

North Lanarkshire Council

Report

Education and Families Committee

approval noting

Ref GM/FH

Date 25/02/20

1140 Early Learning & Childcare Expansion Programme Update

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Executive Summary

The 1140 Expansion programme for Early Learning and Childcare (ELC) is a national programme being developed in a unique way in North Lanarkshire, in response to specific local circumstances.

This report provides Education and Families Committee with a progress update on the 1140 hours Early Learning and Childcare expansion programme within North Lanarkshire.

The programme has moved from the planning to the implementation stage and this report provides committee with the current position with regard to infrastructure and the capital financial position, workforce, free school meals and stakeholder engagement.

This paper also reinforces previous reports which have been approved by committee and is based on ongoing and significant consultation with all affected stakeholders. In addition, it supports and aligns fully with The Plan for North Lanarkshire.

Recommendations

It is recommended that the Education and Families Committee:

- (1) Note the progress for the 1140 hours implementation.
- (2) Note the changes in the way healthy snacks are provided for children.
- (3) Note the progress of the ELC procurement framework.

The Plan for North Lanarkshire

Priority All priorities

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 are committed to increasing the annual entitlement to early learning and childcare from 600 hrs to 1140hrs by August 2020 for all 3 to 4yr olds and eligible 2yr olds.
- 1.2 The implementation of an enhanced entitlement for Early Learning and Childcare provision presents a significant challenge both for Council staff, key stakeholders and partners. 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.'

2. Report

2.1 1140 Operational Planning

2.1.1 1140 Implementation Plan

A high level overarching implementation plan has been created following the significant work done over the past year to ensure adherence to the North Lanarkshire approach (**Appendix 1**). This is further supported by a comprehensive work plan that enables key stakeholders to track the progress and status of the project moving towards the final phases of implementation.

2.1.2 Risk Register

A central Risk Register is maintained by the 1140 programme team and reviewed regularly. When a risk is identified controls are put in place to mitigate or reduce these. The highest category risks are discussed at the Programme Board level.

2.1.2 Contingency Planning

The progress of the work plan, alongside the risk register, informed the development of the contingency plans (**Appendix 2**), which were approved by the Board on 16 December 2019. Thereafter, the infrastructure contingencies were shared with the Head of Asset and Procurement Solutions. Contingencies are in place to support pressure areas within the programme such as delays with infrastructure, workforce, recruitment, and nursery admissions capacity.

2.1.3 Scottish Government and Care Inspectorate Engagement

Scottish Government and Care Inspectorate provided positive feedback on the updated plans and progress to date. Plans are regularly monitored by the Programme Board and updated by the programme team to take account of progress and any future potential risks.

2.2 Infrastructure

2.2.1 New Family Learning Centres

A full consultation took place with staff, children and families within the new build localities, to ensure that everyone's voice and opinion was considered when naming the new Family Learning Centres. Localities were asked to return their top three choices and the following proposed names were agreed at a recent 1140 programme meeting.

Location	Name
Carbrain, Cumbernauld	Broomlands Family Learning Centre
Coltness, Wishaw	Innerleithen Family Learning Centre
Bonkle, Newmains, Wishaw	Abernethyn Family Learning Centre
Cumbernauld Village, Cumbernauld	Cumbernauld Village Family Learning Centre
Wishawhill, Wishaw	Heathery Park Family Learning Centre
Chapelhall, Airdrie	Calderview Family Learning Centre
Petersburn, Airdrie	Petersburn Family Learning Centre
Netherton, Wishaw	Netherton Family Learning Centre

2.2.2 The new service at Holy Family Primary School Nursery Class is now fully operational and offering 1140hrs.

2.2.3 St Serf's Nursery Class, Stane Nursery Class and St Gerard's Nursery Class adaptations are now complete.

2.2.4 Seven of the thirteen new settings are on site. Planning permission has now been approved for Cumbernauld Village. The overall programme anticipated start and completion are as follows:

Family Learning Centres	Start date	Initial Completion date	Updated Completion date
<i>Broomlands</i>	28/10/19	15/05/20	15/05/2020
<i>Calderview</i>	28/10/19	22/05/20	22/05/2020
<i>Petersburn</i>	28/10/19	12/06/20	05/06/2020
<i>Abernethyn</i>	28/10/19	12/06/20	12/06/2020
<i>Netherton</i>	28/10/19	22/05/20	22/5/2020
<i>Innerleithan</i>	13/01/20	17/07/20	17/07/2020
Cumbernauld Village	30/4/2020	30/10/2020	30/10/2020
Heathery Park	TBC		
<i>Forgewood</i>	TBC		
Nursery Classes			
<i>Shawhead</i>	27/01/2020	12/06/20	12/06/2020
St Augustines	02/04/2020	17/7/2020	17/07/2020
Townhead	15/5/2020	10/07/2020	24/07/2020
Whitelees	9/03/2020	20/07/20	07/08/2020

2.2.6 Current risks to the delivery of the infrastructure are as follows:-

The six new build Family Learning Centres are all currently behind programme but assurances have been given by Hub SW that they will meet the above deadlines.

Members may be aware that Scottish Water are applying strict criteria before approving use of their current infrastructure to discharge surplus water from sites. This has caused an issue with the Forgewood and Wishawhill site. A solution has been found for the Forgewood site with Scottish Water currently reviewing this for approval. A feasibility study on a potential solution for Wishawhill is being progressed and Committee will be updated in future reports.

2.2.7 Committee is advised that Scottish Government have allocated £0.785m for resources within new builds. This will include starter resource packs for each setting designed and produced by NL Industries.

2.3 Workforce

2.3.1 There has been a major on-going exercise of workforce change required within the 1140 Hours expansion programme. This is due to the nature of the workforce, and the need to manage the existing group of NLC 9 staff into the new delivery models which have been established as part of the expansion. This is being done in close collaboration with trade unions. Separately, there is also a piece of work being undertaken to ensure that nursery teachers are reconfigured within new patterns.

Due to the temporary closure of the MyJobScotland site the workforce recruitment timeline was brought forward. Although this has been challenging, all key milestones which were established for the workforce change are on target.

New staffing models and structures are shown in the table below:

SG	Designation	Hrs	Require	Appointed
NLC 13	Head of Centre	35	8	4
NLC 11	Depute HOC	35	8	In process
NLC 10	Principal Lead	35	54	47 FTE
NLC 9	Lead	35	89	In process
NLC 7	Keyworker	35	399 (a large percentage are currently filled with NLC 9s)	19
NLC 4	Support Worker	Various	239 (a large percentage are currently filled with NLC 9s)	50 appointed (over 150 applications in process).

