

Argyll and Bute 1140 Hours Delivery Plan



2019-2020 - Update

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Section One: Introduction and Executive Summary

At the heart of the Argyll and Bute ELC Delivery Plan is our Education Vision and Strategy – the following paragraph outlines our aspirations for the children and young people of Argyll and Bute:

'OUR CHILDREN, THEIR FUTURE – Argyll and Bute Education Vision and Strategy

*Our aspiration is to ensure that Argyll and Bute is the best place in Scotland for our children to grow up. Our vision is that **together we will realise ambition, excellence and equality for all**. Our vision sends a signal about the importance we attach to education is simple in message and is recognised by everyone.*

This is best captured as:



*Our vision is underpinned by our values: **respect, openness and fairness**.*

This vision will be delivered for all our children through the following 6 key objectives. We will:

- ***Raise educational attainment and achievement for all***
- ***Use performance information to secure improvement for children and young people***
- ***Ensure children have the best start in life and are ready to succeed***
- ***Equip young people to secure and sustain positive destinations and achieve success in life***
- ***Ensure high quality partnership working and community engagement***
- ***Strengthen leadership at all levels'***

Whilst each key objective within the Education Strategy is relevant to highly quality ELC, the **Argyll and Bute Early Years Delivery Plan for 1140 Hours** will focus on the third objective:

*We will ensure **children have the best start in life and are ready to succeed**, by*

- Providing high quality Early Learning and Childcare
- Working with parents, families and partners

This will be delivered through 1140 hours of high quality ELC using the four key principles as outlined within the 'A Blueprint for 2020: The Expansion of ELC in Scotland':

- Quality
- Flexibility
- Accessibility
- Affordability

Background Information

Argyll and Bute, the second largest local authority by area covers approximately 9% of the total land area of Scotland. Argyll and Bute has the third sparsest population density (0.12 persons per hectare (NRS 2018 MYE)). The population of 86,260 (NRS 2018 MYE), decline in previous figures 87,660 (NRS 2014 MYE) is scattered across an area of just under 2,700 square miles. It is approximately 100 miles long from the Isle of Coll in the north to Southend in Kintyre, and 90 miles wide from Bridge of Orchy in the east to the Isle of Tiree in the west.

More than half of Argyll and Bute's population live in rural areas, as classified by the Scottish Government's Urban-Rural Classification (2013-2014). A further 32% per cent live in communities with populations between 3,000 and 10,000 people designated as small towns. Less than a fifth of the population live in an urban area with a population of over 10,000 people.

Argyll and Bute is an area of outstanding natural beauty with mountains, sea lochs, and 23 inhabited islands. The geography provides challenges for service delivery, particularly in communications and transport.

Population

The total population of Argyll and Bute is 88,166 based on the 2011 census. This compares to a total population for the area of 91,306 in the 2001 census, a reduction of 3.4%. We were one of only 4 Local Authority areas to show a decrease in population. Future population projections suggest a reduction in our total population of 7.2% from 2010 to 2035.

The change in population from 2001 to 2011 is different across the 4 areas of Argyll and Bute as shown below.

Helensburgh and Lomond	- 7.5%
Bute and Cowal	- 4.8%
Mid Argyll, Kintyre and Islay	- 3.6%
Oban, Lorn and the Isles	+ 4.3%

The decline in population experienced to date and that projected in the future presents a significant challenge to the overall viability of the area. This challenge is made more difficult by the variation in population changes over the areas within our Local Authority area.

In addition to the changes in total population, the demographic balance is also changing. The table below shows the change in population over age cohorts projected for 2010 and 2035 and also the changes in demographics between 2001 and 2011.

Age	Change (2001 to 2011)	Projections (2010 to 2035)
Under 15	- 16.6%	- 8.7%
15 – 64	- 5.2%	- 14.4%
65 and over	+ 5%	+ 39.7%

More people living longer is a real success. However, demographic changes do create a number of challenges for us in Argyll and Bute. These challenges range from:

- Changes to service delivery requirements for Community Planning Partnership partners;
- The availability of people to join the overall workforce;
- A smaller pool of people creating wealth, and
- How to enhance the economic or community contribution made by people.

One in five of the population of Argyll and Bute (20.4%) is aged between 0 and 19 years (NRS 2011-based Mid-Year Estimates). Figures have been added to show a comparison in total number and percentages in the age groups below, using 2018 Mid-Year Estimates (NRS).

Age group	Number (2011 MYE)	Percentage of total population (2011 MYE)	Number (2018 MYE)	Percentage of total population (2018 MYE)
Under 5	4,065	4.5%	3,610	4.2%
5-15	10,063	11.2%	8,593	10%
16-19	4,196	4.7%	4,365	5.1%
20-29	9,488	10.6%	9,005	10.4%
30-44	14,775	16.5%	12,635	14.6%
45-64	27,314	30.5%	26,092	30.2%
65 and over	19,689	22.0%	21,960	25.5%
Total population	89,590	100%	86260	100%

Table 1: Argyll and Bute's Population (NRS 2011-based Mid-Year Estimates and NRS 2018 based Mid-Year Estimates)

What does this mean for ELC Delivery?

In order to ensure all parents have accessibility to ELC, 52 of our primary schools have pre5 units attached to them. This means that in the more remote and rural areas of Argyll and Bute, 18% of our pre5 units are registered for up to 10 children, and 48% of our settings registered for up to 20 children. Data shows that there are a large number of local authority ELC settings over a wide geographical area with low numbers of children attending due to rurality and a dispersed population. However, 22% of our local authority are registered to provide ELC for at least 30 children for morning and afternoon sessions and the majority of these settings are at full capacity. These settings are found in the towns and more densely populated parts of Argyll and Bute.

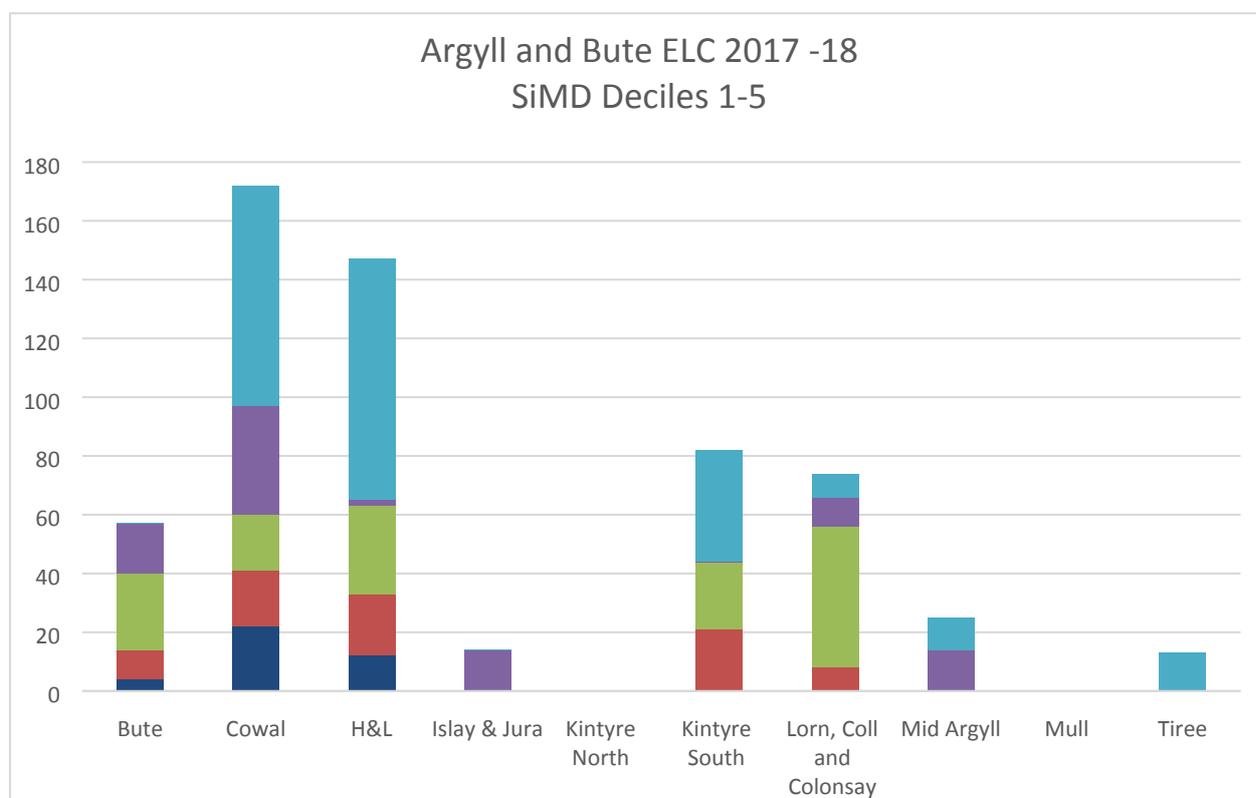
Multiple Deprivation in Argyll and Bute

The Scottish Index of Multiple Deprivation (SIMD) has been used to identify pockets of overall deprivation within Argyll and Bute. Based on the SIMD 2016, 10 out of the Council area's 125 data zones were identified as being amongst the 15% most overall deprived data zones in Scotland. All of these data zones are located in the area's towns. However, deprivation can, and does, occur elsewhere. Because the SIMD identifies concentrations of deprivation, smaller pockets and instances of individual deprivation are not picked up by the index.

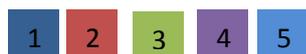
The results for Argyll and Bute from the SIMD 2016 show

- 10 datazones in Argyll and Bute in the 15% most overall deprived datazones;
- 9 datazones are in the 15% most income deprived datazones;
- 10 datazones are in the 15% most employment deprived datazones;
- 7 datazones are in the 15% most health deprived datazones;
- 35,090 people live in the 47 datazones (37.6%) that are amongst the 15% most access deprived datazones, and
- 39 of Argyll and Bute's datazones – more than 31% – are in the 1% most access deprived datazones.

Overall according to the SIMD 2016 data Argyll and Bute has had no change in deprivation since the 2012 SIMD was published. Patterns of deprivation vary by domain.



SiMD Deciles 1-5

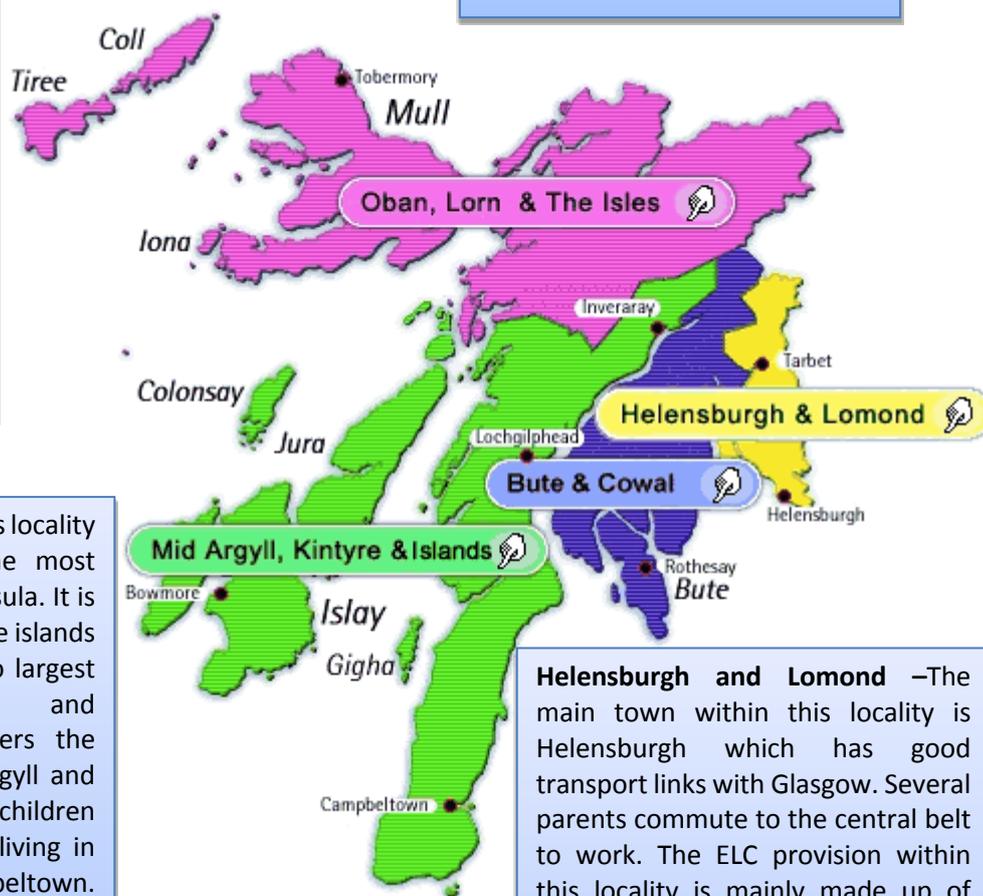


The chart above outlines the Early Learning and Childcare SiMD profile for each of the clusters within Argyll and Bute, focusing on the number of children within deciles 1-5. Current areas of focus for the Early Years Team are Bute and Cowal, South Kintyre and Helensburgh and Lomond. SiMD information is shared with ELC managers and head teachers to ensure there is equity of provision. Additional Graduates will be used to support ELC settings in Bute, Cowal and Campbeltown. This data will also inform phasing of ELC expansion across Argyll and Bute.

