

North Lanarkshire Council Report

Education and Families

approval noting

Ref GM/FH

Date 17/09/19

1140 Early Learning and Childcare Expansion Programme

From Gerard McLaughlin, Head of Education (Central), Education and Families

Email mclaughling@northlan.gov.uk **Telephone** 01236 812269

Executive Summary

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

The report includes an update on the capital programme of development relating to the expansion, the workforce development programme for North Lanarkshire Council establishments and the procurement process for funded providers. It also provides information on phasing in 1140 hours of Early Learning and Childcare in 2019 - 2020.

Recommendations

It is recommended that the Education and Families Committee:

- (1) Approve the proposed workforce strategy.
- (2) Note the Design and Build Development Agreement with HubCo for the design and construction of 9 new Family Learning Centre builds as referred to in section 2 of this report, on terms to be agreed by the Head of Business for Legal and Democratic Solutions and subject to those terms representing Best Value.
- (3) Note the progress with the 1140 hours Interim Framework
- (4) Note the approach to phasing in 1140 hours of Early Learning and Childcare in 2019 – 2020.

The Plan for North Lanarkshire

Priority Support all children and young people to realise their full potential

Ambition statement (7) Enhance collaborative working to maximise support and ensure all our children and young people are included, supported, and safe

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 Education and Families 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 sets 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.

2. Report

2.1 Infrastructure

- 2.1.1 The report presented to the Education, Youth & Communities Committee on 7 September 2018 sets out recommendations to construct 9 no. new build nurseries:

Project Name	Location	Provision (FTE)
Carbrain	Wallbrae Road, Cumbernauld	48
Petersburn	Petersburn Road, Airdrie	72
Chapelhall	Castle Street, Chapelhall	40
Wishawhill	Heathery Road, Wishaw	48
Cumbernauld Village	Glasgow Road, Cumbernauld	32
Coltness	Innerleithen Drive, Wishaw	72
Bonkle	Abernethyn Road, Wishaw	87 (72 3-5Yrs + 15 2-3Yrs)
Netherton	Carbarns, Wishaw	40
Forgewood	Kinloch Drive, Motherwell	92 (72 3-5Yrs + 20 2-3Yrs)

2.1.2 Procurement Route

The Hubco model was seen as a strategic long-term approach to the procurement of public sector based infrastructure projects across Scotland.

By delivering value for money projects through Hub South West, the development timescales can be met; while value-for-money is ensured through a tested procurement route by early involvement of a Design and Build contractor.

2.1.3 Hubco Process

In order to ensure Best Value for the Council a mini-procurement exercise was undertaken by the Hub from their existing tier 1 supply chain. Morgan Sindall were identified as the successful Tier 1 Contractor. Faithfull & Gould were also appointed to provide Project Management, Quantity Surveying and Principal Designer support to Hub SW and the Council. All contract awards are made by the Hub South West; however Faithfull & Gould work to NLC in an advisory role to ensure Best Value in scoping out and delivering on the project.

2.1.4 During the 2nd stage of the pre-construction process, the Tier 1 contractor, Morgan Sindall undertook a minimum of 80% market testing of work packages using their supply chain in accordance with the Hub requirements.

2.1.5 On completion of the market testing Hub South West submitted to the Council Stage 2 pricing reports which confirm the projects will deliver value for money.

2.1.6 Statutory Process

Planning applications have been submitted for all 1140 hours infrastructure projects and the following table highlights the status of each of these:-

Project Name	Planning Application Status
Carbrain	Approved
Petersburn	Approved
Chapelhall	Pending
Wishawhill	Pending
Cumbernauld Village	Planning Committee for approval September or October 2019
Bonkle	Pending
Netherton	Approved
Forgewood	Approved
Coltness	Pending
Whiteless PS Nursery Class	Approved
Townhead PS Nursery Class	n/a
Shawhead PS Nursery Class	Approved
St Augustine's PS Nursery Class	n/a

Engagement is ongoing with the council's Planning Department and Cumbernauld Community Council Village. This delay requires the Cumbernauld Village FLC project to sit outside the contract award and will be subject to an authority's work variation if and when planning approval received.