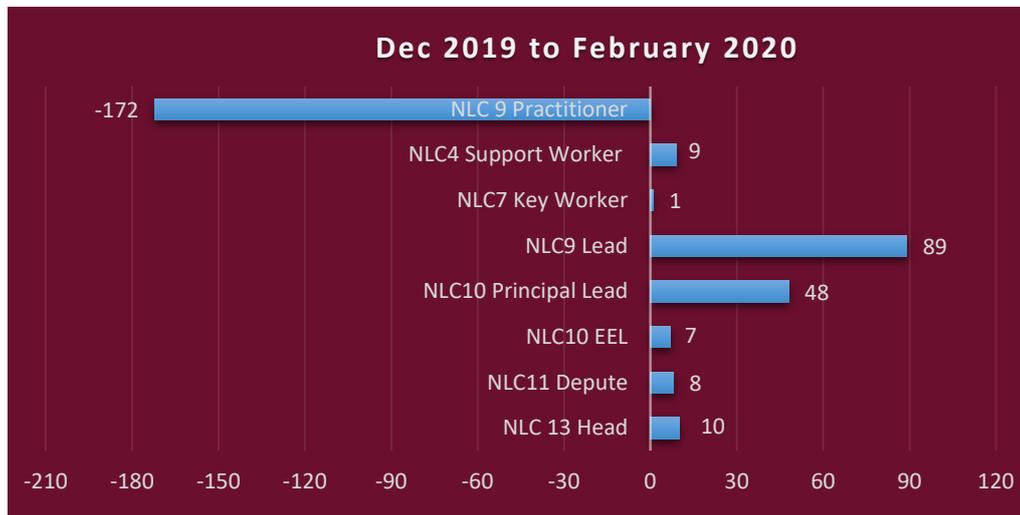
2.3.2 As all ELC vacancies are advertised internally it was anticipated the promoted post appointments would reduce the number of Early Learning Practitioners posts (NLC 9s) within the structure. As predicted this has been the case. As these positions become vacant they are backfilled according to the new staffing models and structures with Keyworkers (NLC7s) and Support Workers (NLC4s). This will have a positive impact on the ELC staffing budget.

2.3.3 A further 9 Head of Centre positions and 4.5 Depute Heads have become available due to strategic workforce planning. This will assist in reducing the number of Early Learning Practitioners NLC 9 posts by a further 12.5. Subsequently 4 of these vacancies have been filled.

2.3.4 The graph below represents the reduction of Early Learning Practitioners NLC9s to date and further updates will be provided to future committees. This graph represents people who have actually moved. Importantly, this is an iterative process and there will be significant additional movement in the next few months.

Workforce Analysis and Update

484 FTE NLC 9s → 312 FTE NLC 9s



2.3.5 To support the progression of the young workforce (Modern Apprentices) the council has recruited 18 as ELC Keyworkers (NLC 7) and 1 as an ELC Support Worker (NLC 4). The Council’s Winter Leavers programme has provided a further 9 young people with the opportunity to be employed as ELC Support Workers. In addition 6 Crèche staff are currently being redeployment into the ELC workforce.

2.3.6 To take account of the new service models, a review of the Equity and Excellence Leads (EEL) has been undertaken. Almost 50% of our establishments will be operating over 52 weeks therefore there is a requirement that a number of our EELs convert from term time conditions to 52 weeks in order to best support our most disadvantaged children. The additional cost is approximately £0.080m, which will be met through the Scottish Government allocation for Equity & Excellence Leads.

2.3.7 Nursery Teachers

Individual consultations, in conjunction with the teacher’s trade unions, have now taken place resulting in the following:

	Options	Chosen Option
Option 1	Primary school teaching vacancy /including ASN	19
Option 2	Equity and Excellence Lead Teachers	6
Option 3	Premature retirement	4

2.3.8 An agreement was reached with the JNCT to ring-fence a number of the EEL vacant posts for those teachers who were interested in continuing to work within the ELC sector. This agreement was formalised at the JNCT meeting on 23rd January. This applies to 6 teachers within the cohort.

2.3.9 Professional discussions are now taking place to support the matching-in process for nursery teachers moving into Equity and Excellence Lead Teachers posts. This will be completed by the end of February 2020. Thereafter, individual Career Long Professional Learning (CLPL) opportunities will be provided to all affected teachers to support the transition into their new positions.

2.3.10 Phase 1 and 2 of the phasing plan are complete in terms of establishment's being staffed to operate 1140 hours. As part of this process 75% of the existing staff have taken part in individual meetings and all staff meetings will be completed by the end of February. Estimated numbers of 2-5yr olds in ELC settings August 2020 is 7,580. The numbers forecast within funded providers in August 2020 may vary as a result of forthcoming admissions requests. However, 22% of the estimated 23% target for children attending funded providers has already been reached. Please see update below:

	Establishments/Services	Children	Lunches
Phase 1 & 2. August to November	12 term time nursery classes are delivering 1140 hrs. 16 FLCs and 7 nursery classes with eligible 2s are delivering additionality	Capacity 927, 3-5yr olds 122, 2yr olds	2344 children
	Funded Providers	1512, 3-5yr olds 76, 2yr olds	1512 children (approx)
Phase 3. December to March	7 additional term time nursery classes are delivering 1140 hrs., 16 Family Learning Centres and 27 full time nursery classes being fully staffed in order to phase in 1140	Additional Capacity 3436, 3-5yr olds	Estimate additional 1900 children
	Funded Providers	Additional uptake 123, 3-5yr olds	123 children (approx)
Phase 4: February to June 2020	Remaining term time models and ASN nursery classes staffed for delivering 1140 for all remaining children with statutory entitlement New build establishments staffed for delivering 1140.	Additional Capacity 3436, 3-5yr olds	Estimated additional 1701 children

2.4 Quality

2.4.1 The ELC service has recently appointed a new Early Learning and Childcare Manager, who has a lead role in delivering the effective management operation and quality improvement of the Early Learning and Childcare Service. The ELC manager will be supported by the ELC team and five Quality Officers who will assist and support in the delivery of the Council strategic vision for the entitlement to 1140 hours by 2020 and beyond. These officers will provide support to local authority settings, childminders and independent, private and voluntary nurseries on the requirements of the National Standard. Two Quality Officers have recently been appointed and the additional three posts have been re-advertised. The ELC team will support quality improvement in the following settings as we implement 1140 hours from August 2020:

- 72 NL Nursery Classes
- 25 Family Learning Centres
- 41 Funded Provider
- 147 Childminders

- 2.4.2 Data from recent Care Inspectorate inspection findings was gathered and analysed to identify strengths and areas for improvement within ELC settings across the Council (**Appendix 3**). This evidence will be used by the quality officer team to support the preparation of service/locality action plans taking account of the strategic vision of the Council. These plans will include a programme of internal and external leadership and pedagogical support, training and development.
- 2.4.3 A recent meeting took place with Scottish Government to discuss the council's plans to further develop and enhance quality improvement and the training and development opportunities in place to support the workforce at all levels, moving towards 1140 hours and beyond. Our ELC expansion team received extremely positive feedback from Scottish Government in recognition of the very good progress being made to date in North Lanarkshire.
- 2.4.4 The West Partnership organised an Early Years (EYs) Learning Festival on the 7 of February 2020. The EY Learning Festival provided over 700 delegates with the opportunity to hear from some inspirational key note speakers as well as the opportunity to visit a 'Market Place' area where EYs staff showcased their work and shared recent initiatives and ideas. It also provided an opportunity for professional dialogue and informal collaboration as we move towards 1140 hours of funded early learning and childcare for all eligible children. Four North Lanarkshire Council settings presented workshops, four settings displayed and shared good practice within the 'Market Place' and over 150 (NLC) ELC practitioners had the opportunity to attend including practitioners from our funded providers.

2.5 Capital Programme Update

- 2.5.1 Members are aware that the Scottish Government capital allocation was lower than the funding bid. Following review of the original project scope and robust value engineering the current projected shortfall is approximately £1.3m. The programme will be monitored on an ongoing basis to determine if further cost reductions can be achieved. Progress on delivery of the 1140 capital programme including costs/funding is also reported on an ongoing basis to the Strategic Capital Delivery Group (SCDG).
- 2.5.2 It was previously reported to committee that funded providers were allocated grant awards to undertake refurbishments or purchase specific resources to support them in implementing 1140 hours. The total grant award was £0.371m and was allocated during the financial year 2018/2019.