Localities within Argyll and Bute - Argyll and Bute is made up of four localities:

Oban, Lorn and the Isles – This locality covers the most northern part of Argyll, stretching from Strath of Appin to Kilninver on the mainland. The islands of Mull, Iona, Colonsay, Luing, Lismore, Tiree and Coll are included within this locality and access to settings in the winter by ferry and plane can sometimes be challenging. The main town is Oban which has a large number of shared placements between the local authority and partner provider settings. There is also an outdoor nursery on the outskirts of Oban which is very popular, with parents/carers accessing this provision on a mostly part time basis.

Bute and Cowal –The locality of Bute and Cowal covers the town of Dunoon, the Cowal peninsula and the island of Bute. All ELC provision on Bute is based in and around the town of Rothesay. The SiMD profile of Bute and Cowal is mixed, with children in the lowest deciles living within Dunoon and Rothesay.



Mid Argyll, Kintyre and Islay – This locality stretches from Inveraray to the most southern tip of the Kintyre peninsula. It is made up of towns, villages and the islands of Gigha, Islay and Jura. The two largest towns are Campbeltown and Lochgilphead. This locality covers the greatest geographical area of Argyll and Bute. There are a number of children within the lowest SiMD deciles living in and around the town of Campbeltown. The majority of providers are local authority within this locality, with a large number of childminders in the Kintyre area which supports wraparound provision.

Helensburgh and Lomond –The main town within this locality is Helensburgh which has good transport links with Glasgow. Several parents commute to the central belt to work. The ELC provision within this locality is mainly made up of partner providers, which supports the need for wraparound provision. There are also rural areas within this locality around the Rosneath peninsula. There are a large number of services families within this locality, with an anticipated increase over the next three years.

Section Two: ELC Provision in Argyll and Bute – Current Supply and Demand

Early Learning and Childcare is currently delivered by 54 local authority pre5 units and 22 partner providers. A further 2 partner providers and 25 partner childminders provide ELC for eligible two year olds.

Local Authority Provision

52 local authority pre5 units are attached to their local primary school and are managed by the head teacher. Childcare and Education Workers provide ELC for the children, and where the setting has under 10 children, the childcare and education worker is supported by a classroom assistant. There are six pre5 units which have a capacity of 30/30 and these settings are supported by a Lead Childcare and Education Worker. Teacher input is in place for all local authority settings and is managed by the head teacher. There are also two standalone nurseries in Campbeltown and Dunoon, which are managed by a head of centre. Both standalone nurseries work closely with a partner provider setting which shares the same accommodation and offers parents wraparound provision. The standalone nurseries also remain open during the holidays to provide additional free ELC hours for children with additional support needs. There are four Gaelic Medium nurseries in Mull, Oban, Sandbank and Islay, with an additional two nurseries providing bilingual provision on Mull and Tiree. Two pre5 units (in Helensburgh and Oban) provide ELC in the morning and family learning activities for the community in the afternoon. When phased in family learning will be delivered by every setting Twenty one pre5 units come together with Primary One as part of Early Level Class provision – ranging from weekly joint sessions to 600 hours of early level class provision. This works particularly well in more rural settings as it enables small numbers of children to learn together and maximises the use of staff expertise and resources. Almost all pre5 units offer ELC over 3 hours and 10 minutes each day during term time. Four local authority units offer flexible use of 600 hours to parents within the school day and during term time. Currently there are 25 settings across Argyll and Bute offering 1140 hours of funded ELC, with 24 settings scheduled to phase in 1140 hours in August 2019, a further 14 by June 2020 with the remainder in August 2020.

Partner Providers

Partner Providers work closely with local authority provision to offer parents different patterns of ELC delivery to meet their needs - this enables provision of flexibility within the different clusters of ELC across Argyll and Bute. Currently there are 12 private providers, 1 independent provider and 12 voluntary providers. Each partner provider offers varying patterns of flexibility for parents. The Early Years Service provides support to partner providers in the following ways:

- Free professional development opportunities
- Access to a 'sharing practice' fund to reduce barriers to visiting other settings both within and outwith Argyll and Bute
- Quality improvement support

- Support for children with Additional Support Needs

Current ELC Partner Providers in Argyll and Bute operating Academic Year 2019-2020

Locality	Provider Type	Centre Name	Provides Wraparound	Age Range	Out of School Care
Bute & Cowal	Voluntary	Apple Tree Nursery	Yes	0 to 5	No
Bute & Cowal	Voluntary	Cairndow Community Childcare	Yes	0 to 5	Yes
Bute & Cowal	Voluntary	Clyde Cottage Voluntary Nursery	Yes	2 to 5	No
Bute & Cowal	Voluntary	Innellan & Toward Family Centre (SCIO)	Yes	2 to 5	No
Bute & Cowal	Voluntary	Patchwork 2 to 5 Nursery	Yes	2 to 5	No
Bute & Cowal	Voluntary	Rothsay Playgroup	Yes	0 to 5	Yes
Helensburgh & Lomond	Voluntary	BASIC*	Yes	0 to 5	Yes
Helensburgh & Lomond	Private	Clyde Nursery, Helensburgh	Yes	0 to 5	No
Helensburgh & Lomond	Private	Drumfork*	Yes	0 to 5	Yes
Helensburgh & Lomond	Voluntary	Garelochhead Playgroup	No	3 to 5	No
Helensburgh & Lomond	Private	Kanga Rhu Pre-School	Yes	3 to 5	No
Helensburgh & Lomond	Private	Kidlywinks Nursery	Yes	3 to 5	No
Helensburgh & Lomond	Independent	Lomond School Nursery Department	Yes	3 to 5	No
Helensburgh & Lomond	Private	Mulberry Bush Nursery	Yes	0 to 5	Yes
Helensburgh & Lomond	Private	Nursery Rhymes Childcare Ltd	Yes	0 to 5	Yes
Mid Argyll, Kintyre & Islay	Private	Badden Farm Nursery	Yes	0 to 5	No
Mid Argyll, Kintyre & Islay	Private	Riverside Rascals Day Nursery Ltd	Yes	0 to 5	No
Mid Argyll, Kintyre & Islay	Voluntary	Meadows Under Fives**	Yes	2 to 5	No
Oban, Lorn & the Isles	Private	Little Learners' Nursery	Yes	2 to 5	No
Oban, Lorn & the Isles	Private	Oban's 1st Steps Day Nursery Ltd	Yes	0 to 5	No
Oban, Lorn & the Isles	Private	Rainbow Childcare Oban	Yes	2 to 5	No
Oban, Lorn & the Isles	Voluntary	Soroba Young Family Group	Yes	0 to 5	Yes
Oban, Lorn & the Isles	Voluntary	Stramash Outdoor Nursery	Yes	3 to 5	No

*Will offer funded ELC to Eligible 2 year olds and 3-5 year olds from August 2019

** Will offer funded ELC to Eligible 2 year olds only

Childminders

There are currently 79 childminders in Argyll and Bute. Within this number, there are 25 partner childminders who are currently commissioned by the local authority to provide ELC for eligible 2 year olds.

There is an ongoing commitment from the Local Authority to support more potential childminders through the registration process across the geographical spread of the Authority. Support involves a Start Up grant, the SCMA publication 'Strong Foundations' and support and guidance from the Early Years' Service if requested.

Access to funding for recognised qualifications, CPD and individual support is available for all childminders. A recent Audit of qualifications held by Partner Childminders had a 50% response rate and showed that there are 9 childminders who have an appropriate qualification and 2 are working towards one. In addition to this, the majority of childminders attended a range of CPD courses throughout 2017-18.

Community Childminders

The Community Childminding Service was established in 2001 and assists families with very young children (0-5 years) who are experiencing a difficult time. The Service works alongside Health Visitors and Social Workers and works on a referral basis. Community childminders are graded by the Care Inspectorate and meet the necessary grade of 4 and above before undertaking commissioned work for the local authority. Most community childminders are based around the towns of Argyll and Bute and can work with families within the lower SiMD deciles. Community childminders can provide additional free childcare for children already accessing 600 hours of ELC, should this be appropriate to meet the needs of the child and the family.

Locality	Number of Community Childminders	Number of Children Supported – 2016-17	Number of Children Supported – 2017-18
Bute & Cowal	2	14	21
Helensburgh & Lomond	5	29	24
Oban, Lorn & the Isles	5	16	11
Mid Argyll, Kintyre & Islay	5	6	5

Childminder network meetings in each locality were held throughout 2017-18 and we plan to deliver another round of meetings during session 2018-19. We aim to increase the number of childminders expressing an interest in delivering ELC for 3 and 4 year olds, thus allowing parents/carers flexibility of provision- including a 'blended model' of ELC to meet the needs of the individual family.



Out of School Care

Out of School Care only Services						
Area	Service	Type	C.I Reg.	Number of weeks	% uptake term time	% uptake holiday
Bute & Cowal	Escape	Voluntary	36	48	100%	Not available
Mid Argyll, Kintyre & Islay	Lochgilphead ASC	Voluntary	26	41	85%	
Oban Lorn & the Isles	School's Out	Voluntary	40	50	95%	65%
Mid Argyll, Kintyre & Islay	Tarbert	Voluntary	16	38	75%	
Out of School Provided in addition to other ELC Services						
Helensburgh & Lomond	Basic	Voluntary	50	50	90% - 100%	90% - 100%
Helensburgh & Lomond	Nursery Rhymes	Private	30	Term time	90%	
Helensburgh & Lomond	Mulberry Bush	Private	40	51	98%	98%

Feedback from parents indicates a demand for additional out of school care across Argyll and Bute. All out of school care groups are supported by Early Years, and are able to access funding from local authority grants, as well as free professional development opportunities and funding towards recognised qualifications.



Summary of ELC Uptake in Argyll and Bute - 3-5 Year Olds 2017/18

Area	LA Pre5 Units	Partner Providers	Partner Child-minders	Children in LA Units	Children in PPs	Total Number of Children	Number of Shared Placements
Oban, Lorn & the Isles	19 (including 2 Sgoil Araich)	5 (including 1 outdoor nursery)	7	291	217	508	68
Mid Argyll, Kintyre & Islay	21 (including 1 Sgoil Araich and 1 standalone Nursery)	2	9	335	51	386	7
Bute and Cowal	9 (Including 1 standalone Nursery)	6	4	223	149	372	4
Helensburgh and Lomond	5	9	4	205	322	527	10
Argyll & Bute	54	22	24	1054	739	1793	89

Summary of ELC Uptake in Argyll and Bute - 3-5 Year Olds 2018/2019 (Data extracted from SEEMiS 30/01/2019)

Area	LA Pre5 Units	Partner Providers	Partner Child-minders	Children in LA Units	Children in PPs	Total Number of Children	Number of Shared Placements
Oban, Lorn & the Isles	19 (including 2 Sgoil Araich)	5 (including 1 outdoor nursery)	5	262	229	491	78
Mid Argyll, Kintyre & Islay	21 (including 1 Sgoil Araich and 1 standalone Nursery)	2	9	332	53	385	15
Bute and Cowal	10 (Including 1 standalone Nursery and 1 Sgoil Araich)	6	4	203	152	355	14
Helensburgh and Lomond	5	9	7	197	297	494	20
Argyll & Bute	55	22	25	994	731	1725 (actual number of children 1602)	127* 3 children share between MAKI and Bute and Cowal.

Two Year Old Provision – Session 2017-18

Estimated numbers of 2 year olds are provided by working in partnership with Health, which provides number of 2 year olds by doctors' surgeries. Parents of eligible two year olds apply for ELC to Early Years and if they are entitled, they are given a list of providers within their locality. The parent can then choose which provider they would like to use – depending on availability of places.

Type of Provider	Number of Providers	Actual Uptake of 2 Yr Olds 2016/17	Estimated Eligible 16/17 (15% of all two year olds)	Actual Uptake of 2 yr Olds 2017/18	Estimated Eligible 17/18 (15% of all two year olds)
Partner Provider	19	73	116	67	112
Childminder	24	9		5	
Local Authority	8	19		17	
Total	51	101		89	

Two Year Old Provision – Session 2018-19

Type of Provider	Number of Providers	Actual Uptake of 2 Yr Olds 2018/19	Estimated Eligible 18/19 (15% of all two year olds)
Partner Provider	19	35	107
Partner Childminder	25	6	
Local Authority	11	12	
Total		53	

Partner Childminders –3 and 4 Year Old Uptake

ELC Childminder Provision by Locality	Total 3&4 Year Old Uptake 2016/17	Total 3&4 Year Old Uptake 2017/18	Total 3&4 Year Old Uptake 2018/2019	Total Eligible Two Year Old Uptake 2016/17	Total Eligible Two Year Old Uptake 2017/18	Total Eligible Two Year Old Uptake 2018/19
OLI	2	0	0	0	1	2
MAKI	2	0	1	0	3	1
B&C	2	3	3	2	1	0
HALCO	3	0	7	2	0	1

Uptake with childminders has been relatively low across each locality (as can be seen above), with only 6% of parents choosing a place with a childminder for their eligible two year old in 2017-18. Partner childminders play an important role in offering parents flexibility in Argyll and Bute. Work will be done to increase the profile of partner childminders in preparation for phasing of the expansion.