The building of nurseries will commence on a sequential basis commensurate with Morgan Sindall's operational priority.

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. Scottish Government colleagues have been kept fully informed of such developments. Our proactive approach to the implementation of 1140 was recently validated at a meeting with an officer from the ELC Expansion, Improvement Service. Feedback highlighted, "This was an informative discussion which showed how much great work is going on and how far along the path to delivering 1140 North Lanarkshire Council have come".

2.2.4 Throughout the process there has been 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: (see appendix 1)

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

2.2.6 This proposed 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
NLC 13	Head of Centre	35	FLCs
NLC 11	Depute HOC	35	FLCs
NLC 10	Principal Lead	35	FTNCs
NLC 10	Equity & Excellence Leads	35	FLCs, FTNCs & TTNCs
NLC 9	Lead	35	FLCs, FTNCs & TTNCs
NLC 7	Keyworker	37	FLCs & FTNCs
NLC 7	Keyworker	35	FLCs, FTNCs & TTNCs
NLC 7	Keyworker	30	TTNCs
NLC 4	Support Worker	37	FLCs & FTNCs
NLC 4	Support Worker	30	TTNCs
NLC 4	Support Worker	15	Settings above 64FTE
NLC 4	Support Worker	10	FLCs, FTNCs & TTNCs

2.2.7 Principal leads (NLC 10) have been introduced to the structure to support and enhance the management and leadership of FTNCs across 52 weeks. 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 relevant Trade Unions.

2.2.8 It should be noted the proposed model now 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.

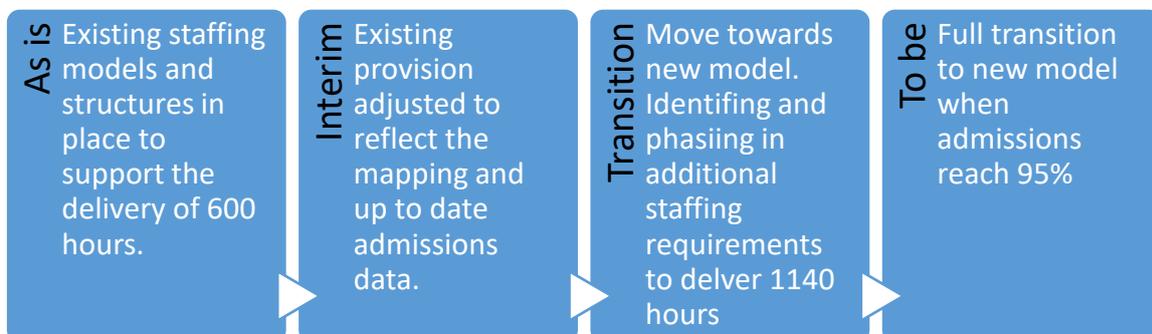
2.2.9 **Nursery Teachers**

The council has 72 Nursery Classes at present. There is a group of teaching staff who have traditionally been employed in nurseries. With the advent of 1140 hours, it will be important to utilise their expertise of a relatively small number of staff across an expanding ELC landscape. Education and Families is currently working with teacher Trade Unions to consider a range of opportunities in the delivery of the new 1140 provision. Therefore teaching colleagues can expect to have the following future options.

- Placement within primary setting.
- Development of Equity & Excellence Leads – to support this the Scottish Government allocated funding to appoint 40 Equity and Excellence Leads. This can either be a teacher (with existing, or a willingness to develop, early years expertise) or a graduate level practitioner (with a graduate level qualification).

2.3 **Workforce Transition**

2.3.1 In order to implement the proposed structure the service requires to work through a workforce transition. As a result of our consultations with the trade unions and adjusted approaches that all NLC 9s will be accommodated in the interim structure.