2.6 Communication Strategy

- 2.6.1 Digital communications – Regular updates are provided to the ELC team and wider workforce (as well as external providers) on 1140 progress and developments, internally on Yammer and Connect and externally on corporate social media platforms, Facebook, Instagram and Twitter.

There is also a dedicated Twitter handle (@earlyyearsnlc) which currently has 2,025 Twitter followers. In partnership with Corporate Communications, we have created an interactive website, www.northlanarkshire.gov.uk/elc, which currently has 1,436 unique page views. Feedback from stakeholders utilising the site has been extremely positive.

- 2.6.2 In order to provide a single point of contact for enquiries relating to ELC and in particular the 1140 expansion, the ELC inbox has been promoted. This has proved

to be a successful communication route. The mailbox is accessed by the ELC team/1140 programme staff and HR employees and is monitored on a daily basis.

This has been of assistance in managing the large volume flow of information and in responding to enquiries.

- 2.6.3 Since its inception, the 1140 team has regularly and effectively engaged in informal and formal consultation with all signatory trades unions. These have been in the format of diarised consultation and individual workforce meetings at which there have been agreements reached on the staffing model and principles of workforce deployment (**Appendix 4**). In addition, there has been attendance by the team at formal members meetings, providing advice and support to those in attendance. Employees have been provided with links to the 1140 website, learning resources and an email address where responses are provided timeously. This communication strategy will continue to be reviewed and updated as the programme progresses.
- 2.6.4 Roadshows - A formal strategy has been developed and a plan is now in place to deliver information/awareness raising roadshow events in local communities. This is to provide face to face advice and support on any questions relating to 1140 hours, including support to families with the upcoming North Lanarkshire Council admissions process.
- 2.6.5 Regular formal and informal meetings continue to take place with funded providers (private and voluntary sector and childminders), which have included the opportunity for further development opportunities by way of additional training. A calendar of future meetings has been mutually agreed (**Appendix 5**). Feedback from these recent meetings has highlighted the benefits of this collaborative working.
- 2.6.6 The second edition of the Early Learning and Childcare newsletter has been issued. It includes articles from across all providers. www.northlanarkshire.gov.uk/elc
- 2.6.7 In partnership with colleagues from Corporate Communications, a range of promotional materials/activities have been produced to support the dedicated website. As applications for early learning and childcare places opens, a dedicated marketing and promotion campaign has been developed, to include the deadline for applications, which includes digital, outdoor and direct marketing. A schedule of activity can be found in the appendix.

2.7 Admissions

- 2.7.1 Representatives from NL Council and funded providers have collaborated in reviewing and updating the admissions paperwork to reflect the change in delivery of ELC from August 2020. To support staff with the revised paperwork a range of workshops have been delivered.
- 2.7.2 The current admission policy will continue to be utilised for session 2020/2021 and places will be allocated in line with the categories within this policy. As in previous years, when the number of applications exceeds the places available a ballot is required to be carried out. This process will continue whilst taking account of, and incorporating SIMD datazone deciles 1-4, in line with the strategy that children are accessing a council nursery 1km from their home. Please see attached the admissions timeline (**Appendix 6**).
- 2.7.3 A new digital ELC admissions and enrolment system is currently being developed and will be available by August 2020. Due to the demand in terms of training and

development for all councils who are planning on using this system, the implementation date has been delayed until 2 November 2020. We will continue to use our existing robust processes until the point of implementation to ensure effective service delivery. We will continue to monitor the progress and provide committee with further updates if and when required.

2.8 Procurement

- 2.8.1 Committee will recall that following the success of the interim procurement framework, for the provision of Early Learning and Childcare, and in line with statutory requirements, approval was sought from the Executive Director of Education and Families, per General Contract Standing Orders 21.3.2, to establish a further procurement framework for the delivery of 1140 hours, for all eligible two year olds and all children aged from three years to those not yet attending primary school.
- 2.8.2 Voluntary contract notice was posted on the Public Contracts Scotland website on 23 October 2019 inviting interested parties to submit a tender application by 12 noon on Friday, 15 November 2019. The Framework duration was advertised as 1 August 2020 until 31 July 2023, with additional entry points to join the framework. The value of the framework was advertised as £36m excluding VAT.
- 2.8.3 A total of 190 tenders were received with 185 tenderers successfully meeting the award stage requirements for price and quality; therefore 185 tenderers will be appointed to the framework (148 childminders and 37 private / voluntary nurseries). All successful and unsuccessful applicants have been notified on the outcome on their tender application.

2.9 The 'Loving Lunches' Programme and Healthy Snacks

- 2.9.1 As part of a mechanism to deliver a planned saving agreed in the 2019 – 2020 budget setting process, the weekly delivery of fruit from High 5 for Fruit ceased on 31st December 2019. It was always understood that the phasing in of 1140 Hours delivery model would enable a new delivery model to be implemented.
 - 2.9.2 Impact on our funded providers is mitigated through the expansion as children within these settings are receiving lunches and snacks subsidised by £3 a day per child.
 - 2.9.3 57% of children are now receiving a nutritionally balanced free school meal which includes a healthy snack (Loving Lunches). From week beginning 3 February, Facility Support Services will begin to provide fruit for all children not yet receiving a lunch. We have estimated costs for this at £0.008m from now until the end of the financial year, however this figure will reduce as we work towards full implementation of our 'Loving Lunches' programme. These costs will be offset against the budget already allocated against the 'Loving Lunches' programme.
 - 2.9.4 To ensure continuous improvement on the delivery of the hot free meal to ELC children the team have collated evaluation information and are in the process of using this information to provide qualitative and quantitative data. This should allow a targeted approach to staff training and development needs and information to be provided to parents. Updates will be provided to members in future reports.
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3. Equality and Diversity

3.1 Fairer Scotland

The strategy of NLC, as approved by the Education Committee in November 2017, is to positively target families who live in SIMD areas 1–4 to address disadvantage and barriers to success. Consideration has also been given to ensure there is a mix of services within localities to support accessibility and parental demand.

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 and Scottish Government guidance in 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 olds.

4.3 Environmental Impact

Access to local early learning and childcare services will provide environmental benefits through the use of local community based networks and facilities. It will continue to make North Lanarkshire the best place to live and learn in.

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 olds and eligible 2 year olds, resulting in limited parental choice within North Lanarkshire. Risks are being managed through regular review of the programme risk register, by implementing controls and reporting high level risks to the Programme Board.

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 2020.

6. Supporting documents

- 6.1 Appendix 1: Early Years and Childcare 1140 Programme Implementation Plan
- 6.2 Appendix 2: Contingency Plan
- 6.3 Appendix 3: Care Inspectorate Inspection Findings
- 6.2 Appendix 4: Trade Union/JNCT Consultations
- 6.3 Appendix 5: Funded Providers Meeting Schedule
- 6.4 Appendix 6: Admissions Timeline