Support for Children and Young People with Severe and Complex Need

A range of provisions to support the needs of children, identified as having severe and complex needs, as described in the Additional Support for Learning (ASL) Act are available across ELC provision within the Authority.

The majority of children with additional support needs, including those with complex needs, access their education provision in their local ELC setting. The Pupil Support Service and Educational Psychology Service provide advice, guidance and training to staff on meeting additional support needs in local authority settings, as well as offering guidance on the implementation of effective universal early intervention approaches. In addition, these services work along with others, following the Getting it Right for Every Child (GIRFEC) practice model, to provide direct support to pupils and families, as required. Early Years Principal Teachers provide advice, guidance and training to partner provider settings, as well as direct support to children with additional support needs as appropriate.

Estimated Future Uptake of ELC

Using data from Health gives us an indication of ELC demand in future years – however, these figures are prone to variation due to family movements across and out with Argyll and Bute. In addition to this, the development of the economy within each locality initiates migration into and out with Argyll and Bute, with one example of this being the anticipated ‘Maritime Change Programme’ currently underway in Helensburgh and Lomond, potentially bringing hundreds of new families into the area. Therefore, whilst anticipating future demand through GP surgery numbers is useful, it is not the only component in determining future uptake within each locality. Local knowledge, parental demand and historical patterns of uptake have

Locality	Estimated Number of 2-4 Yr Olds 2017-18	Actual Number of 2-4 Yr Olds 2017-18	Estimated Number of 2-4 Yr Olds 2018-19	Estimated Number of 2-4 Yr Olds 2019-2020	Estimated Number of 2-4 Yr Olds 2020-2021	Estimated Number of 2-4 Yr Olds 2021-2022
B&C	335	347	356	370	325	371
H&L	522	483	484	443	529	481
MAKI	385	358	401	388	364	358
OLI	483	511	448	426	404	447
TOTAL	1,725	1,699	1,689	1,627	1,622	1,657

also been taken into consideration in planning for expansion within each locality.

ELC Spend

The actual Early Years spend for 2017-18 was £6,533,937. In addition to the Early Years budget for 2017-18, the Scottish Government subsequently awarded £494,000 capital funding and £346,000 revenue funding in order to begin the expansion of ELC in Argyll and Bute.

Category	2016/2017 Gross Expenditure	2017/2018 Gross Expenditure
Early Years Funding and Family Support	279,297	255,468
ELC Central Support	1,000,798	943,998
ELC Settings	2,982,868	3,197,208
Partner Providers	1,650,570	1,495,433
2 Year-Olds	187,790	252,986
ELC - 1140	0	388,844
Totals	6,101,323	6,533,937

ELC Spend 2018/2019

Category	2018/2019 Gross Expenditure
Early Years Funding and Family Support	247,224
ELC Central Support	1,001,215
ELC Settings	3,569,005
Partner Providers	1,469,225
2 Year-Olds	276,054
ELC - 1140	941,718
Totals	7,504,440

QUALITY

'The expansion will ensure a high quality experience for all children, which complement other early years and educational activity to close the attainment gap, and recognises the value of those we entrust to give our children the best start in life.' Blueprint for 2020 – The Expansion of ELC in Scotland

Current Provision

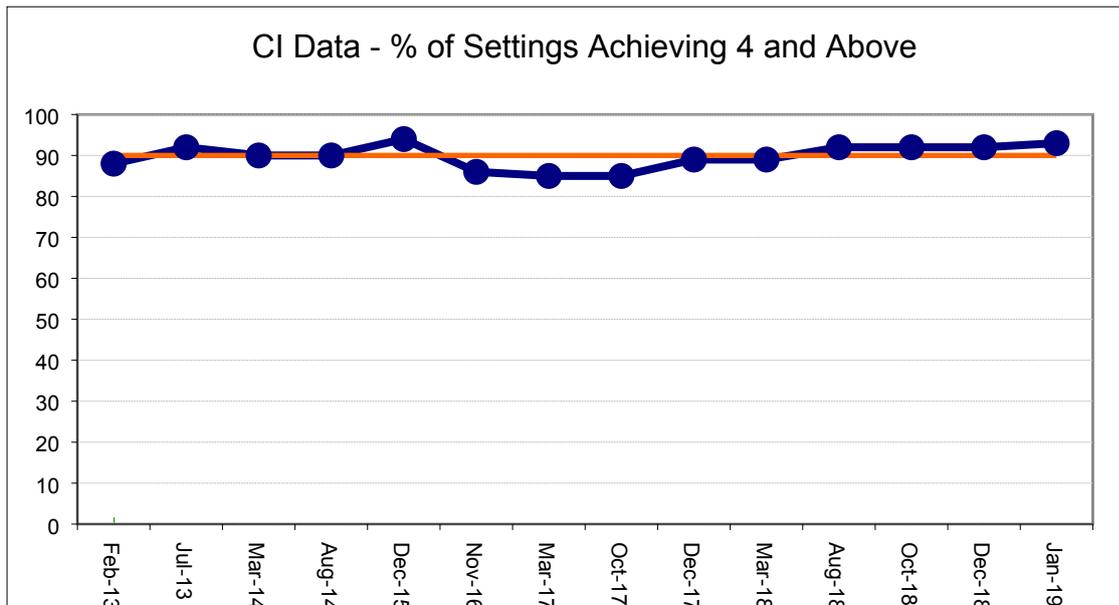
Care Inspectorate Grading's

Early Learning and Childcare settings are inspected by the Care Inspectorate on a regular basis. As of the end of May 2018, 94% of settings in Argyll and Bute were graded at 'good' or above.

If a setting is graded below '4', the Early Years team works with the setting to address Care Inspectorate recommendations or requirements. The Early Years team analyses Argyll and Bute data as it is made available from the Care Inspectorate Datastore and appropriate action is taken to address outstanding issues. Average grades for all ELC settings providing funded ELC to 3 and 4 year olds (excluding Childminders) in Argyll and Bute are as follows:

Care Inspectorate Care Theme	Average Grade September 2017	Average Grade March 2018	Average Grade October 2018
Quality of Care	4.5	4.55	4.5
Quality of Environment	4.1	4.43	4.41
Quality of Staffing	4.39	4.46	4.50
Quality of Leadership and Management	4.36	4.41	4.35
Overall Average Grade	4.42	4.46	4.45

The run chart below outlines the percentage of ELC Funded Providers (Local Authority and Partner Provider Nurseries who deliver funded ELC to 3 and 4 year olds) who are achieving 4 and above. At January 2019, 93% of settings are graded 4 and above – 68 settings out of a possible 73. A Blueprint for 2020: The expansion of Early Learning and Childcare In Scotland: Funding Follows the Child and the National Standard for Early Learning and Childcare Providers: Principles and Practice, state "Care Inspectorate quality evaluations are good or better on themes that relate to quality of staffing, management and leadership.



Education Scotland Inspections

During session 2017-18, 4 ELC settings were inspected by Education Scotland using the revised Education Scotland Inspection Model. This included 3 nursery classes within school settings and one partner provider. Three out of the four ELC settings were evaluated as satisfactory or better.

Developmental Milestone Progress

Data relating to each child’s progress within their developmental milestones is recorded in December and June of each year by managers via Seemis ‘Click and Go’. Local Authority ELC providers track each child’s developmental milestone progress in relation to:

- Speech and Language
- Social, Emotional and Behavioural
- Sensory and Cognitive
- Fine Motor Skills
- Gross Motor Skills

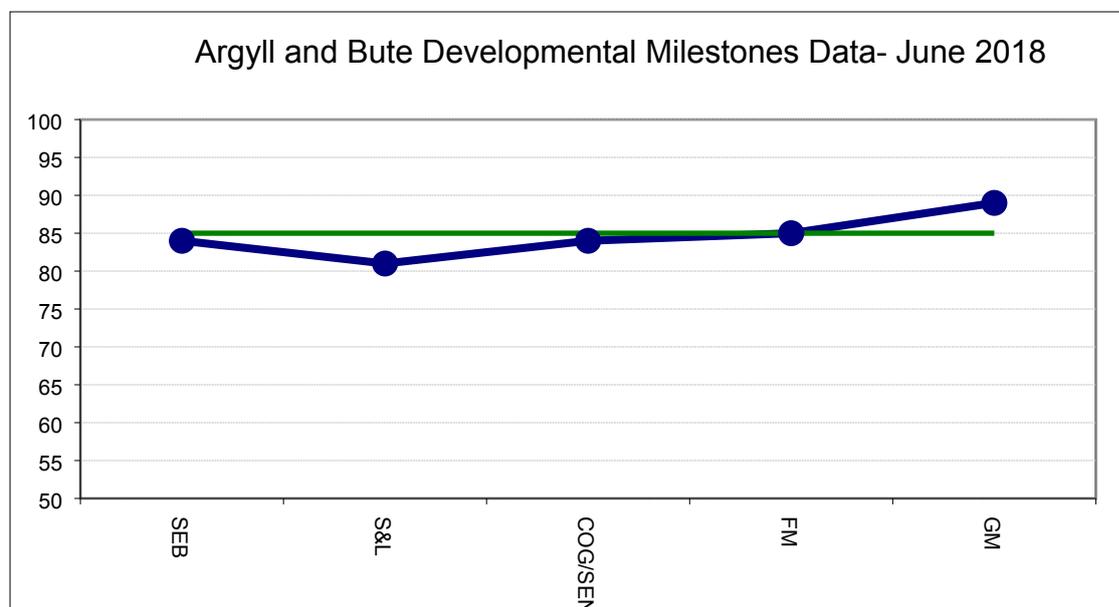
Partner Provider teams submit their data to the central team to record in Seemis.

This information is collated centrally and provides evidence of developmental milestones progress for children in their final year of ELC across Argyll and Bute. Data gives managers valuable data around how each child is doing and whether patterns of concern are emerging.

Early Years is also able to use the data at a locality level to target professional development activity and resources. The data is also useful for other agencies to target support – e.g. psychological services, health, speech and language.

Early Years will only share data relating to locality areas. Data relating to individual settings will remain confidential unless permission is given by parents and the manager to share data.

The chart below outlines data captured at the end of June 2018 for children in their last year of ELC in Argyll and Bute. Of those assessed, 69% achieved all of their developmental milestones.



Quality Assurance

Quality assurance is delivered in partnership by Early Years and Area Education Officers based within each of the localities in Argyll and Bute. Additional funding from the Scottish Government has facilitated one Principal Teacher for Early Years based in each of the four localities to work in partnership with the area Early Years and Family Support Workers. As of session 2017-18, each ELC setting receives at least two quality assurance visits per session, which is aligned to priorities within improvement plans. Next steps will be to include partner childminders within each locality’s timetable of quality assurance visits.

Current Early Years Quality Assurance Structure



ELC Learning and Development Framework 0-5 Years

As part of ongoing developments to improve the quality of ELC provision, Early Years has developed a framework to support quality of provision from 0 to 5 years. The 'Argyll and Bute Learning and Development Framework 0-5 Years' promotes effective practice to support children's learning and development from birth to starting Primary One. The Framework links key documents such as 'Pre-Birth to Three', 'Building the Ambition', 'Getting it Right for Every Child', 'How Good is our Early Learning and Childcare?' and 'Curriculum for Excellence'. It outlines progression in developmental milestones from birth to starting school and also includes ELC progression in Literacy and Numeracy within the Early Level. Parental engagement in children's learning and development is at the heart of the framework, as is a robust planning and assessment process aligned to the NAR process.



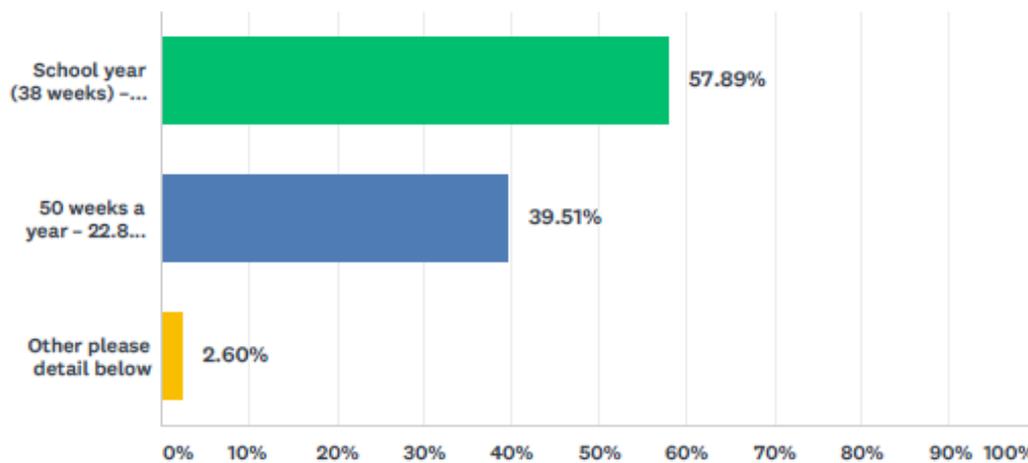
Data on developmental milestone progress is gathered centrally in December and June of each year in order Early Years to make efficient and effective use of time and resources in targeting areas of concern. By continuing to embed this framework into practice and through effective challenge and support from Early Years, quality will continue to improve throughout this period of change and will provide firm foundations for 1140 hours of ELC in 2020.

