expansion programme will continue to be monitored against the available capital and revenue grant funding, with regular updates provided to Committee.

4.2 HR/Policy/Legislative Impact

The expansion is driven by legislation ensuring the provision of 1140 hours Early Learning and Childcare as a statutory requirement from August 2020 for all three – five year olds and eligible two year old's.

4.3 Environmental Impact

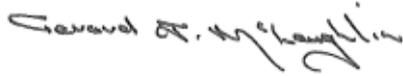
Access to local childcare services will provide environmental benefits through the use of local community based networks and facilities.

4.4 Risk Impact

Without the workforce and infrastructure in place by August 2020, the Council may be at risk of failing in their statutory duty to provide 1140 hours nursery provision to all three - five year old's and eligible two's, resulting in limited parental choice within North Lanarkshire.

5. Measures of success

- 5.1 Delivery of the expansion within the required timescale, ensuring full access to 1140 hours Early Learning and Childcare provision by August 2020.
 - 5.2 Children have access to funded entitlement of 1140 hours from August 2019.
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Gerard McLaughlin
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Education and Families

1140 Trade Union Consultation – Sep 18 – Oct 18

<u>DATE</u>	<u>DISCUSSION</u>	<u>DOCUMENTS</u>
WEEK 1 (25TH SEPTEMBER)	1140 hours Report <ul style="list-style-type: none"> • Discuss in detail • Detail Option C • Meeting the future business needs (foundation/modern apprenticeships) • Career Pathways overview 	Committee Report C. Document C. Document 28 Foundation Apprenticeships 60 Modern Apprenticeships C. Document
WEEK 2 (2ND OCTOBER)	Workforce Structure <ul style="list-style-type: none"> • Clarify process re clericals/janitorial staff • ASNA (early years) • Discuss Manager/Depute recruitment • Discuss lead promoted posts/recruitment method 	Committee Report Formula based, built into financial template Discuss offer of conversion to support post/timeline Manager/Depute Recruitment Process- <ul style="list-style-type: none"> • Managers recruit • Internal link on Myjob Scotland • High level of Experience Required
WEEK 3 (9TH OCTOBER)	Staffing Structures across establishments <ul style="list-style-type: none"> • Present & discuss formula across establishments • SSSC Call in Clause, discuss SSSC information and guidance 	Staffing Structure per term time/52 week establishment SSSC guidance Statute NLC Current Process Call in Clause Proposal SSSC Flowchart of Contact
WEEK 4 (16TH OCTOBER)	<ul style="list-style-type: none"> • Trades Union Request for cancellation agreed, week 4 discussion moved to 9th and 33rd schedule. 	-
WEEK 5 (23RD OCTOBER)	Workforce Structure <ul style="list-style-type: none"> • NLC 7 Keyworker post/factor gauge analysis/distinction from NLC 9 ELP/recruitment method • Support post/recruitment method 	Factor Gauge Analysis document NLC 7 Job Evaluation/Specification Support post/Evaluation/Spec
WEEK 6 (30TH OCTOBER)	Phase 1 Schedule <ul style="list-style-type: none"> • Present schedule of establishments for phase 1 roll out • Agree schedule of meetings during phase 1 roll out • Workforce development plan 	Phase 1 Schedule Workforce Development Plan Training Schedule

Trades Unions engagement - Proposed May 19 – Jun 19

<u>DATE</u>	<u>DISCUSSION</u>	<u>DOCUMENTS</u>
02/05/19	Formal Union update prior to Committee 1140 Hours Model Discuss in detail <ul style="list-style-type: none"> • ELC Posts • Impact Analysis shared • ELC Career Pathway Shared 	Presentation <ul style="list-style-type: none"> • Staffing models
WEEK 1 [27/05/19]	1140 hours Update on Committee Report <ul style="list-style-type: none"> • Discuss & detail Option A • No Change Update: <ol style="list-style-type: none"> 1. SSSC, Call in clause 2. Workforce development 3. Foundation/Modern Apprentice data 4. Gaelic provision 5. Crèche Services 6. Qualification data, 2018-2019 & 2019-2020 	Committee Report
WEEK 2 [03/06/19]	Workforce Structure <ul style="list-style-type: none"> • Discuss Changes to Staffing Model • Introduce Principal Lead Post • Present Staffing Model across Term-Time, Full-Time & Family Learning Centre's 	Committee Report Staffing Models
WEEK 3 [10/06/19]	<ul style="list-style-type: none"> • Principal Lead Post 	NLC Evaluation Job description Job Spec Factor Gauge Analysis Job overview
WEEK 4 [17/06/19]	<ul style="list-style-type: none"> • Recruitment processes & timeline 	Recruitment process map Timeline
WEEK 5 [24/06/19]	<ul style="list-style-type: none"> • Communications • Faqs sheet • Staff Communication • Manager Communications 	Briefing Note FAQ's document

Teachers Trades Unions engagement - Proposed May 19 – Jun 19

<u>DATE</u>	<u>DISCUSSION</u>	<u>DOCUMENTS</u>
27/03/19	Initial Joint Secretary Meeting with two nursery teacher representatives re: 1140/Nursery Teacher	Update
01/05/19	Informal JNCT meeting 1140 update give regarding the 1140 model	Update
WEEK 1TBA	1140 hours Update on Committee Report <ul style="list-style-type: none"> • Expectations exchange for consultations 	Committee Report
WEEK 2	<ul style="list-style-type: none"> • Formal Consultation Nr 1 	
WEEK 3	<ul style="list-style-type: none"> • Formal Consultation Nr 2 	
WEEK 4	<ul style="list-style-type: none"> • Formal Consultation Nr 3 	
WEEK 5	<ul style="list-style-type: none"> • Formal Consultation Nr 4 	
WEEK 6	<ul style="list-style-type: none"> • Formal Consultation Nr 4 	