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Theme/Strand	Process/Timescale
<i>Workforce</i>	
1. Staffing Model	<ul style="list-style-type: none"> • Finalise blueprints of aspirational staffing model and share with 1140 board. (July 2019) • Consultation with all trade unions to ensure accurate information exchange and understanding (ongoing) • Share with staff at all levels.(August 2019) • Map all 'to be' staffing profiles and contract hours for all establishments.(August 2019) • Report regularly to workforce subgroup (August 2019 - ongoing) • Review the deployment of Equity and Excellence Leads and vary contracts to support fulltime delivery (January 2020) • Finalise available contract types/hours/terms and conditions at each job level (February 2020)
2. Budget	<ul style="list-style-type: none"> • Ensuring Scottish Government targets are met • Full analysis of aspirational staffing model costs (August 2019) • Full analysis of interim staffing costs (August 2019) • Align associated redeployment costs of Equity and Excellence Leads (January 2020)
3. Recruitment	<ul style="list-style-type: none"> • Recruitment plan established (May 2019) • Recruitment campaigns (August 2019 - Ongoing) • Internal adverts for new posts (September 2019 – Ongoing) • External recruitment campaign for NLC 4 posts. (August – October 2019)
4. Communication	<ul style="list-style-type: none"> • Ensure all staff are aware of the various communication avenues that are available: Website/FAQs/Newsletters/NL Learn/Yammer/Twitter (ongoing) • Promotion of all vacant posts (September 2019 - ongoing) • Report to Scottish Government Dashboard on details on staffing and capacity (Quarterly) • Establishment meetings with all staff to discuss individual contractual entitlements (September 2019 – February 2020)
5. Establishment switch-on	<ul style="list-style-type: none"> • Identify changes to staffing at individual settings (August 2019 – ongoing) • Staffing establishments in line with phasing switch-on (August 2019 - ongoing).
<i>Phasing</i>	
6. Data analysis	<ul style="list-style-type: none"> • Comprehensive mapping carried out taking account of SIMD data (2017) • Carry out an analysis of admissions data (June 2019) • Develop 1140 phasing plan and seek board approval (June 2019) • Review admissions data to carry out an analysis of returning children (2020) to support phasing strategy, forecast challenges and address any issues through contingency planning. (January 2020) • Review ASN admissions data and identify best delivery models across localities(January 2020) • Review all admissions data and capacity required across ELC including funded providers for 2020 - 2021 (February 2020)
7. Implementation	<ul style="list-style-type: none"> • Work through 1140 phasing plan (phase 1 to 4) (August 2019 – June 2020)

8. Communication	<ul style="list-style-type: none"> • Consultation with all trade unions, responses will be reflected in FAQ's document (August 2019 – ongoing) • Report to committee(August 2019 – ongoing) • Report to 1140 board, seek approval where appropriate (August – ongoing) • Quarterly report to Scottish Government based on phasing capacity (ongoing)
	<ul style="list-style-type: none"> • Stakeholder engagement – bi-monthly update meetings/collaborations regarding 1140 programme and phasing plan. (August 2019 – ongoing)
9. Revenue	<ul style="list-style-type: none"> • Regular financial monitoring and reporting to, 1140 project team, SLT, board and committee (September 2019 – Ongoing)
Infrastructure	
10. Adaptations/Extensions	<ul style="list-style-type: none"> • Liaison with Head teachers, Design services, Care Inspectorate re design specifications (August 2019) • Consultation with staff and children (September 2019 – ongoing) • Monitor the progress of all planning/work weekly (August 2019 – ongoing) • Pre-occupation and completion certificates received (November 2019 – July 2020)
11. New Builds	<ul style="list-style-type: none"> • Liaison with, Design services, Care Inspectorate, Community Groups re design specifications (August 2019 - ongoing) • Pre-occupation and completion certificates received (November 2019 – July 2020) • Monitor the progress of all planning/work weekly (August 2019 – ongoing)
12. Resources	<ul style="list-style-type: none"> • Establish short life working group to produce a nursery resource starter kit. (June 2019) • Liaise with NL industries to supply soft furnishing. (August 2019 – ongoing) • Establish grant funding to support all settings (including funded providers) in the delivery of 1140. • Liaise with procurement regarding the negotiation of costs. (November 2019) • Process orders and arrangements for delivery and placement of all furniture and resources. (August 2019 – July 2020)
13. Capital	<ul style="list-style-type: none"> • Regular financial monitoring and reporting to 1140 project team, SLT, board, SCDG and committee (September 2019 – ongoing)
Quality	
14. Staffing	<ul style="list-style-type: none"> • Develop a clear career pathway to ensure promotional opportunities across NLC. • Develop NLC induction support material in line with the guidance of the national induction resource (January 2020) • Develop a comprehensive training calendar which includes certificated courses (August 2019 – ongoing) • Collegiate staff networks meet regularly to share best practice (August 2019 – ongoing) • Appointment of Quality Officers (January 2020)
15. Environments indoor and outdoor	<ul style="list-style-type: none"> • Using the audit data of existing outdoor spaces to support and enhance the experiences and outcomes for children and staff. (August 2019 – ongoing)
16. Loving lunches	<ul style="list-style-type: none"> • Review existing settings to identify any infrastructure requirements (August 2019 – ongoing) • Develop support materials to ensure the delivery of best practice. (June 2019 – ongoing)

17. Quality assurance	<ul style="list-style-type: none"> • Attendance at West Partnership meetings (August 2019 – ongoing) • Attendance all national events to keep up to date with national guidance. (August 2019 – ongoing)
Central Team	
18. 1140 Board	<ul style="list-style-type: none"> • Maintain critical senior relationships (ongoing) • Approve all costs and timescales of projects. (ongoing) • Maintain financial control over project expenditure. (ongoing) • Make strategic decisions based on any changes to the programme and will renegotiate and authorise future plans. (ongoing) • Authorise any major deviations from the agreed plans. (ongoing) • Formalise approval and sign off deliverables within agreed timescales. (ongoing)
19. Senior Responsible Officer	<ul style="list-style-type: none"> • Accountable for programme delivery and the strategic monitoring of activities to ensure the programme meets its objectives and realises expected benefits. (ongoing) • Responsibility for ensuring that any changes continues to maintain the programmes business focus and will ensure the context including risk is actively managed. (ongoing)
20. Resource Officer	<ul style="list-style-type: none"> • To monitor the strategic delivery of learning and childcare provision (ongoing)
21. 1140 Expansion Officers	<ul style="list-style-type: none"> • To lead and monitor programmes across work streams: Infrastructure, Workforce and Quality (ongoing)
22. Strategic Capital Delivery Group	<ul style="list-style-type: none"> • Regular reports will be taken to future SCDG meetings. (October 2019 – Ongoing)
23. Finance	<ul style="list-style-type: none"> • Oversee and monitor the capital and revenue spend in line with council financial regulations.
24. HR/ ESC	<ul style="list-style-type: none"> • To support the delivery of the 1140 programme in all aspects of workforce and recruitment. (ongoing) • Build new staffing structure on Itrent to ensure an accurate structure for current and future requirements. (August 2019) • Determine options for 'go live' staffing approach and plan in line with phased roll out for establishments and ascertain likely ER/HR issues and risk. (ongoing)
25. Corporate Communications	<ul style="list-style-type: none"> • To develop website and digital communications and learning platform.(June 2019 - ongoing) • In consultation with 1140 team deliver marketing materials and strategies to support the 1140 expansion. (June 2019 – ongoing) • Produce 1140 information materials and updates to all stakeholders. (June 2019 – ongoing) • To arrange and organise official openings of all new services. (November 2019 – ongoing)
26. FSS	<ul style="list-style-type: none"> • Increase where required janitorial and cleaning provision in ELC settings. (August 2020 – March 2021) • Meet infrastructure requirements to serve lunches (August 2019 – March 2021) • To expand and develop the service to enable the provision of a hot meal to all eligible 2yr olds and 3-5yr olds. (August 2019 – March 2021)
27. Asset Procurement	<ul style="list-style-type: none"> • Procure, document, monitor and support all internal and external purchases in line with NLC procurement regulations.