Section Three: Consultation with Stakeholders

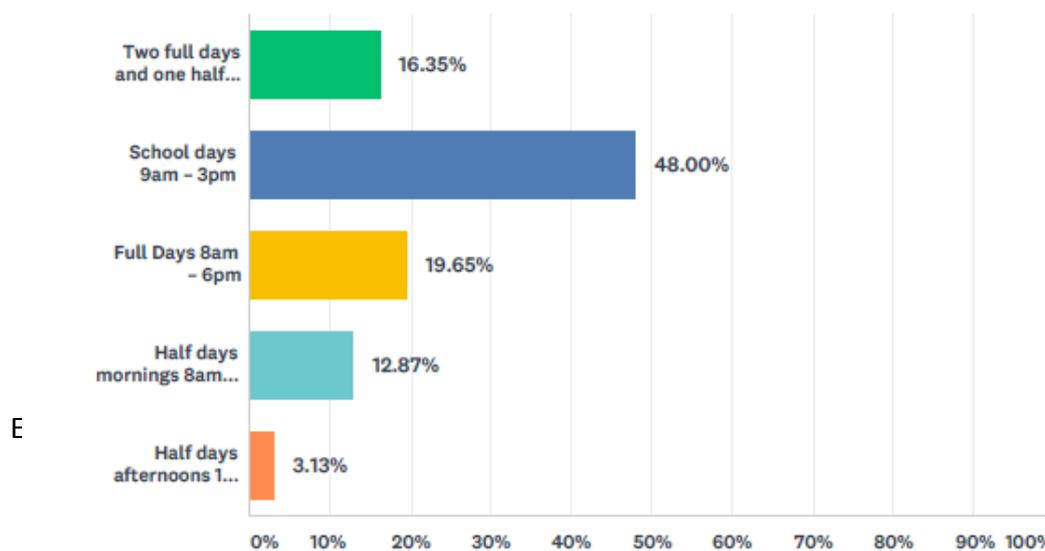
Parents/ Carers

Early Years carries out an annual consultation of parents and carers with regards to their experience of existing ELC provision and what their aspirations are for future ELC provision in Argyll and Bute. In addition to our annual consultation, Early Years consulted parents on how they wanted to access their increased funded hours of ELC. A total of 577 parents responded. The data from the consultation informs our self- evaluation and helps to adapt provision year on year to better meet the needs of parents and carers.

Parent/Carer Consultation - Preferred Model



Parent Carer Consultation – Preferred pattern of provision



- Would make a massive difference thank you to our family, staying rurally it's difficult to get enough childcare hours to be able to have time to actually travel to work etc. would enable two incomes into the family instead of constant juggling until school age. The nursery offers a very flexible timetable at the moment and I don't think they could improve on it.
- Excellent! Allows more people to work! But funding needs to be adequate for nurseries to survive.
- Ideally I would like to use my free hours all year round as I work all year round however, I have a child in primary school and rely on family outwith term dates for childcare. I feel there is a lack of out of school care in our area, so although the increase in hours is a good thing to allow me to continue working, I still have childcare issues outwith term dates.
- It needs to be well thought out and available to working parents. The flexibility to use it with a childminder would benefit many families.
- I think there should be more support for parents who wish to look after their children at home

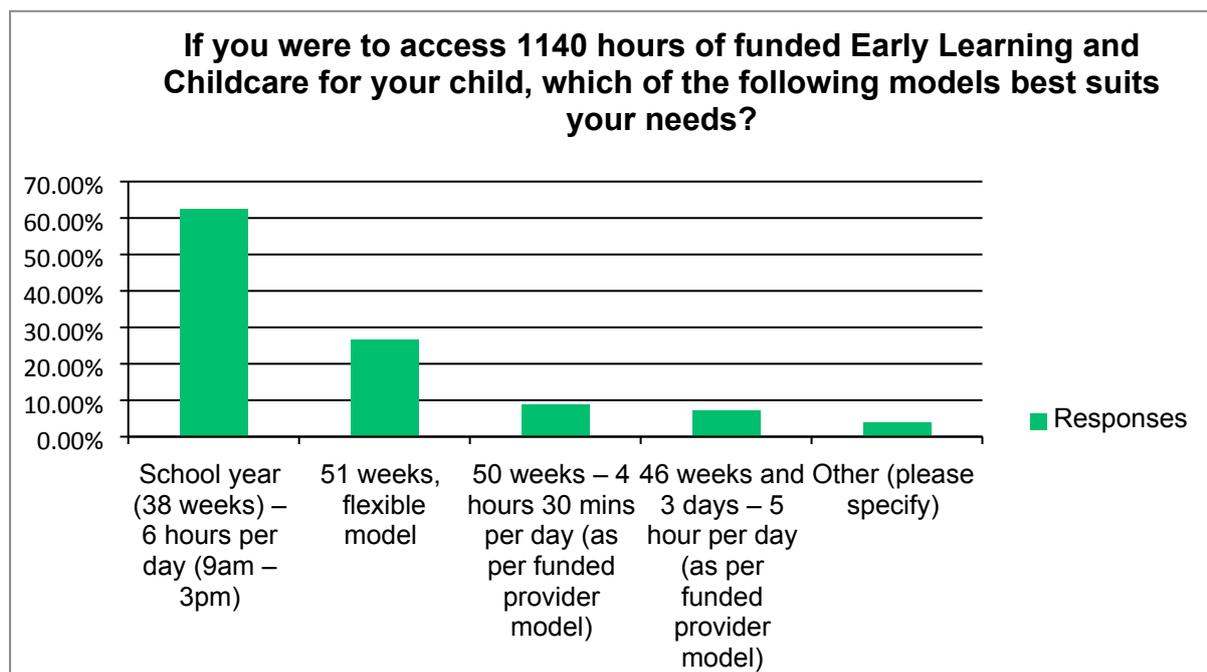
A further survey was created in order to further consult with parents as we entered our next delivery of phasing.

The survey was open to all who has an interest/requirement of/for Early Learning and Childcare (ELC) across Argyll and Bute between: 21st February 2019 – Sunday 10th March 2019.

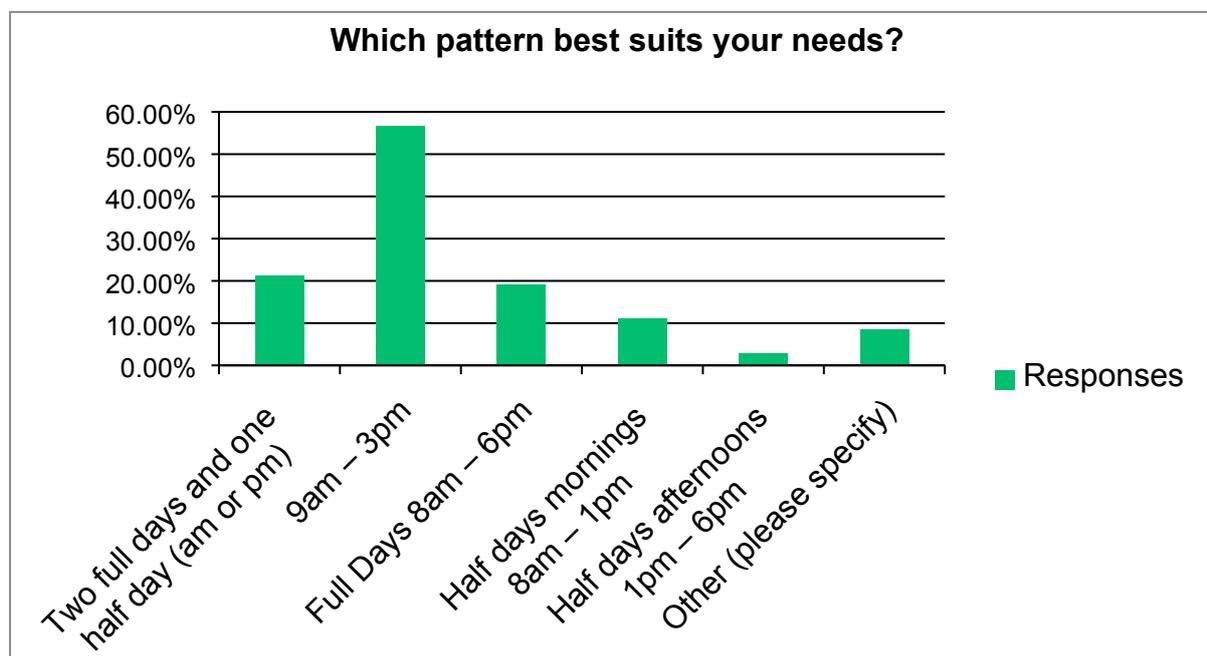
A total of **455 responses** were made.

We asked respondents to enter their full home postcode. By respondents detailing their home postcode this has allowed Early Years to analysis data per localities and understand the needs of parents and help to shape patterns of provision etc.

Parent/Carer Consultation – Preferred Model



Parent/Carer Consultation – Preferred pattern of provision



Services and Staff - Early Years Team

The Early Years Team play a crucial role in ensuring successful delivery of high quality ELC within Argyll and Bute. '1140 hour updates' are provided at monthly team meetings and the Team also participated in a consultation exercise around the four key principles of quality, accessibility, affordability and flexibility within 1140 hours of ELC – identifying potential barriers and opportunities within implementation in Argyll and Bute. This in turn helped inform the Argyll and Bute ELC Delivery Plan. Consultation and dialogue will be ongoing with the Early Years Team.

Partner Providers

Individual meetings have taken place with all partner providers to find out what they see as the potential barriers and opportunities within the expansion of ELC to 1140 hours. Some Services will not be in a position to increase the number of hours they offer due to the limitations of the premises they rent and others have expressed concern that the hourly rate paid is not sufficient to meet overheads. Consultation will be ongoing with our Partner Providers.

Local Authority Practitioners

Consultation of local authority practitioners will also be carried out, as there are early indications that not all staff would welcome an increase in hours from part time to full time employment. The views of Local Authority practitioners will be collated and changes to contracts negotiated if required. Meetings with the local union representatives will also be included as part of this consultation process.

Central Education Team

The wider Education Team has been informed of the expansion of ELC to 1140 hours and Area Education Officers are already playing a key role in the planning and implementation of 1140 hours within each locality.

Childminders

Discussions have taken place with Childminders through a series of network meetings throughout session 2017-18 and several have expressed an interest in delivering ELC for 3 and 4 year olds. A Profile of ELC for Childminders has been developed taking into account the Funding Follows the Child and the National Standard for Early learning and Childcare: Principles and Practice. Admin procedures for Registered Childminders wishing to become Funded Providers of ELC and support materials have been developed and were available for discussion at Childminder meetings held in January 2019 in the following locations:

Oban
Helensburgh
Dunoon
Lochgilphead
Campbeltown

Childminders can provide 600 hrs of ELC or 1140 hrs of ELC dependent upon the area they provide a service in. Support, guidance and access to a Start-up Grant is available for Perspective Childminders

Facility Services and Catering Services

Partnership working is a vital part of successful implementation by 2020. As a result, monthly meetings take place with colleagues from Facility Services to plan and oversee the ELC capital programme. The provision of free school meals has also proved challenging this year and regular meetings with colleagues from Catering Services has proved to be very important in overcoming challenges as they arise.

Northern Alliance

The Northern Alliance Early Years Network meets every 6 weeks to share practice in the expansion and development of ELC within each local authority.



Section Four: Future Provision

ACCESSIBILITY

‘ELC capacity is sufficient and is as conveniently geographically located as possible – particularly in areas of higher deprivation and in rural communities – to support families and enable parents and carers to work, train and study, while also appropriately meeting the needs of children who require additional support and parents who request ELC through the medium of Gaelic.’ Blueprint for 2020 – The Expansion of ELC in Scotland

Argyll and Bute is able to offer an exciting range of experiences for children accessing ELC. Our remote and rural setting means that some of our nurseries are in the most beautiful locations, offering beaches and forests on our doorsteps. In addition to this, our culture is rich with traditional music, Gaelic and storytelling. Communities are skilled in problem solving and working together to overcome the challenges of living within a remote location. Local practice will reflect our Argyll and Bute assets:

- Outdoor Learning
- Partnerships
- Culture

In order to achieve transformational change, it is vital that our children do not experience ‘more of the same’ in this expansion of ELC – delivery should be innovative and reflect the opportunities and needs within each local authority, within each community and within each family. In line with national and local priorities, Argyll and Bute will put a strong emphasis on children’s **health and wellbeing** in order to build strong, resilient and happy children. There will be an equally strong emphasis in working closely with our families, focusing on **family learning and engagement**– to ensure families are at the heart of our ELC provision. As part of ELC delivery, local practice will also reflect our Argyll and Bute assets – *Outdoor Learning, Partnerships and Culture*, providing rich learning in literacy, numeracy, STEM, expressive arts and the wider curriculum. Children will also be given a wider range of experiences to apply their skills, capabilities and attributes within the four capacities of Curriculum for Excellence to become curious, creative learners.