- 2.3.2 We have now agreed the interim staffing model which will leverage the strengths of the existing workforce by building out its 1140 hours provision using the current ELC staffing as its primary baseline.
- 2.3.3 As part of this work, the service has mapped the detailed local staffing position in each ELC establishment. Where we require additionality, we will recruit approved NLC 7 keyworkers and NLC 4 support workers (various hours and work patterns to support implementation of 1140 hours).
- 2.3.4 As part of the transitional phase, and wherever possible, our current NLC 9 Early Learning Practitioners (ELP) will be encouraged to apply for promoted posts within the new structure, and every effort will be made to consult with the ELC workforce, to provide a choice of alternative options to support further progression towards the proposed models at all levels.
- 2.3.5 In the event of existing NLC 9 ELP leaving their substantive post (through securing a promoted post, retirement or submitting their resignation) the service will reconfigure these posts and introduce the approved NLC 7 keyworker or NLC 4 support worker (based on the requirements of the setting), as part of the transition modelling.
- 2.3.6 To support the approach, flexibility will be required by the existing and future workforce regarding mobility between establishments.
- 2.3.7 All new build ELC establishments will be staffed in line with the new/proposed staffing model and all new posts will be ring-fenced and advertised to the existing workforce in the first instance. This recruitment process will begin in mid-September and we anticipate will conclude by March 2020.
- 2.3.8 We will continue to phase in the proposed staffing structures and models over time in-line with the analysis of admissions data and annual ELC staffing exercise.

2.4 Trade Union Engagement

- 2.4.1 Detail of all Trade Union consultation is detailed in **Appendix 2**.
- 2.4.2 Education and Families staff are working in partnership with all Trade Unions to fully implement the staffing structures and models to deliver 1140 hours. The ongoing consultations have been extremely positive, including the development of the dynamic ELC career progression pathways.
- 2.4.3 Extensive consultation on the revised staffing structures and models will continue to take place with stakeholders of the sector. Thus far, the key points that have been agreed include:
- A consensus that the staff models are manageable, workable and fit for purpose
 - Recognition of the need to have a high quality workforce working with our most vulnerable children and families

- The retention of NLC 9 posts to support the quality of care and learning for the young children
- The retention of a nursery teacher provision within the service

2.4.4 1140 Hours Phasing Strategy

A programme has been developed to phase in the delivery of 1140 hours across ELC settings. The phasing involves delivering 1140 hours for all our most vulnerable children and families, the priority being our eligible 2 year olds.

Phase 1: Beginning September	Phase 2: September to October	
22 Establishments will be able to deliver 1140 hours for eligible 2s. (including 15 FLCs)	16 FLCs will be able to deliver additionality to their most vulnerable children and children of working parents (3 to 5 years).	19 Nursery Classes will be able to deliver 1140 hours to children 3 to 5 years.
130 children	220 children	506 children

By October 2019, 42 out of a possible 106 establishment will be delivering 1140 hours (19 of those will be fully implementing 1140 hours and 23 will be partially implementing 1140 hours).

Officers will continue to analyse admissions data in order to support further phasing. Throughout the phasing approach, consideration will be given to ensuring parents are offered a choice of ELC provision within each locality. An example of the types of options which will be available are as follows:

- Term Time Nursery Classes (6hrs per day over 38wks)
- Full Time Nursery Classes (4hrs45min per day over 48wks)
- Funded Provider (Nursery Provision/Childminders)
- Gaelic provision offered within Airdrie and Cumbernauld locality

We will provide updates to future Committees regarding further stages of phasing.

2.4.5 Family Hub Approach

We presently have 15 Family Learning Centres across Early Learning and Childcare which provide provision for children 2 to 5 years. We are in the process of developing a Hub model within localities to support our youngest most vulnerable children and families. The proposal is to strengthen the targeted support offered to parents in the context of the local area. By improving accessibility to appropriate services and developing high quality coordinated support through an integrated services model in close collaboration with families and carers we will enhance opportunities for consistent and focused engagement. A further update will be provided at future Committee.