<i>Theme</i>	<i>Risk</i>	<i>Mitigation</i>	<i>Interdependencies</i>
1. Workforce	Inability to recruit appropriate staff to deliver the expansion will impact upon the phasing model and overall success of the plan	<ul style="list-style-type: none"> • Develop a timeline and regular review it along with key stakeholders (Recruitment team / phasing expansion officers / Heads); • Contingency plan will be to recruit externally on a "by exception" basis; • Early recruitment will take place to ensure that there is time for contingency measures to meet the absolute deadlines for service deliver 	ESC Recruitment Team Expansion Officer (Phasing)
2. Phasing	Costs of 1140 additional staffing more than budget forecasts.	<ul style="list-style-type: none"> • A desk top financial exercise has taken place based on itrent data to identify existing ELC staff/costs and estimated additionality staff/costs. • Establishment visits enable accurate data of staffing/additionally to be gathered and finance records are updated. • Budget spend is monitored and reviewed regularly by finance team and 1140 expansion officer, any discrepancies or concerns will be reported to and actioned by the 1140 Board. 	1140 Board
	Unable to meet the phasing timeline.	<ul style="list-style-type: none"> • Additional time between June and August 2019. • Where difficulties arise establishments will be staffed with their term time commitment and further data used to establish the requirements and support required for October 2020, Spring and Summer break 2021. • Every resource will be utilised to capacity 	<i>Children and families NLC & Scottish Government</i>
3. Infrastructure	Buildings/Adaptations not complete for August 2020.	<ul style="list-style-type: none"> • A robust contingency plan is in the process of being developed and will be formalised by the end of NOV 2019. This will ensure places/services are available to support demand, 	<i>Children and Families ELC Service</i>