Each element will be woven into the delivery of ELC for children to experience rich, relevant and high quality ELC.

Local Authority ELC Expansion

When developing a service model for ELC for local authority provision, the following elements were taken into consideration:

- The needs of parents and families within ELC clusters across Argyll and Bute
- The sustainability of partner providers which provide much valued wraparound childcare within the towns and surrounding areas of Argyll and Bute
- The sociodemographic profile of each of the ELC clusters
- Projected economic development within ELC clusters

This information was gathered through a robust mapping exercise within each of the localities of Argyll and Bute. It was then used as a basis for proposing two service models for local authority ELC expansion:

Model One - ELC provision which matches the school day, offering term time provision and totalling 30 hours per week – this model will be used in smaller settings where it would not be financially viable to open for extended hours. This model will also be used if there are partner providers within the local area which already offer wraparound ELC provision and there is sufficient capacity to meet local need

Model Two - ELC provision which runs from 8am – 6pm 46.6 weeks across the year, offering flexibility of uptake– this model will be used in larger local authority settings where there are no partner providers offering wraparound ELC within the local area and there is a demand for such provision.



Conditions of Successful Implementation

Both local authority service models will make best use of existing resources, whilst working in partnership with partner providers and childminders within each locality to offer parents a range of flexible ELC options. As highlighted in previous sections, there are significant challenges in implementation of the expansion programme within Argyll and Bute – there are a large number of settings which will require to be fit for purpose and staffed appropriately.

Partner Providers and Childminders

Argyll and Bute partner providers and childminders are closely aligned to economic development within localities – they provide wraparound childcare for parents who work or are in training. They are also valued employers within towns and outlying areas. Where there is currently a lack of wraparound childcare provision for children under the age of three within an area, there has been partnership working with social enterprise groups to support communities in developing this provision, as well as dialogue with existing ELC partner providers in looking at expansion of their current services. Early Years continues to work closely with Argyll and Bute Childminders through regular locality network meetings. Childminders will also offer a key role in ELC service delivery for three and four year olds, which will provide even greater accessibility for parents and carers across Argyll and Bute.

Additional providers of ELC

As outlined above, in Argyll and Bute we want to make the best use of assets within each of our communities – these have been outlined as outdoor learning, culture and partnerships. We are currently working to develop increased quality, flexibility, accessibility and affordability through accessing local cultural groups and outdoor learning opportunities which run at the end of the school day and within the holidays – particularly for parents to access within our smaller communities with limited opportunities to access flexible ELC.

We plan to recruit one degree level practitioner to lead outdoor learning within each cluster of nurseries. This Cluster Lead childcare and Education Worker (Cluster LCCEW) will be employed on a year round contract and will:

- Lead on outdoor learning within each cluster (Cluster CCCEW)
- Support high quality provision
- Provide training locally
- Share effective practice
- Support liaison between providers

In addition to this, it is proposed the practitioner will manage additional patterns of flexible ELC within their cluster:

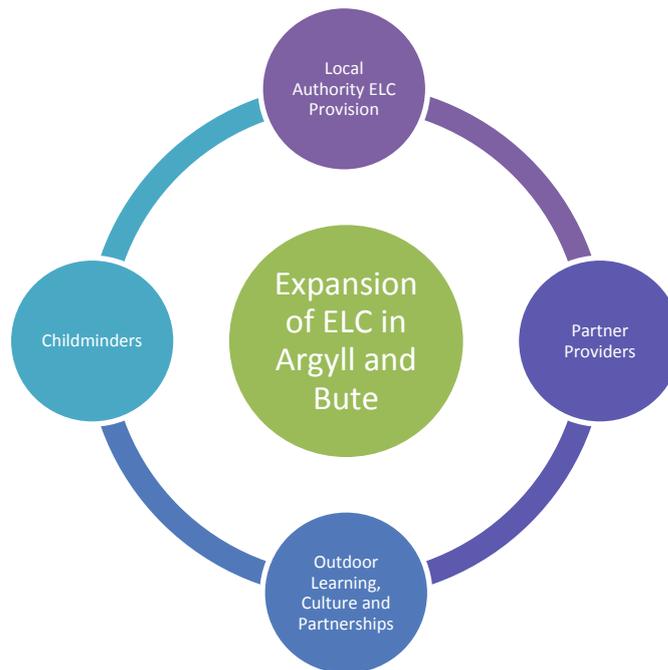
- After nursery musical / cultural sessions
- Feis traditional music sessions offered within the holiday periods
- Outdoor learning days / after nursery sessions
- Additional cultural / partnership activities

Partnerships

It is planned to explore greater partnership working with the following organisations to provide our children with increased and extended outdoor learning experiences:

- Inspiring Scotland
- Mindstretchers
- Stramash
- Forestry Commission
- Scottish Natural Heritage

- RSPB
- Scottish Histories Trust
- Local Landowners



It is clear that each ELC cluster will offer a different range of early learning and childcare services, building on local assets and reflecting the needs of each community where possible. Quality and flexibility of ELC will be supported by a lead practitioner (Cluster LCCEW), ensuring local knowledge and understanding of the opportunities and challenges within each local area.

AFFORDABILITY

‘The expansion will increase access to affordable ELC which will help to reduce barriers to participating in the labour market which parents and carers face.’ Blueprint for 2020 – The Expansion of ELC in Scotland

As part of an ongoing consultation process, parents and partner providers are being consulted on their opinions around future ELC delivery. Whilst an increase in funded ELC hours will have a positive impact on parents, there are potential barriers to accessing ELC for some parents, such as access to transport, outdoor clothing and snack fees. Further work is being done to explore the financial repercussions of these additional financial barriers to parents / carers.

Feedback from our Partner Providers indicate that there are additional pressures on budgets – such as the Living Wage, pensions and business rates – which is a risk to their sustainability. Current Partner Provider rates are as follows:

Session	2 Year Old Rate	3-4 Year Old Rate
2017-18	£4.55	£4.41
2018-19	£4.60	£4.45
2019-20	£6.00	£5.31

In order to ensure sustainability of Partner Providers it has been agreed by the local Authorities within the Northern Alliance to align payments to Partner Providers and as a result there is a commitment to increase payments to £5.31 per hour by 2020. Ongoing consultation will be required to ensure our Partner Providers are given the right kind of support to continue in their delivery of ELC in Argyll and Bute.

Partnership working with national organisations such as ADES and the Northern Alliance has provided Early Years with the opportunity to compare financial information and ELC details with other local authorities. This will continue to ensure developments within Argyll and Bute are in line with national expectations.

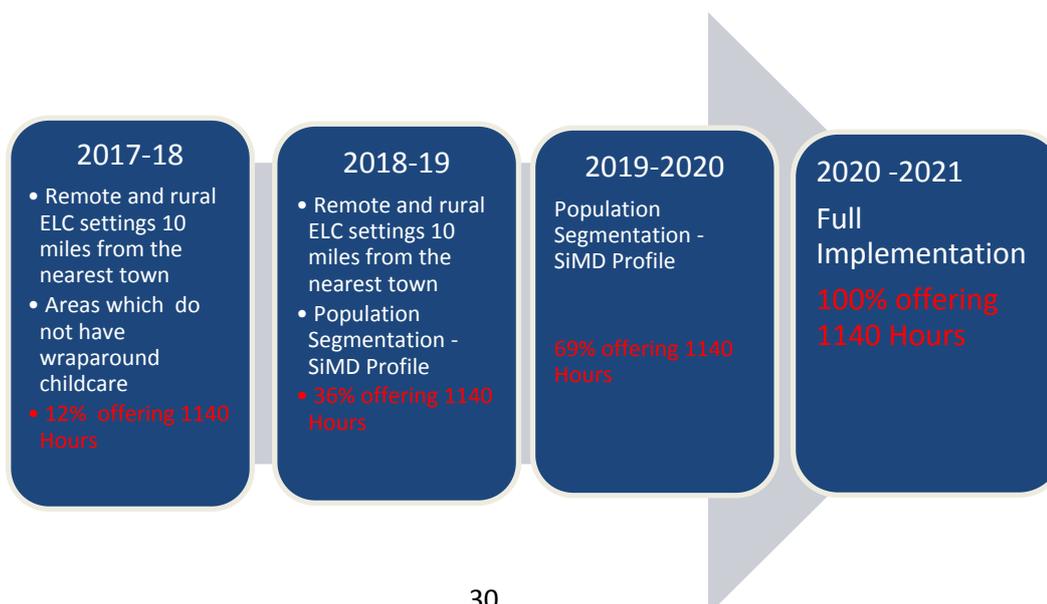
Phasing Delivery of ELC in Argyll and Bute

It is important to 'test' plans for delivery of ELC in 2020. As stated before, the Scottish Government has funded two 1140 hours trials in Argyll and Bute – one in Tobermory and one in Tiree throughout session 2017-18. In addition to this 8 settings from across Argyll and Bute offered 1140 hours of funded ELC from January 2018. Additional capital and revenue funding from the Scottish Government will be utilised to phase increased ELC hours to a range of settings across Argyll and Bute over the next two years.

Again we looked at the following elements in planning to phase our expansion of ELC within Argyll and Bute:

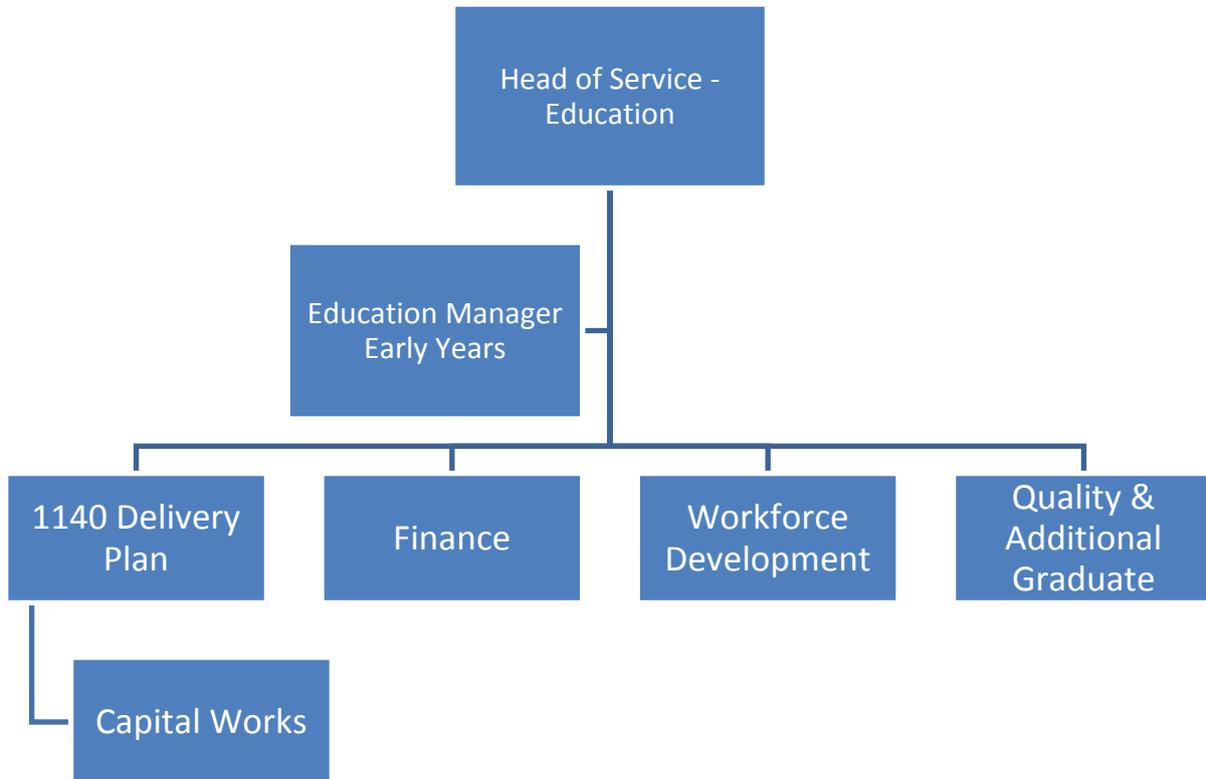
- The needs of parents and families within ELC clusters across Argyll and Bute
- The sustainability of partner providers which provide much valued wraparound childcare within the towns and surrounding areas of Argyll and Bute
- The sociodemographic profile of each of the ELC clusters – using the SIMD profile of each nursery
- Projected economic development within ELC clusters
- Availability of workforce