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 equity and excellence leads 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 has been undertaken of the current staffing structure being proposed by the 1140 Hours Implementation Team. 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 has been 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 is being 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 To ensure necessary timescales were 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.
- 2.7.3 A proportionate sourcing methodology reflecting the unique nature of the required service, i.e. the phasing of 1140 hours with funded providers, was developed in consultation with corporate procurement and it was agreed that a framework agreement would be established from August 2019 for one year.

- 2.7.4 Within the 1140 financial model it is assumed the long term cost of external providers will be £11.802 per annum which reflects the increase in hours from 600 to 1140, and the forecast growth in partner usage from 18% to 23% of available places. As a result the full costs of the interim procurement framework can be funded from existing grant allocations.
- 2.7.5 The value of the service being delivered is £5.55 per hour per child for 3-5 year olds and £5.80 for eligible 2 year olds.
- 2.7.6 A voluntary contract notice was posted on the Public Contracts Scotland website on 25 March 2019 inviting interested parties to submit a tender application by 25 April 2019.
- 2.7.7 At the closing date 154 applications had been received; 113 from registered Childminders and 41 from nursery providers within the independent and voluntary sector. There were no late applications received.
- 2.7.8 The applications were evaluated in accordance with the approved tender evaluation plan and all 113 were determined as meeting the required criteria for inclusion in the framework agreement for the period 1 August 2019 until 31 July 2020.
- 2.7.9 Due to the full implementation of 1140 hours from August 2020 a further procurement exercise will be undertaken. Discussions are ongoing with Corporate Procurement with regards the specific detail of this. This exercise is required to be completed prior to the 2020/2021 admissions process commencing.

2.8 Interventions and Inclusion Admissions Policy

- 2.8.1 Although there is an intention to introduce the phasing of 1140 hours within local authority establishments, prior to August 2020, offer of placements for 3-5 year olds for 2019-2020 have been based on 600 hours; the current statutory entitlement. This was required so as to adhere to previously set timescales.
- 2.8.2 Establishments will be kept updated on the progression of the phased 1140 hours
- 2.8.3 The current admissions policy is being reviewed to reflect the Motion approved by Council on 20 June 2019. That is, from session 2020/2021 any application to defer a child's P1 start, whose birthday falls from September to February, would be granted automatically, with a further one year's nursery funding provided. It should be noted that in 2019/2020 the total number of deferred entries is 277; it is anticipated that with the change in policy this figure will increase in session 2020/2021.

The motion tasked officers to open dialogue with the Scottish Government as to how additional funding might be provided for the policy. Subsequent to this decision, a joint letter from the Scottish Government and COSLA has confirmed there is no new source of funding available to implement this policy. As there is currently no confirmed funding to support the introduction of this policy, the roll out of this initiative would have to be considered as part of the Council's budget deliberations for financial year 2020/21 onwards.

- 2.8.4 All funded providers; local authority, private / voluntary nurseries and childminders will be issued with an updated copy of the admissions policy.

3. Equality and Diversity

3.1 Fairer Scotland Duty

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

Committee are reminded that the Scottish Government capital grant for the 1140 project is £20.350m, which has been supplemented internally by £2.2m to support the inclusion of Forgewood FLC. Committee were also advised that the core capital award was based on SG cost metrics rather than Council estimates of build costs. As a consequence members were advised of a potential shortfall in the capital funding compared to actual tender costs.

The SG recently advised council's (25 June 2019) that they were aware that authorities were experiencing financial pressures due to tender returns being higher than grant awards. To mitigate potential funding gaps the Scottish Government also confirmed on 25 June that authorities would be allowed flexibility within their 2019/20 Early Learning and Childcare (1140) revenue grant, by allowing authorities to ear mark a portion of their revenue funding as capital.