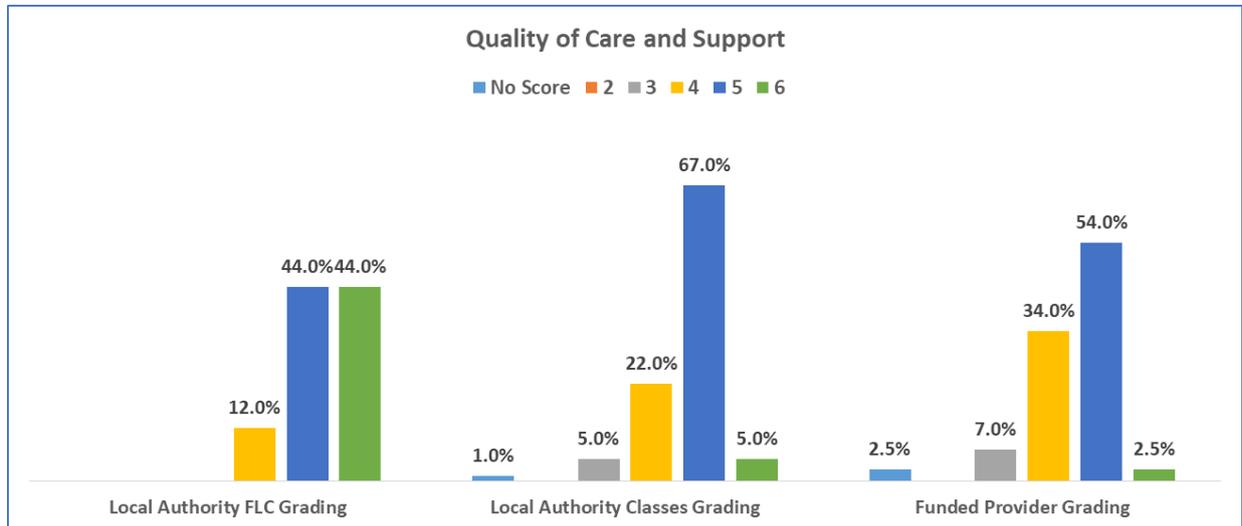
Appendix 2

No	Task	Detail	Sub Tasks	Timescale / Key Milestone	Risks	Mitigation	Interdependencies	Measures of Success
1	Overall capacity requirements	Progress the registration of any available spaces.	Visit individual centres and engage with Care Inspectorate to progress increases to registered capacity.	Mar-20	Not enough capacity to meet demand.	Register spaces to provide additional capacity.	Will be staffed according to demand therefore no impact.	Full data collection and analysis of capacity
2	Forgewood Site	Contingency plan for Forgewood new build delayed.	Engage with stakeholders - staff, community and FFS. Consider additional space within nearby nurseries to accommodate demand. Children would remain in existing building with increased capacity registered ie babyroom, etc.	Mar-20	Not enough capacity to meet the demand.	Forgewood operate a full time model as opposed to a mixed model	Will be staffed according to demand therefore no impact.	Forgewood children all allocated a place in the locality.
4	Heathery Park site delayed	Contingency plan for Wishawhill area where Heathery Park new build delayed.	Engage with stakeholders - staff, community and FFS. Consider additional space within FLCs to support demand.	Mar-20	Not enough capacity to meet demand	Models of delivery changed from t/t to f/t and mixed models across locality to meet demand.	Will be staffed according to demand therefore no impact.	Families who applied for Heathery Park allocated a place in the locality.
5	Abernethyn site delayed	Contingency plan for Newmains area where Bonkle site new build delayed.	Engage with stakeholders - staff, community and FFS. Consider additional space within FLCs to support demand.	Mar-20	Not enough capacity to meet demand.	Models of delivery changed from t/t to f/t and mixed models across locality to meet demand.	Will be staffed according to demand therefore no impact.	Families who applied for Abernethyn allocated a place in the locality.
6	Netherton site delayed	Contingency plan for Netherton area where Netherton site new build delayed.	Engage with stakeholders - staff, community and FFS. Consider additional space within FLCs to support demand.	Mar-20	Not enough capacity to meet demand.	Models of delivery changed from t/t to f/t and mixed models across locality to meet demand.	Will be staffed according to demand therefore no impact.	Families who applied for Netherton allocated a place in the locality.
7	Innerleithan site delayed	Contingency plan for Innerleithan area where Coltness site new build delayed.	Engage with stakeholders - staff, community and FFS. Consider additional space within FLCs to support demand.	Mar-20	Not enough capacity to meet demand.	Models of delivery changed from t/t to f/t and mixed models across locality to meet demand.	Will be staffed according to demand therefore no impact.	Families who applied for Innerleithan allocated a place in the locality.
9	Townhead delayed	Contingency plan for Townhead area	Engage with stakeholders - staff, community and FFS. Consider additional space within FLCs to support demand.	Mar-20	Not enough capacity to meet demand.	Models of delivery changed from t/t to f/t and mixed models across locality to meet demand.	Will be staffed according to demand therefore no impact.	Families who applied for Townhead PS NC allocated a place within the locality.
10	St Augustine's delayed	Contingency plan for St Augustine's area	Engage with stakeholders - staff, community and FFS. Consider additional space within FLCs to support demand.	Mar-20	Not enough capacity to meet demand.	Models of delivery changed from t/t to f/t and mixed models across locality to meet demand.	Will be staffed according to demand therefore no impact.	Families who applied for St Augustine's PS NC allocated a place within the locality.
11	Shawhead delayed	Contingency plan for Shawhead area	Engage with stakeholders - staff, community and FFS. Consider additional space within FLCs to support demand.	Mar-20	Not enough capacity to meet demand.	Models of delivery changed from t/t to f/t and mixed models across locality to meet demand.	Will be staffed according to demand therefore no impact.	Families who applied for Shawhead PS NC allocated a place within the locality.
13	Petersburn delayed	Contingency plan for Petersburn area	Engage with stakeholders - staff, community and FFS. Consider additional space within FLCs to support demand.	Mar-20	Not enough capacity to meet demand.	Models of delivery changed from t/t to f/t and mixed models across locality to meet demand.	Will be staffed according to demand therefore no impact.	Families who applied for Petersburn area are allocated a place within the locality.
14	Calderview delayed	Contingency plan for Chapelhall area	Engage with stakeholders - staff, community and FFS. Consider additional space within FLCs to support demand.	Mar-20	Not enough capacity to meet demand.	Models of delivery changed from t/t to f/t and mixed models across locality to meet demand.	Will be staffed according to demand therefore no impact.	Families who applied for Calderview are allocated a place within the locality.
16	Whitelees PS NC delayed	Contingency plan for Whitelees area	Engage with stakeholders - staff, community and FFS. Consider additional space within FLCs to support demand.	Mar-20	Not enough capacity to meet demand.	Models of delivery changed from t/t to f/t and mixed models across locality to meet demand.	Will be staffed according to demand therefore no impact.	Families who applied for Whitelees area are allocated a place within the locality.
17	Cumbernauld Village delayed	Contingency Plan for Cumbernauld Village area	Engage with stakeholders - staff, community and FFS. Consider additional space within FLCs to support demand.	Mar-20	Not enough capacity to meet demand.	Models of delivery changed from t/t to f/t and mixed models across locality to meet demand. Local venue identified to temp house the FLC	Will be staffed according to demand therefore no impact.	Families who applied for Cumbernauld Village area are allocated a place within the locality.
21	Staffing Model	Report regularly to Workforce Sub Group	Provide details of all plans which impact upon employees and obtain sign off of all workforce decisions	ongoing	Decisions not signed off	Regular meetings of WSG driven by Head of HR	Workforce Sub Group	All decisions on workforce are agreed by WSG. All workforce decisions are agreed and verified.
22	Build Staffing Model on iTrent	Build new staffing structure on iTrent to ensure an accurate structure for current and future requirements	Build new 1140 Units on iTrent reflecting the requirements of the service for 1140 expansion	Mar-19	Depends on receipt of accurate data from Expansion officers, can change following visits	Regular liaison with expansion officers to ensure accuracy. Instructions received in writing to ensure governance arrangements	Expansion officers ESC Systems Team	Accurate structure is built on iTrent.
23	Baseline Assessment	Map all "to be" staffing profiles and contract hours for all establishments. Include length of service data / SSC and PVG numbers and info re casual contracts.	Task ESC with mapping detail, provide baseline info held by HRBP team and consolidate information into accessible format. Spot check data to ensure accuracy.	Mar-19	Inaccurate or unavailable data giving an inaccurate baseline position.	Regular contact with ESC to ensure no issues, spot checking of data provided and comparison with data already verified with establishments	ESC Recruitment Team Expansion Officer (Phasing)	Accurate records of baseline workforce information held and used to support phasing visits. Baseline information is accurate and readily available.
24	Establishment Switch On	Determine options for "go live" staffing approach and plan in line with phased role out for establishments and ascertain likely ER/HR issues and risks.	Ensure that staffing is available to meet the demands of the phasing approach; Develop recruitment plan to meet the needs of the service; Ensure that all recruitment is on an internal basis, exhausting all internal resources	Ongoing	Inability to recruit appropriate staff to deliver the expansion will impact upon the phasing model and overall success of the plan	Develop a timeline and regular review it along with key stakeholders (Recruitment team / phasing expansion officers / Heads); Contingency will be to recruit externally on a "by exception" basis; Early recruitment will take place to ensure that there is time for contingency measures to meet the absolute deadlines for service delivery	ESC Recruitment Team Expansion Officer (Phasing)	Establishments are appropriately staffed to enable switch on at the planned time. Switched on establishments in line with planned timescales.
25	Systems developed that allow Establishment Switch On	Staffing establishments in line with requirements	On receipt of individual staffing report from expansion officers act upon identified changes to staffing Completion of Systems forms and Notification of Changes Processing by ESC Operations	Ongoing	Act upon written instructions of expansion officers to ensure staffing correct and address any anomalies (e.g. staff with multiple contracts / no contracts / consolidation of posts etc.)	Risk of individuals not having correct paperwork and working to wrong t&cs etc.	ESC Operations Team Expansion Officer (Phasing)	Staff in switched on establishments all have accurate contracts. Structure is accurate and up to date.