Phasing Delivery of 1140 Hours of ELC Timeline



Service Planning

In order to ensure effective and timely implementation of 1140 hours of ELC in Argyll and Bute, a governance structure for delivery has been put in place:

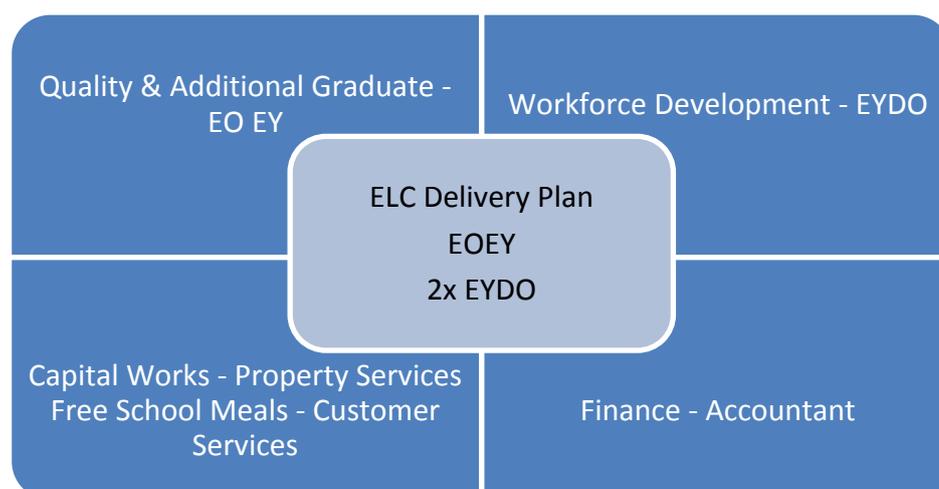


Governance Structure

The Head of Service for Education is strategic lead for the implementation of 1140 hours of ELC in Argyll and Bute. The Head of Service is able to inform the Executive Director, Customer Services and the Elected Members of progress within the Delivery Plan. The Early Years Education Manager is operational lead and oversees developments within the delivery plan. Meetings take place every 6 weeks to review progress and an action plan ensures effective communication and clarity around roles and responsibilities. Workstreams have been put in place to oversee development and progress within:

- 1140 Hours Delivery Plan
- ELC Finance
- Quality and Additional Graduate
- Workforce Development
- Capital Works
- Free School Meals

Work streams



ELC Delivery Plan

The ELC Delivery Plan provides the vision and framework for implementation of 1140 Hours within Argyll and Bute and so, is at the heart of all developments.

Quality and Additional Graduate

Throughout session 2017-18, locality based and central training has taken place around literacy, numeracy, 0-3 provision and transition into P1. Progress in developmental milestones, literacy and numeracy is tracked within each ELC setting and data is gathered centrally twice a year on children's progress within developmental milestones. Next steps are to gather literacy and numeracy data centrally to ensure consistency and a shared understanding of achievement. This process will be at the heart of the Argyll and Bute action plan for 'Quality'. As part of these developments, we will work together with practitioners to determine how we use **outdoor learning, partnerships** and **culture** to further enhance the quality of provision for our children in expanding to 1140 hours of ELC. A Quality Action Group made up of practitioners from across Argyll and Bute and Early Years team members has been established to take forward the development of our three assets. Rationales and an action plan for each asset will be in place by the beginning of session 2018-19.

There will also be a continued focus on quality assurance which will have 'HGIOELC' and 'Building the Ambition' as the main drivers, with local authority, partner providers and childminders all engaged in this process – building capacity and a greater consistency of standards.

The additional graduate action plan will incorporate many aspects of the quality action plan to ensure consistency. Argyll and Bute aim to make effective use of its allocation of three additional graduates within 3-4 nurseries which have lower SIMD profiles. The Service already makes effective use of peripatetic practitioners and the Additional Graduates will sit well within this model to ensure maximum benefit of this asset.

The Model for Improvement will 'test' our theories around quality of provision and tests will be aligned to and scaled up with the phasing in of 1140 hours across Argyll and Bute.

This workstream works closely with the 'Workforce Development' workstream to ensure consistency in expectations and a shared understanding of 'Quality'

Finance

The expansion of ELC provision will be informed by robust and accurate financial data and planned asset management.

Financial data has been prepared which includes data on:

- capacity
- usage
- staffing costs
- building costs
- available support from central team members.

Close partnership working with the other workstreams helps to identify potential pressures in the ELC capital and revenue budgets

Further information can be accessed within the appendices.

Procurement and Commissioning

The Early Years Team will work closely with procurement and commissioning colleagues to ensure that Early Learning and Childcare Services are procured in an outcome focussed way; providing the best possible quality services and value for money; and in compliance with the relevant legislation.

The Public Contracts (Scotland) Regulations 2015 affords contracting authorities some flexibility in how they procure care related services, this is outlined in Scottish Government's Guidance for the Procurement of Care and Support Services. The set of rules related to Care and Support Services is called the Light Touch Regime (LTR). The LTR allows public authorities to take account of the following when procuring services such as Early Learning and Childcare (the list is not exhaustive):

- The quality of the service
- The continuity of the service
- The affordability of the service
- Accessibility of the service
- Availability and comprehensiveness
- The needs of the people who use services and their carers
- The involvement of people who use service and their carers
- Innovation

While the LTR allows for increased flexibility in the procurement of Care and Support Services, it does not absolve authorities of the requirement to meet the fundamental principles that underpin the legislation:

- Transparency – Contract Procedure must be transparent and contract opportunities should generally be publicised
- Equal Treatment and Non-Discrimination - potential suppliers must be treated equally
- Proportionality – Procurement procedures and decisions must be proportionate
- Mutual recognition – giving equal validity to qualification and standards from other member states (where appropriate).

Capital Works

Mapping of current provision and suitability for expansion has taken place. This exercise has identified action points within each locality in relation to:

- Refurbishment
- Alterations
- Extension
- Requirement for new build

This process will be ongoing and will respond to changing circumstances within each locality – e.g. registration of a new ELC provider. In order to ensure funding is utilised most effectively, developments will rely on close partnership working with parents, practitioners and partners within each locality. A greater emphasis will also be made on innovative use of the outdoor environment, based on ‘Space to Grow’ guidance and ‘My World Outdoors’.

Workforce Development

A significant increase in the workforce will be required to support the expansion of the provision. There are already challenges around current recruitment of ELC practitioners in remote and rural parts of Argyll and Bute. Future expansion will require an almost doubling of staff in some ELC settings, which will be difficult to achieve. As outlined in national policy the quality of the workforce is essential to ensure a quality service is maintained and developed further – recruiting a high quality workforce will also be a significant challenge.

Current provision enables practitioners from both local authority, partner providers, childminders and out of school providers to access free training from the local authority CPD catalogue. Practitioners are also provided with support in accessing required or additional qualifications.

In order to build on this in preparation for 2020, and in addition to continued partnership working with local colleges, Early Years is working with Argyll and Bute’s own Training Centre to develop and deliver a Foundation Apprenticeship in Social Services Children & young People for pupils in 5th and 6th year of secondary school and to deliver a Modern Apprenticeship in Early Years. The Foundation Apprenticeship will be a 2 year course comprising a National Progression Award in the first year and working towards SVQ2 units while on placement in the second year. Successful completion of the FA will result in young people gaining a qualification equivalent to a higher alongside a host of transferrable skills and experience. It will also equip them with the knowledge and experience to be able to take up employment as an ELC Support Worker with only 2 more units required to complete

the SVQ2 and meet SSSC requirements for that role. The FA will also provide a fast track option for the Modern Apprenticeship which will allow recruits to work towards the SVQ3(SSCYP) whilst in paid employment within Local Authority ELC provision. This qualification meets SSSC requirements to register as an ELC Practitioner.

Delivery of both qualifications will commence as a new venture for the Council's Training Centre in 2018-19 encouraging positive perceptions of ELC as a career destination and providing a clear pathway into the sector, offering development and progression opportunities in line with the *Skills Investment Plan, For Scotland's early learning and childcare sector*.

Grant Funding

Grants to support our Funded Providers will soon be considered. Funding of up to £1000 is available for our Partner Childminders and up to £15000 for Partner Providers, who are phasing in, this funding will assist with the cost of the following:

- Minor property works (required for phasing in 1140 hours)
- Furniture (additional supplies)
- Crockery and cutlery required to provide lunch services
-

Funded providers who apply will follow a strict criteria and be compliant with 'A Blueprint for 2020 Funding Follows the Child and the National Standards for ELC Providers: Principles and Practice.



Appendix One					
Early Learning and Childcare 1140 Hours Phasing Plan					
Phased Date	Area	Funded Provider Type	Setting Name	Current Care Inspectorate Registration	Actual Uptake 18/19 (2-5yr old)
16 August 2017	Oban Lorn and Isles	Local Authority	Tiree Pre 5	22	12
16 August 2017	Oban Lorn and Isles	Local Authority	Tobermory Pre 5	25	26
04 January 2018	Cowal and Bute	Partner Provider	AppleTree Nursery	40	48
04 January 2018	Cowal and Bute	Partner Provider	Cairndow Community Childcare	42	8
08 January 2018	Cowal and Bute	Local Authority	Inveraray Pre 5	30	14
08 January 2018	Cowal and Bute	Partner Provider	Rothesay Playgroup	50	25
08 January 2018	Cowal and Bute	Local Authority	Rothesay Pre 5	43	36
08 January 2018	Cowal and Bute	Local Authority	Strachur Pre 5	18	11
08 January 2018	Mid Argyll, Kintyre and Islay	Local Authority	Rhunahaorine Pre 5	15	5
08 January 2018	Oban Lorn and Isles	Local Authority	Lismore Pre 5	6	5
22 October 2018	Cowal and Bute	Local Authority	Kilmodan Pre 5	10	5
22 October 2018	Cowal and Bute	Local Authority	Lochgoilhead Pre 5	16	9

Argyll and Bute Draft Delivery Plan for 1140 Hours

22 October 2018	Cowal and Bute	Partner Provider	Sunbeams (Innellan and Toward Family Centre)	24	9
22 October 2018	Helensburgh and Lomond	Local Authority	Kilcreggan Pre 5	32	27
22 October 2018	Mid Argyll, Kintyre and Islay	Local Authority	Bowmore English Pre 5	24	18
22 October 2018	Mid Argyll, Kintyre and Islay	Local Authority	Bowmore Gaelic Pre 5	6	6
22 October 2018	Mid Argyll, Kintyre and Islay	Local Authority	Craignish Pre 5	16	4
22 October 2018	Mid Argyll, Kintyre and Islay	Local Authority	Port Charlotte Pre 5	16	9
22 October 2018	Mid Argyll, Kintyre and Islay	Local Authority	Port Ellen Pre 5	32	27
06 November 2018	Mid Argyll, Kintyre and Islay	Local Authority	Gigha Pre 5	10	5
06 November 2018	Mid Argyll, Kintyre and Islay	Local Authority	Keills Pre 5	13	10
06 November 2018	Mid Argyll, Kintyre and Islay	Local Authority	Small Isles Pre 5	10	5
07 January 2019	Mid Argyll, Kintyre and Islay	Local Authority	Tayvallich Pre 5	11	9
07 January 2019	Oban Lorn and Isles	Local Authority	Iona Pre 5	10	5
04 March 2019	Oban Lorn and Isles	Local Authority	Easdale Pre 5	10	10
29 April 2019	Helensburgh and Lomond	Local Authority	Arrochar Pre 5	17	14
01 August 2019	Helensburgh and Lomond	Partner Provider	Clyde Nursery	56	34

Argyll and Bute Draft Delivery Plan for 1140 Hours

01 August 2019	Helensburgh and Lomond	Partner Provider	Drumfork	50	
01 August 2019	Helensburgh and Lomond	Partner Provider	Mulberry Bush	114	76
01 August 2019	Helensburgh and Lomond	Partner Provider	Nursery Rhymes	57	30
01 August 2019	Mid Argyll, Kintyre and Islay	Partner Provider	Badden Farm Nursery	53	33
01 August 2019	Mid Argyll, Kintyre and Islay	Partner Provider	Meadows - Eligible 2 year olds only	21	0
01 August 2019	Mid Argyll, Kintyre and Islay	Partner Provider	Riverside Rascals Day Nursery	49	20
15 August 2019	Cowal and Bute	Local Authority	Tighnabruaich Pre 5	15	13
15 August 2019	Helensburgh and Lomond	Partner Provider	B.A.S.I.C and Corner House Nursery	50	
15 August 2019	Helensburgh and Lomond	Local Authority	*Cardross Early Learning and Childcare	33	28
15 August 2019	Helensburgh and Lomond	Local Authority	Colgrain Pre 5	30	60
15 August 2019	Helensburgh and Lomond	Partner Provider	Garelochhead Playgroup	40	21
15 August 2019	Helensburgh and Lomond	Local Authority	John Logie Baird Pre 5	75	56
15 August 2019	Helensburgh and Lomond	Partner Provider	KangaRhu	32	15
15 August 2019	Helensburgh and Lomond	Partner Provider	Kidlywinks	15	21
15 August 2019	Helensburgh and Lomond	Partner Provider	Lomond School Nursery	35	32