Within North Lanarkshire the decision to allocate additional revenue funding to the 1140 capital programme will depend on the outcome of tender evaluations and the overall position within the capital programme. This review and approval process will be undertaken by the Strategic Capital Delivery Group and be reported in cyclical capital monitoring committee reports.

At this stage the Service has indicative Stage 2 costs for 9 new build nurseries totalling £15.6m procured via a Design and Build Development Agreement with HubCo. The full cost of the 1140 programme will be determined when the tender process for all of the projects has been completed. However based on the tenders received to date, the full programme can be funded from the core capital grant coupled with the additional flexibility recently offered by the Scottish Government.

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.

6. Supporting documents

- 6.1 Appendix 1 ELC Career Pathways
- Appendix 2 Trade Union Engagement Timeline



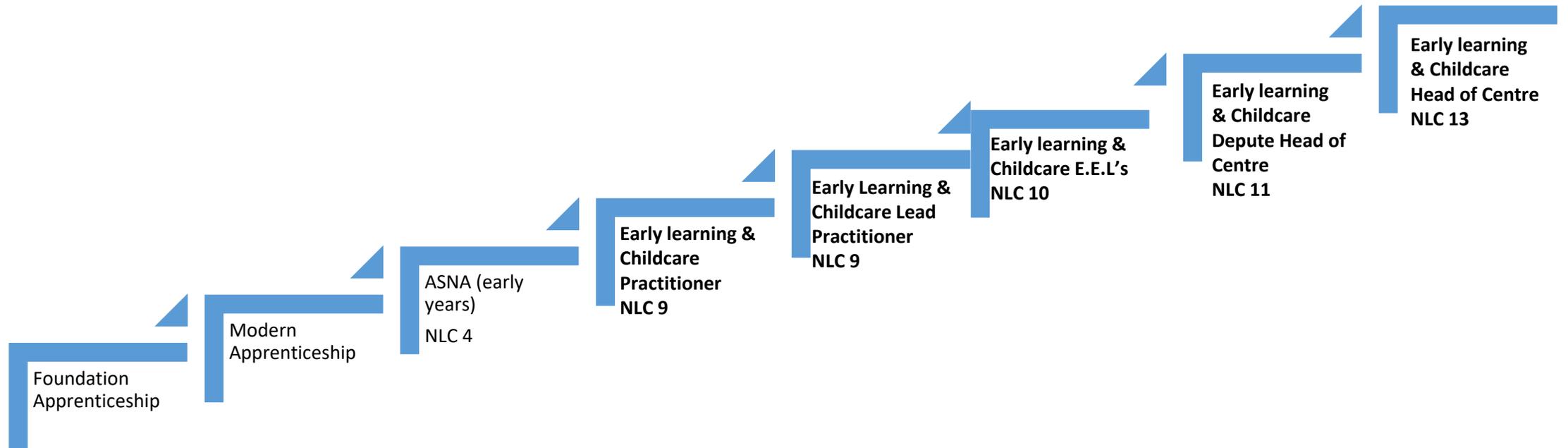
Gerard McLaughlin
Head of Education (Central)
Education and Families