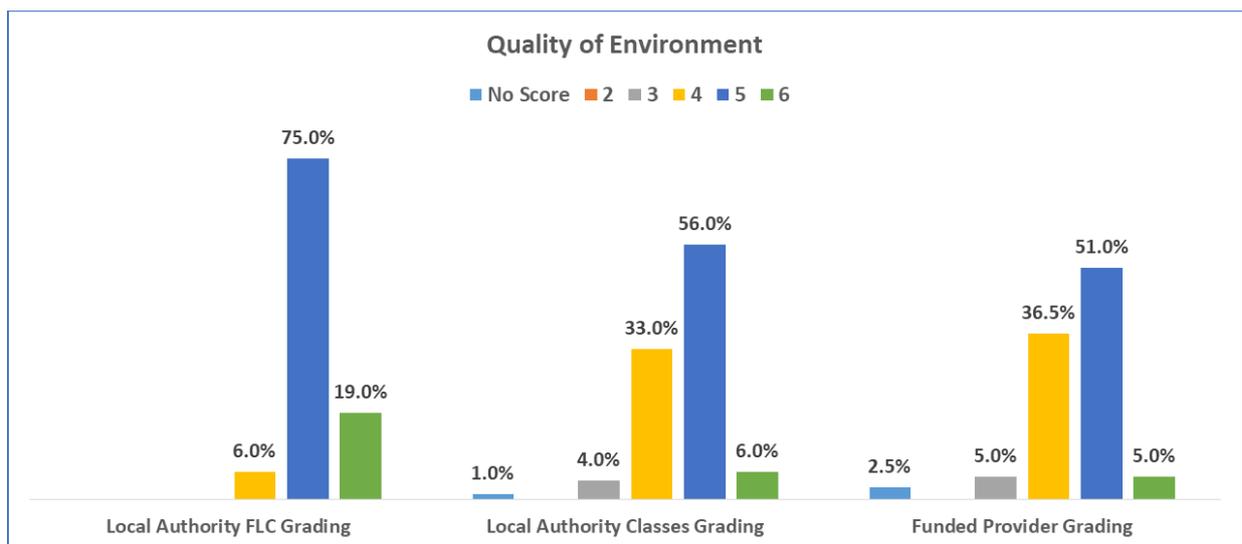
26	Recruitment	Ensure recruitment plan is developed and adhered to	Develop plan Carry out phased recruitment On-board employees Promotion avenues: Carousel- corporate communications Head Teachers & Heads of Centre circulars Twitter ELC newsletter Routes to Work/NL Working email Business Partners Employee Relations Redeployment Co-ordinator Talent & Organisational Development Team Trade Unions update Establishment visits	In line with phasing and recruitment timeline	Inadequate internal recruitment to meet the needs of the service	Timeline has been developed to ensure that there is adequate time for re advertising where necessary	ESC Recruitment Team Expansion Officer - modelling	Recruitment plan is achieved within desired timescales. Staff in place as appropriate.
27	Recruitment Campaigns	Recruitment of a broad base of support workers from diverse backgrounds	Promotion of NLC Support Worker vacancies	Ongoing -	insufficient candidates to meet the needs of the service / I	Promotion of NLC Support Worker vacancies to a wide range of stakeholders e.g. DWP, Routes to Work (with support of NL Working) and CEMVO, Additionally encouraging men into working in the Early Years arena.	ESC Recruitment Team	Adequate numbers of successful candidates / diversity in successful candidates. DEC 19 Support Worker advert has attracted 383 applicants
28	TU Consultation - single status	Regular consultation with all single status TUs to ensure accurate information exchange and understanding	Formal consultation meetings Day to day communication to address specific issues / questions Development / updating and sharing of FAQ document	Ongoing	Inaccurate communication could lead to poor industrial relations and impact upon service delivery	Diarised meetings and an "open door" approach with TU colleagues	TU Colleagues	Feedback from TU colleagues, minuted meetings etc.
29	TU Consultation - Nursery Teachers	Consultation re the position of Nursery Teachers as part of 1140 expansion	Regular meetings Agreement on options	Ongoing	Potential industrial relations	Diarised meetings open dialogue	TU Colleagues	Feedback from TU colleagues, minuted meetings etc. Agreement and successful outcomes for Nursery Teaching staff.
30	Communications	Ensuring that all staff are aware of the various communication avenues that are available: Website / FAQ / Newsletters / NL Learn etc.	Ensure information is emailed to Heads and communicated to staff Heads meetings - cascade of information Phasing visits - individual contact to existing staff Good working relationships with TUs to use their communication networks to disseminate information.	Ongoing	Failure to inform employees of developments causes confusion, inaccurate messages and increases calls and emails to the team seeking information.	Reminder emails in Head of Education name Regular Heads meetings Updating and publishing FAQ	Head Teachers / Heads of Centre Expansion Officers TU Colleagues	Uptake in recruitment opportunities. Feedback from stakeholders volume of contacts with questions. Feedback from TU Colleagues
31	Infrastructure Delays impacting on staff recruitment	Late Recruitment for 9 New Builds	Develop management/leadership framework to cover for existing staff. Promotional Strategy, Temporary Supply List	Ongoing	Cannot staff establishment Children displaced, reputational risks to council	Diarised meetings/open dialogue. Early recruitment strategy	Work collaboratively to ensure timelines are communicated and permanent recruitment actioned	Early uptake of promotional appointments, rise in supply staff register at NLC 7 grade. High volume of interest in all posts.
32	Uptake of promoted posts	ensuring staff are aware of promotional opportunities	Promotional Strategy, Internal & External Recruitment, Monitor applications/promotional update.	Ongoing	Cannot adequately staff establishments	Promotional Strategy (internal & External)	Work collaboratively with 1140 team re recruitment timelines/communications	High uptake of promotional posts. Once all promotional posts are filled.
33	On Boarding	ensuring smooth on boarding process	Regular ESC update & monitoring process	on going	Slow process- impact on phasing	Regular meeting/updates with ESC, keep up to date with PVG & Myjob scotland notifications	work collaboratively with ESC and recruitment team.	Smooth process. All staff on boarded by go live date in August.
35	SSSC registration	ensuring all staff achieve registration within 6 months of starting post/and achieve qualifications within a 5 year period from date of registration	Create and action SSSC monitoring process, link with workforce development applications	on going	Staff unable to continue in support/principal lead/depute posts after 5 year conditional registration period due to limited access to workforce development funding, significant impact on service delivery	SSSC Monitoring	work with Head Teachers/ Head of Centre to ensure they are aware of SSSC process	SSSC process and procedures discussed with HT & HOC at establishment visits. All schools updated through visit process.
36	Staff recruitment & retention	ensuring sufficient staff numbers	career pathway, monitor workforce development budget, create new workforce development process	ongoing	High cost of continual funding for posts requiring statutory qualifications	monitor	liaise with budget team & train early years team in workforce development process	High staff retention data. Continual process to accurately depict retention data.
37	Revenue Budget	ensuring budget monitoring of revenue, and making all savings as early as possible	Resource each establishment individually, taking into account staff preferences and the needs of the service. As NLC 9's leave we will backfill with NLC 7 & 4's, term time establishments will be staffed to a maximum 30 hours by NLC 7 & 4's	ongoing	continual financial burden on the council	staff engagement	work with Budget to document changes to staffing structures in terms of revenue reduction costs	Revenue budget reducing. When all ELPs have been replaced by NLC 7 & 4s.

Appendix 3

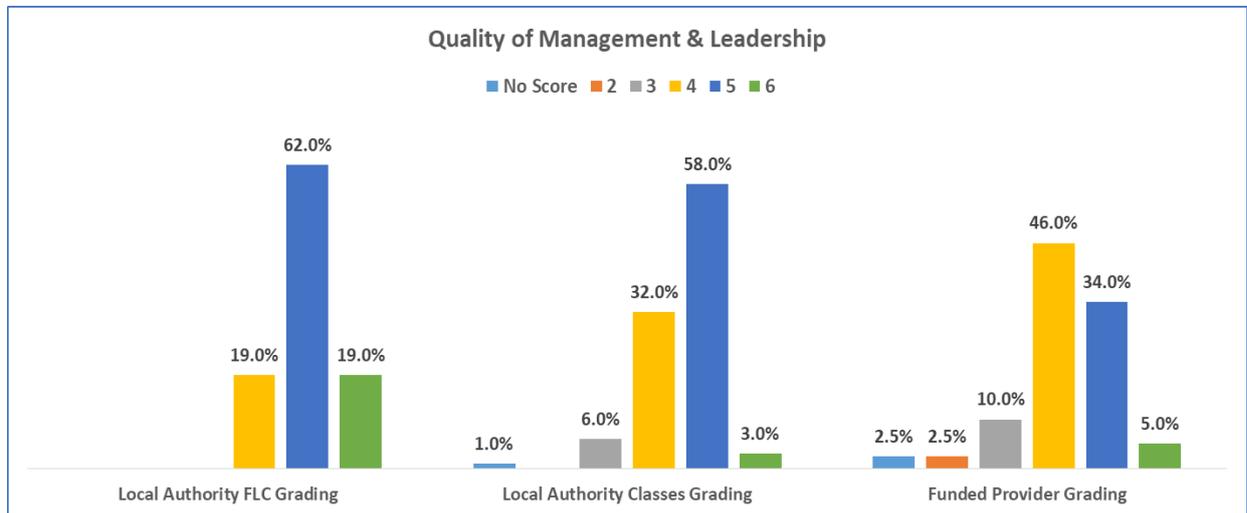
Quality of Care & Support	Grades						Grand Total
	No Score	2	3	4	5	6	
Local Authority FLC Grading	0	0	0	2	7	7	16
Local Authority Classes Grading	1	0	4	17	53	4	79
Funded Provider Grading	1	0	3	14	22	1	41
Grand Total	2	0	7	33	82	12	136