Argyll and Bute Draft Delivery Plan for 1140 Hours

15 August 2019	Helensburgh and Lomond	Local Authority	St Joseph's Pre 5	40	40
15 August 2019	Mid Argyll, Kintyre and Islay	Local Authority	Ardrishaig Pre 5	20	18
15 August 2019	Mid Argyll, Kintyre and Islay	Local Authority	*Campbeltown Aqualibrium Early Learning and Childcare		
15 August 2019	Mid Argyll, Kintyre and Islay	Local Authority	Campbeltown Nursery	38	59
15 August 2019	Mid Argyll, Kintyre and Islay	Local Authority	Carradale Pre 5	10	1
15 August 2019	Mid Argyll, Kintyre and Islay	Local Authority	Dalintober Pre 5	35	53
15 August 2019	Mid Argyll, Kintyre and Islay	Local Authority	Drumlemble Pre 5	15*limited to 14	13
15 August 2019	Mid Argyll, Kintyre and Islay	Local Authority	Lochgilphead Pre 5	20	36
15 August 2019	Mid Argyll, Kintyre and Islay	Local Authority	Southend Pre 5	15	3
21 October 2019	Mid Argyll, Kintyre and Islay	Local Authority	Tarbert ELC	20	26
21 October 2019	Oban Lorn and Isles	Local Authority	Dalmally Pre 5	20	7
06 January 2020	Cowal and Bute	Local Authority	Clyde Cottage Nursery	42	60
06 January 2020	Cowal and Bute	Partner Provider	Clyde Cottage Voluntary Nursery	32	39
06 January 2020	Cowal and Bute	Local Authority	Dunoon Pre 5	24	6
06 January 2020	Cowal and Bute	Local Authority	Kirn Pre 5	40	43

Argyll and Bute Draft Delivery Plan for 1140 Hours

06 January 2020	Cowal and Bute	Partner Provider	Patchwork 2-5 Nursery	24	23
06 January 2020	Cowal and Bute	Local Authority	Sandbank English Pre 5	20	10
06 January 2020	Cowal and Bute	Local Authority	Sandbank Gaelic Pre 5	20	10
06 January 2020	Oban Lorn and Isles	Local Authority	Kilniver Pre 5	10	5
06 January 2020	Oban Lorn and Isles	Local Authority	Strath of Appin Pre 5	16	8
20 April 2020	Helensburgh and Lomond	Local Authority	*Rosneath Early Learning and Childcare	16	
20 April 2020	Mid Argyll, Kintyre and Islay	Local Authority	Outdoor Nursery Provision	tbc	
17 August 2020	Mid Argyll, Kintyre and Islay	Local Authority	Kilmartin Pre 5	16	10
17 August 2020	Cowal and Bute	Local Authority	Outdoor Nursery Provision	tbc	
17 August 2020	Oban Lorn and Isles	Local Authority	Arinagour Pre 5 - inactive 19/20	8	1
17 August 2020	Oban Lorn and Isles	Local Authority	Bunessan Pre 5	10	3
17 August 2020	Oban Lorn and Isles	Local Authority	Dunbeg Pre 5	15	26
17 August 2020	Oban Lorn and Isles	Local Authority	Kilchattan Pre 5	10	1
17 August 2020	Oban Lorn and Isles	Partner Provider	Little Learners	32	32
17 August 2020	Oban Lorn and Isles	Local Authority	Lochnell Pre 5	20	31

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17 August 2020	Oban Lorn and Isles	Local Authority	Luing Pre 5 - inactive	7	0
17 August 2020	Oban Lorn and Isles	New Setting - tbc	New Settings - tbc	tbc	
17 August 2020	Oban Lorn and Isles	Partner Provider	Oban 1st Steps Day Nursery	60	32
17 August 2020	Oban Lorn and Isles	Local Authority	Park Pre 5	20	22
17 August 2020	Oban Lorn and Isles	Partner Provider	Rainbow Childcare	40	39
17 August 2020	Oban Lorn and Isles	Local Authority	Rockfield English	20	42
17 August 2020	Oban Lorn and Isles	Local Authority	Rockfield Gaelic	20	16
17 August 2020	Oban Lorn and Isles	Local Authority	Salen English	10	15
17 August 2020	Oban Lorn and Isles	Local Authority	Salen Gaelic	10	9
17 August 2020	Oban Lorn and Isles	Partner Provider	Soroba Young Family Group	40	58
17 August 2020	Oban Lorn and Isles	Partner Provider	Stramash	32	68
17 August 2020	Oban Lorn and Isles	Local Authority	Taynuilt Pre 5	24	19

*Subject to Care Inspectorate Registration

NB: Actual uptake figures may show a higher number than the current Care Inspectorate figure this is due to the setting offering more than one funded model in a day. For example, 600 hours of ELC is currently delivered in 3 hour 10 minute blocks in the morning and afternoon. Children may also access their funded ELC across more than one setting. Some partner provider settings are currently delivering 600 hours of ELC across a flexible model of provision.

Phased date is the date the setting will be open for children to start receiving funded early learning and childcare.

Helensburgh & Lomond – Additional Information

- This area has a high percentage of Partner Provider Nurseries, therefore planning has been put in place to ensure sustainability of Services. LA providers will offer term time provision only unless there is parental demand
- There will be a high number of military personnel moving to the Helensburgh area in the next three years. Numbers have not yet been confirmed but communication is in place with the MOD. Additional ELC places have been planned for in preparation and delivered from March 2019.

Mid Argyll, Kintyre and Islay – Additional Information

- This area has a high percentage of small, local authority settings in rural locations which will be challenging to staff – see workforce plan. Partnerships are planned for working closely with local colleges and high schools to promote a career in Early Years.
- Anticipated demand has been calculated using figures from GP surgeries.
- It is challenging to anticipate demand due to the high number of settings and low uptake. In addition, several families choose to register with GP surgeries in one area and access ELC within another

Oban, Lorn and the Isles – Additional Information

- This area has a high percentage of Partner Provider Nurseries, therefore planning has been put in place to ensure sustainability of Services. LA providers in schools will offer term time provision.
- Anticipated demand has been calculated using figures from GP surgeries, a need has been identified for more capacity in the Oban area.
- It is challenging to anticipate demand due to the high number of settings and low uptake. In addition, several families choose to register with GP surgeries in one area and access ELC within another.

Appendix Two

QUALITY ACTION PLAN 2017-2020				
Action	Detail	Timeline	Cost	Outcome
1. Recruit additional PT Early Years	This action will ensure there is a PT Early Years within each of the four localities of Argyll and Bute to work closely with the locality Early Years and Family Support Worker. By building local capacity, all ELC settings will receive a minimum number of challenge and support visits per year. Achieved.	2017-18	£65,589 (part-year Aug-Mar) £104,942 (full-year)	CI and ES grades will be maintained at 4/Good or improved during expansion programme. 5% improvement in CI grades 2017/18 80% settings more accurate SE using HGIOELC?– evidenced in individual improvement plans. SQIPs – more focused – based on SE
2. Build Increased knowledge and understanding of ‘Learning and Development Framework 0-5 Years’	<ul style="list-style-type: none"> Develop a training programme to support practitioners in building capacity around the framework – both locality and centrally based EY team carry out self- evaluation visits which are focused on the ‘Learning and Development Framework’ Achieved Incorporate LAD Framework into workforce development activity – eg as part of SVQ training and induction for new CCEW, managers and LCCEW Deliver training to Education Officers Deliver training to P1 teachers 	2017 - 20 2017 2018 2017-20 2017-20	Central team to deliver training and provide support & challenge	By having a shared system, this will support consistency of expectations during a period of change. Greater shared understanding of literacy and numeracy Early Level benchmarks and developmental milestones – evidenced in more consistent data being submitted centrally in December and June each year. Greater consistency in data – particularly in split placements
3. ELC Literacy and numeracy data to be submitted centrally in June each year	<ul style="list-style-type: none"> Update ELC literacy and numeracy outcomes in LAD Framework to align with CfE Early Level Benchmarks. Achieved All ELC settings to submit literacy and numeracy data centrally for children in final year of ELC. Achieved 	2017 2018	Central team to support	As above LA also able to target support and resources more effectively based on data submitted each year update with June 18 data
4. Increase teacher input and management time to Local Authority ELC settings	<ul style="list-style-type: none"> Enhance LA ELC budgets to build capacity within ELC settings to maintain and improve quality, as well as manage increased ELC hours and flexibility of provision. Achieved Monitor use of additional hours to evaluate impact 	2017-18	£306,134	CI and ES grades maintained at 4/Good or improved during expansion. Evaluation evidences effective use of add. Hours to support flexibility and quality of provision Where implemented, increased teacher and manager input impacting positively on experiences for children. However, access to cover and additional pressures on managers have been barriers to implementation in

<p>5. Develop Quality Assurance process for Childminders</p>	<ul style="list-style-type: none"> • Test newly developed Childminder Self Evaluation Tool Achieved • Increase use of tool with partner childminders 	<p>2017-18 2018-20</p>	<p>several LA settings Shared understanding of expectations as childminders move to provide ELC for 3-5 year olds. SE Tool now being used with all childminders</p>
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Action	Detail	Timeline	Cost	Outcome
6. Provide additional training to PT Early Years and Lead Childcare and Education Workers to provide high quality challenge and support to all ELC settings	<ul style="list-style-type: none"> 3 PT Early Years (PTEY) participate in Experiential Play training. PTEY cascade learning to individual nurseries and lead centrally delivered ELC training 4 Lead Childcare and Education Workers (LCCEW) participate in Experiential Play training to build leadership capacity in leading quality LCCEW share their learning within their own locality cluster 	<p>Sept 2017</p> <p>2017-2020</p> <p>2018</p> <p>2018 - 2020</p>	£8000	<p>Positive evaluations from ELC settings regarding impact of PT input</p> <p>Increase in quality within largest ELC settings. 100% of evaluations stated input has had a positive impact on SE</p> <p>Increase in cluster liaison and joint working to maintain and improve quality of provision. Almost every cluster in A&B is working together on an aspect of ELC development – from transition to moderation</p>
7. Align ELC Standards & Quality and Improvement Planning process with primary and secondary process	<ul style="list-style-type: none"> Deliver central training to PP Managers to introduce new process and support completion PTEY provide cluster and individual training to managers who are unable to attend central training or who require further input EY team to monitor progress within improvement plans within visits to settings – 	<p>May 2017</p> <p>June 2017</p> <p>2017 -20</p>	Central team to support implementation	<p>EY teams are more confident in engaging in self-evaluation using HGIOELC? The expansion of ELC is being incorporated effectively into the life of the setting with all stakeholders engaged. SQIP evidencing greater consistency and more aligned to SE. LAD and C&W visits ensure progression within SIPS</p>
8. Increased opportunities to support teams in outdoor learning, culture and partnerships	<ul style="list-style-type: none"> Increase the number of training opportunities relating to our Argyll and Bute assets within annual CPD catalogue and within localities Work with partners to deliver more specialist input around outdoor learning and culture 	2017-20	Annual budget of approx. £1000	<p>Build capacity in EY teams for provision of outdoor learning and utilising cultural assets and partnerships within each community – evidenced in improvement plans. ELC Quality Action Group established to lead improvements within each asset.</p>
9. Plan EY Service Annual Conferences around quality of provision	<p>Plan EY Conferences to focus on:</p> <ul style="list-style-type: none"> Health and Wellbeing – 2017-18 Leadership At All Levels – 2018-19 Numeracy – 2019-20 	2017-20	Annual budget of approx. £2000	<p>Build confidence and capacity in EY teams to provide high quality ELC for longer periods of time. H&Wb conference very successful -100% positive feedback. All practitioners completed short medium and long term pledges to lead</p>

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Action	Detail	Timeline	Cost	Outcome
10. Support ELC teams to work more effectively with families	<ul style="list-style-type: none"> Provide one-one support to ELC settings by Early Years and Family Support Workers to identify how each team can utilise assets within their communities to engage their families in the life of the setting 	2017-18 2018-19	Central team to support implementation	More families will be meaningfully engaged in their child's ELC, building stronger relationships and ensuring needs are being met during this period of change. This target was not achieved – being taken forward during session 2018/19
11. Produce Argyll and Bute ELC guidance on quality of provision for expansion of ELC	<ul style="list-style-type: none"> Produce ELC guidance to reflect quality of provision, with a focus on outdoor learning, culture, partnerships, health and wellbeing and engaging families Incorporate into 'Learning and Development Framework 0-5 Years' Align with planned CPD activity 	2018-19 2019-20	Central team to support implementation	By ensuring clarity around expectations, there will be greater consistency and a shared understanding of what quality looks like in Argyll and Bute within the context of each individual setting during the expansion period - Use of Mfi to plan and implement tests of change around key assets – led by QAG. Guidance being developed for LAD Framework On track
12 Make effective use of Additional Graduate allocation	<ul style="list-style-type: none"> Recruit additional graduate for Campbeltown, Bute and Dunoon and Helensburgh Peninsula Provide Outdoor Learning training – Provided by 'WALT' training. Additional graduate to support learning and teaching in each cluster of nurseries, modelling effective practice 'on the floor' Monitor impact of additional graduate within the 3 ELC clusters through use of Model for Improvement 	2018 2018 2018 onwards 2018-20	Funding to be provided from Scottish Govt.	Outcomes for children within lower SIMD decile areas are improved – evidenced through literacy, numeracy and developmental milestone data. Delay in recruitment due to job evaluation process. Practitioners should be in post by October 2018
13 Allocate one graduate per	<ul style="list-style-type: none"> Recruit 8 graduates (Cluster LCCEW) within clusters of ELC settings across Argyll and Bute 	3 x Aug 18 recruited		Each ELC cluster will provide rich learning experiences within their local