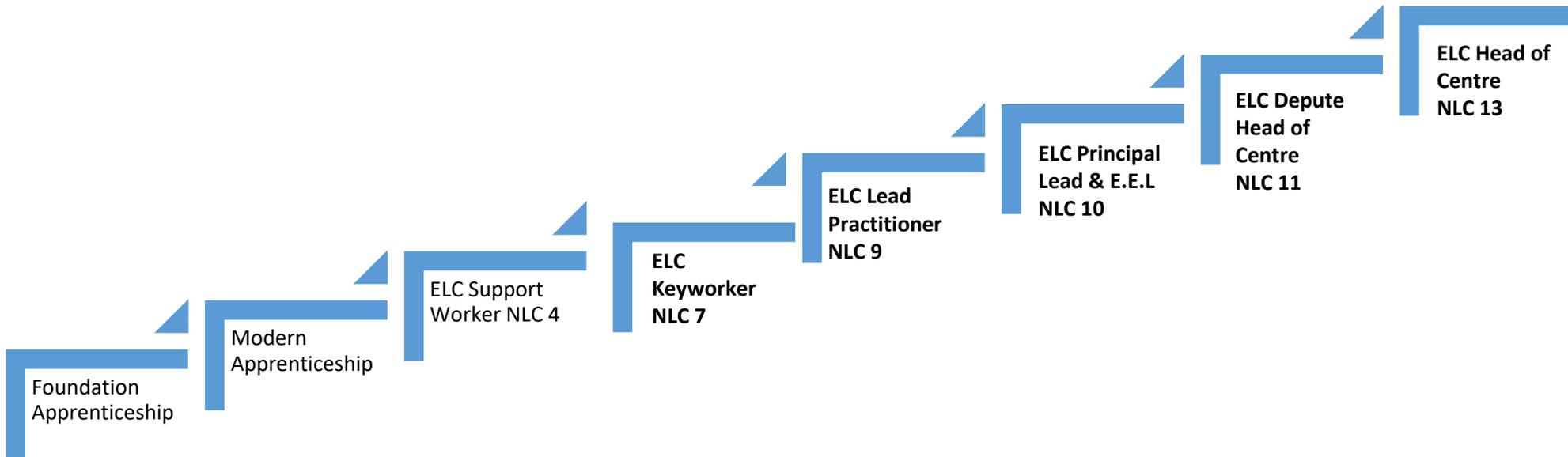
Early Learning and Childcare Career Pathways

- Accessible Early Learning & Childcare Career Pathway Information
- Early Learning & Childcare Website
- Career Pathway Leaflets

Current Early Learning & Childcare Career Pathway



New Early Learning & Childcare Career Pathway



Early Learning & Childcare Qualifications Data

Qualifications	2018	2019
MSc Pedagogy	16	7
BA Childhood Practice	17	16
HNC Early Education & Childcare/Childhood Practice- level 7 (equivalent to SVQ 3)	29	Workforce Development Team
PDA Education Assistant- Level 6 (equivalent to SVQ 2)	22	New Course, Information session
Modern Apprenticeship- Social services, Children & Young People (SVQ 3)	41	20, 10 HNC places available
Foundation Apprenticeship – Social services, Children & Young People (SCQF, level 6)	35	211 (97 will be in placement in nurseries across NLC)

Training & Development

- Induction Programme for all Staff- National Induction Resource
- Support Worker- PDA
- Access to Training
- Signposting:
 - Care Inspectorate Hub
 - National Improvement Hub
 - In- House NLC Training Programmes



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 - May 19 – June 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

Trades Unions engagement – July 19 – Sep - 19

<u>DATE</u>	<u>DISCUSSION</u>	<u>DOCUMENTS</u>
31/9/19	Formal Union update prior to consultation with ELP workforce 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"> • Transitional Workforce Model / Career Progression
12/8/19	Union representation at ELP event. 1140 Hours Staffing Models & Structures	Presentation <ul style="list-style-type: none"> • Transitional Workforce Model / Career Progression
WEEK BEGINNING 2/8/19	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 	Committee Report

Teachers Trades Unions engagement – March 19 – October 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
30/4/19	Informal JNCT meeting update re: 1140/Nursery Teacher	Update
01/05/19	Informal JNCT meeting. update re: 1140/Nursery Teacher	Update
4/6/19	Formal JNCT meeting. update re: 1140/Nursery Teacher	Update
23/8/19	Formal JNCT prior to Committee update re: 1140/Nursery Teacher	Committee Report
10/9/19	Informal JNCT meeting	
1/10/19	Formal JNCT meeting	