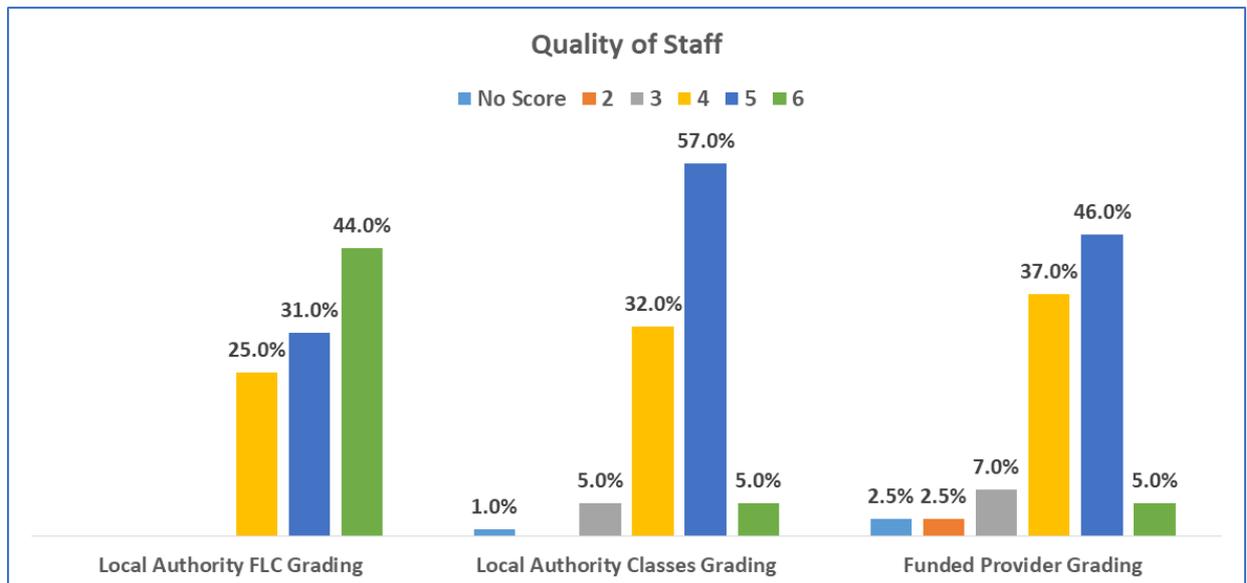
Quality of Environment	Grades						Grand Total
	No Score	2	3	4	5	6	
Local Authority FLC Grading	0	0	0	1	12	3	16
Local Authority Classes Grading	1	0	3	26	44	5	79
Funded Provider Grading	1	0	2	15	21	2	41
Grand Total	2	0	5	42	77	10	136



Quality of Management & Leadership	Grades						Grand Total
	No Score	2	3	4	5	6	
Local Authority FLC Grading	0	0	0	1	12	3	16
Local Authority Classes Grading	1	0	3	26	44	5	79
Funded Provider Grading	1	0	2	15	21	2	41
Grand Total	2	0	5	42	77	10	136



Quality of Staff	Grades						Grand Total
	No Score	2	3	4	5	6	
Local Authority FLC Grading	0	0	0	1	12	3	16
Local Authority Classes Grading	1	0	3	26	44	5	79
Funded Provider Grading	1	0	2	15	21	2	41
Grand Total	2	0	5	42	77	10	136



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	

Trades Unions engagement – Oct 19 – Dec - 19

<u>DATE</u>	<u>DISCUSSION</u>	<u>DOCUMENTS</u>
7/10/19	Formal Joint Trade Union consultation	Standing agenda with updates and questions. Recruitment Phasing Staffing
4/12/10	Formal Joint Trade Union consultation	Standing agenda with updates and questions. Recruitment Phasing Staffing
4/12/19	Attendance by invite to Unison members meeting	Presenting update and taking questions

Teachers Trades Unions engagement – October 19 – Dec 19

<u>DATE</u>	<u>DISCUSSION</u>	<u>DOCUMENTS</u>
8/10/19	Informal JNCT meeting update re: 1140/Nursery Teacher	Update
23/10/19	Informal JNCT meeting. update re: 1140/Nursery Teacher	Update
6/11/14	Informal JNCT meeting. update re: 1140/Nursery Teacher	Update
18/11/19	Informal JNCT Sub Group meeting. update re: 1140/Nursery Teacher	Update
19/11/19	Informal JNCT meeting Head of BOPS / EIS	Update
3/12/19	Joint Nursery Teacher meeting	Update / outline options and questions. Agreement and job description issued
16/12/19	Individual Nursery Teacher meetings as agreed with JNCT	
18/12/19	Individual Nursery Teacher meetings as agreed with JNCT	
20/12/19 TO DATE	Individual Nursery Teacher meetings as agreed with JNCT	

Funded Providers Meeting Schedule

(Bi-monthly)

Attendees: A. Henry, L. Smith, S. Black, M. McGorry, J. O'Hara, L. Kerr and all FP's

<u>Date</u>	<u>Time</u>	<u>Venue</u>
Thursday, 14 th November 2019	2.30pm 6.15pm	Charlotte Toal Community Centre
Thursday, 16 th January 2020	2.30pm 6.15pm	Dunbeth Room, Kildonan Street
Thursday, 19 th March 2020	2.30pm 6.15pm	TBC
Tuesday, 19 th May 2020	2.30pm 6.15pm	TBC

Funded Provider - Working Group

(Bi-monthly – 2 weeks prior (or as near as) to above meetings)

Attendees: L. Smith, J. O'Hara, L. Kerr plus reps from childminders and private nurseries

<u>Date</u>	<u>Time</u>	<u>Venue</u>
Thursday, 24 th October 2019	6.30pm	Coatbridge Community Centre, GP1
Tuesday, 17 th December 2019	6.30pm	Sunnyside Room, Kildonan Street
Thursday, 5 th March 2020	6.30pm	TBC
Wednesday, 6 th May 2020	6.30pm	TBC

Education and Families – Early Learning & Childcare
Nursery Admissions Timeframe 2020-21

*Applicable to all Local Authority establishments and Framework Service Providers for
 North Lanarkshire Council*

Public Notice & Mailshot to schools, etc.	January 2020	
Deferred entry circular to establishments	January 2020	
Discretionary & Automatic (Jan/Feb birthdays) Deferred Entry paperwork to HQ	Monday 3rd February 2020	Place at nursery should be kept until written confirmation of decision received. Notification required should parent/carer rescinds offer.
FINAL DEADLINE FOR ACCEPTING APPLICATIONS	Friday 13th March 2020 (Access to NAMS will be removed close of business)	Any applications received after this date by establishments should be classed as Cat 8 (late applications).
HQ will download establishment nursery lists	Monday 16th March 2020	
Email guidance will be sent from HQ re offering places within deadlines	Wednesday 18th March 2020	It is critical that deadlines are adhered to. One establishment delay holds back ALL of North Lanarkshire admissions.
Mark pre-school children as leavers – leaving date of 24 June 2020	By Friday 27 March 2020	Check what school child will be transferring to.
Letters to Parents and Establishment confirming discretionary deferred entry decision (Sent from Interventions & Inclusion)	March 2020	
Letters to North Lanarkshire Parents (2 nd class)	Friday 24 April 2020	
Decision on Cross Boundary Applications (Cat 6 - children residing outwith North Lanarkshire)	TBA – usually June 2020	Following Cross Boundary Protocol Meeting
Parents deadline to return acceptance slips to establishments	Thursday 7 May 2020	Notional Deadline Establishments should actively pursue parents for outstanding acceptance slips between 23.04.19 & 26.04.19.
If acceptance slips not returned by this date place can be reallocated	Friday 15 May 2020	
All NLC children applications received after 28 February 2020 (Cat 8) Late	Ongoing	Further instructions will be issued by HQ.
Parents and establishments notified of placing request decisions (establishments update click n go)	30 April 2020	Catchment primary should take no action.
LA establishments to mark child as deferred entry on Click n Go	On receipt of “granted “letter from Interventions & Inclusion	Statutory deferred entry paperwork should ALWAYS be submitted to HQ as and when received. Parents should be encouraged to apply at P1 enrolment if there is any doubt, it can be withdrawn at a later date.
Phasing of new children into establishments	Tuesday 18 August 2020	All eligible children should be fully enrolled by this date
Throughout year continue to allocate Cat 8s - with the 1 st choice nursery finding a nursery place for the child.		