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<p>cluster of nurseries to improve quality of provision</p>	<ul style="list-style-type: none"> • Provide core training in Outdoor Learning • Cluster LCCEW to support settings provide quality outdoor learning provision • Cluster LCCEW identifies potential opportunities for local flexibility using partnerships, culture and outdoor learning 	<p>3 x Aug 19 On track</p> <p>2x Aug 20 On track</p>		<p>context ensuring they are meaningful and relevant. Appropriate patterns for flexibility will be developed particular to the assets within each cluster.</p> <p>Recruitment process underway for 3 practitioners for session 2018/19</p>
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Appendix Three

PHASING ACTION PLAN 2017-2020			
Action	Detail	Timeline	Outcome
Increase to 1140 hours of ELC – Phase 1	Parents in the following areas will be offered 1140 hrs pro rata from January 2018: Bute and Cowal: Rothesay ELC, Rothesay PG, Appletree Nursery, Strachur, Cairndow Oban, Lorn and the Isles: Lismore, Tiree, Tobermory Mid Argyll, Kintyre & Islay: Inveraray and Rhunahaorine Achieved	2017-2018	<ul style="list-style-type: none"> Parents will have a reduction in childcare fees if they are working or studying, Parents may be able to work or study with additional hours of ELC Feedback from parents and practitioners very positive on the impact of increased hours
Targeted Phasing	Increased ELC hours up to 1140 hours for children who are referred to the Early years’ Service (this may include children referred through Health or Social Work) Increased ELC hours up to 1140 hours for eligible 2 year olds	2018 - 2020	<ul style="list-style-type: none"> Increased hours for targeted children
Increase to 1140 hours of ELC – Phase 2 (Rural isolation / distance from wraparound provision / SiMD profile)	Increase to 1140hrs if demand requires and staffing can be recruited in the following Bute and Cowal: Kilmodan, Lochgoilhead, Sunbeams Oban, Lorn and the Isles: Easdale, Kilchattan, Arinagour, Luing, Iona, Dalmally. Mid Argyll, Kintyre & Islay: Gigha, Bowmore English and Gaelic, Port Ellen, Port Charlotte, Keills, Small Isles, Craignish Helensburgh & Lomond: Arrochar, Kilcreggan	2018-2019	<ul style="list-style-type: none"> Increased Parental choice L.A and PP’s providing increased hours to meet parental demand

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Action	Detail	Timeline	Cost	Outcome
Increase to 1140 hours of ELC – Phase 3	<p>Bute and Cowal: Clyde Cottage Vol, Clyde Cottage L.A, Sandbank Eng and Gaelic, Tighnabraich, Kirn, Dunoon, Patchwork, Outdoor Nursery</p> <p>Mid Argyll, Kintyre & Islay: Lochgilphead, Badden Farm Nursery, Riverside Rascals, Ardrishaig, Kilmartin, Drumlemble, Southend, Carradale, Tarbert, Campbeltown Nursery, Meadows, Dalintober</p>	2019 -2020		<ul style="list-style-type: none"> Increased parental choice
Increase to 1140 hours of ELC – Phase 4	<p>Oban, Lorn and the Isles: Salen Gaelic, Salen English, Taynuilt, Dunbeg, Rockfield English and Gaelic, Lochnell, Oban 1st Steps, Little Learners, Soroba Young Families, Stramash, Rainbow Childcare, Kilninver and Strath of Appin, Bunessan,</p> <p>Helensburgh & Lomond: St Joseph’s, Colgrain, JLB, Mulberry Bush, Stepping Stones, Lomond, Clyde Nursery, Basic, Drumfork,</p> <p>Helensburgh & Lomond: Kiddlewinks, Kanga Rhu, Rosneath, Garelochhead, Cardross Playgroup, Cardross ELC, Nursery Rhymes</p>	2020 -2021		<ul style="list-style-type: none"> Increased accessibility and flexibility

Appendix Four

Workforce Plan				
Action	Detail	Timeline	Cost	Outcome
Promote expansion opportunities to Childminders and encourage them to become partners in the delivery of funded ELC	Following on from the initial network information meetings, as phasing of expansion scales up, Childminders will be kept informed of plans for their local area and offered a meeting, collectively or on a one to one basis, to discuss opportunities to become involved in the delivery of funded ELC Development of a Childminder profile Continue to work with SCMA to promote Childminding as a career in Argyll and Bute and provide bespoke CPD training. Provide funding for Childminders to work towards their SVQ3 (SSCYP)	From June 2018	Start Up Grant £250 each Strong Foundations packs £90 each CPD Training £800 SVQ3 (cost dependent on provider and part time study grant eligibility)	<ul style="list-style-type: none"> Increased number of Childminders commissioned to provide ELC for 2, 3 and 4 year olds by 2020 New Childminders supported through the registration process Increased number Childminders achieving SVQ3 SSCYP , well placed to deliver high quality ELC and contribute to the flexibility and accessibility of provision
	Foundation Apprenticeships in Social Services Children & Young People (SSCYP)	6 Early Years Team members involved in writing a comprehensive set of detailed lesson plans in preparation for the delivery of the National Progression Award – the first year of the Foundation Apprenticeship (SSCYP) for S5 and S6 pupils Argyll and Bute Training centre and EY service will continue to work with all Argyll and Bute secondary schools to establish Foundation Apprenticeships (SSCYP) in S5 & S6 and ensure that pathways into and within the sector are clearly articulated and communicated to potential recruits.	From August 2018	Early Years Service - staff time commitment, 1 day per week plus planning & resources

Action	Detail	Timeline	Cost	Outcome
				studies and working towards ELC Practitioner level
Argyll and Bute Council’s Training Centre will provide a Modern Apprenticeship in SVQ3 Social Services Children & Young People (SSCYP) at SCQF7	A 2 year Modern Apprenticeship will be offered with placements in Local Authority ELC provision. MAs will be supernumerary. Year 1 training £6715 pa Year 2 training salary £6715 pa	From September 2018	Year 1: 6 x £6715 Year 2: 12 x £6715	<ul style="list-style-type: none"> Initially 6 MA places will be offered per year with the possibility of increasing this in subsequent years
Current staff will be encouraged to take up opportunities for professional development and up-skilling	Promote the opportunity to undertake further funded qualifications Maximise the budget available for funding qualifications by encouraging uptake of SAAS part time study grant or Individual Training Accounts, where eligible. Provide an extensive, high quality, funded CPD programme which is accessible to all ELC staff, including Childminders.	2018 ongoing	Workforce Development budget	Build capacity in current workforce through increased access to development opportunities, ensuring a skilled and knowledgeable staff to fuel expansion and provide a high quality service
We will actively raise the profile and attractiveness of the sector and increase diversity	The Early Years Service and Argyll and Bute’s Training Centre will work with local colleges and schools via parents nights, career fairs etc. to promote ELC as an attractive career choice The Early Years Service and A&B Learning & Development Centre will work with the young men currently	From 2018 ongoing		<ul style="list-style-type: none"> There will be increased interest shown in positions within the sector with a wider pool of applicants to recruit from.

	working within the sector in Argyll and Bute to encourage more men into the sector			
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Appendix Five

INFRASTRUCTURE PLAN				
Action	Detail	Timeline	Cost	Outcome
Engagement with Care Inspectorate to support Registrations and Variations	Meeting with C. Agnew, C.I Registration Team and local meetings with C.I Officers to share Development Plan <i>Achieved</i>	2017-2018		<ul style="list-style-type: none"> Models and infrastructure meet CI standards and requirements Services have sufficient capacity to meet the demand in line with the phasing in of 1140 hrs ELC and the opportunity for additional hours to be purchased
	Discussions with C.I at planning stage to ensure Variations and new Registrations meet requirements of registration	2017-2019		
	Registrations and variations for L.A services are submitted to C.I to allow for the process to be completed in line with phasing timescales	2017-2020		
	Support PP’s with Registrations and variations if required	2017-2020		
	Arrange Environmental Health visits to support Care Inspectorate processes	2017 -2020		
Infrastructure plan fully costed and work plan agreed	Property colleagues to prepare plans and costings in line with the requirements for the expansion at the identified locations - <i>Ongoing</i>	2017 – 2019		<ul style="list-style-type: none"> All Services will have an environment that supports quality ELC All property adaptations, extensions, refurbishments and new builds completed on time for phasing in of 1140 hrs across localities
	Plan for the work required to support the works established with Architects identified to work with Early Years and Managers and timelines agreed	2017-2019		

Action	Detail	Timeline	Cost	Outcome
<p>Increase Outdoors Learning</p>	<p>Recruit a Lead CCEW to support outdoor learning in 8 clusters – in line with phasing</p> <p>Develop Outdoor Nursery within Dunoon and Kilmory.</p> <p>Work with Mount Stewart to further enhance outdoor learning on Bute.</p> <p>Outdoor shelters will be provided in ELC settings requiring additional capacity and for settings which currently operate from the school dining hall.</p> <p>Engage with Inspiring Scotland to support:</p> <ul style="list-style-type: none"> • Outdoor shelters • Increased freeflow indoors and outdoors • Registration of outdoor space • Increase number of outdoor nurseries 	<p>2017 – 2019</p> <p>By 2020 -2021</p> <p>2018-2019</p> <p>2018-2020</p>		<ul style="list-style-type: none"> • Quality outdoor learning experiences will be available regularly to all children, ELC staff are confident in leading outdoor learning • New Nursey providing additional capacity within Dunoon area • All ELC children on Bute will have access to outdoor learning experiences at Mount Stewart with the possibility of additional capacity being created on Bute through the partnership • Additional capacity and enhanced learning outdoor environments created

Appendix Six

COMMUNITY ENGAGEMENT PLAN				
Action	Detail	Timeline	Cost	Outcome
Meet all Partner Providers -1-1	Annual 1-1 Meetings to consult Partner Providers around concerns, issues around expansion programme <i>2017/18 meetings achieved</i> <i>Meet all by March 2019</i>	2017-2020		<ul style="list-style-type: none"> All providers fully involved in the planning for expansion
Plan series of Childminder Network Meetings	Carry out annual network meetings within each locality Continue to work with SCMA to promote Childminding as a career in Argyll and Bute <i>Ongoing</i> <i>Well attended</i>	2017-2020	Start Up Grant £250 each Strong Foundations packs £90 each	<ul style="list-style-type: none"> Increased number of childminders commissioned to provide ELC for 2, 3 and 4 year olds by 2020 New Childminders supported through the registration process
Meet with Central Education Team	Outline expansion plans and engage EO team in expansion process with quarterly updates <i>Ongoing</i> <i>Phasing update every EYT meeting</i>	August 2017		<ul style="list-style-type: none"> EO team are clear about the principles behind expansion programme and are able to provide local support
Ongoing dialogue with Early Years Team	Initial consultation activity around – <ul style="list-style-type: none"> Quality Flexibility Accessibility Affordability 	April 17 - onwards		<ul style="list-style-type: none"> EY Team at the heart of the expansion programme

	Standing agenda item on monthly meetings Quarterly updates Ongoing			
Presentation to COSO Meeting	Outline of expansion plans to Chief Officers within Argyll and Bute Achieved – presentation by H of S	April 2017		<ul style="list-style-type: none"> All council depts. And wider partners aware of expansion programme
Action	Detail	Timeline	Cost	Outcome
Communication to Community Services Committee	Regular committee papers to update Elected Members on progress within expansion programme - Ongoing	From February 2016		<ul style="list-style-type: none"> All Elected Members are clear about how the expansion programme is going to phased in across Argyll and Bute
Parent / Carer Consultation and ongoing focus groups / communication	Online survey and consultation over 6 week period - Achieved Plan annual parent consultation and share outcomes on council website	Aug/Sept 2017 Ongoing 2018-2020		<ul style="list-style-type: none"> Analysis of data to show parental demand within each of the localities
Include as priority within Children and Young People’s Service Plan	Engage in consultation with wider partners to influence Service Plan	2017		<ul style="list-style-type: none"> Wider Partners are aware of expansion programme and supporting implementation
Regular updates to ‘Argyll and Bute’s Children’ – strategic multi-agency group	Provide quarterly updates to this organisation - Ongoing	2018-2020		<p>Strategic leaders are clear about the expansion programme and what role their organisation plays in implementation</p> <p>Informs CPP of progress across Argyll and Bute</p>