The Third Sector Role in Early Learning and Childcare in Glasgow

July 2017
1. Introduction

Context

In the White Paper, *Scotland’s Future*, produced before the 2014 referendum on Scottish Independence, the Scottish Government committed to rolling out “A transformational extension of childcare, giving our children the best start in life, making it easier for parents – especially mothers – to return to work and delivering new job opportunities.” This commitment included a “phased and sustainable” expansion of free childcare entitlement for three and four year-olds as well as vulnerable two year-olds.

The aim of expanding provision was not only to improve the life chances of children as part of an overarching strategy to tackle child poverty, but also to increase participation in the labour market by parents, particularly women, with young children. The Scottish Government committed to investment in building high-quality nursery and day care facilities; recruitment and training to grow and upskill the workforce; and regulation, inspection and quality assurance of childcare services.

In 2016, the Scottish Government moved forward with its plans for the expansion of childcare provision, outlined its consultation paper. This involves an increase in the childcare entitlement from 600 hours to 1140 hours per year for all three and four year-olds as well as vulnerable two year-olds. It also creates obligations on local authorities to improve the flexibility of services offered in order to better support parents in finding employment, as well as improving the quality of the childcare provided.

One of the key aims of the Scottish Government’s ELC strategy is to make childcare more affordable for families. The White Paper reported that, of parents who reported lack of childcare as a barrier to finding work, 70% said this was due to prohibitive costs. The Blueprint proposals almost double the provision of funded childcare. There are projected average savings of £2000 per child in childcare costs, compared to the current entitlement of 600 hours.

The Scottish Government also intends that this transformation of the childcare system will lead to a growth in the workforce with the projected creation of 35,000 new jobs in the sector. In the Blueprint, the Scottish Government commits to providing an additional qualified teacher or graduate to nurseries in ‘the most deprived areas’ with the aim of improving the quality of early learning and childcare available. There will be new positions across all pay grades with entry opportunities for newly qualified workers and progression opportunities for existing staff. A programme of recruitment and training will be carried out during 2017 and 2018 in order to create the first wave of new staff needed to carry out the expansion.

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The Third Sector ELC providers

In 2015, the GCVS “Promoting wellbeing, Preventing harm report,\(^3\) estimated that the Third Sector provides services to over 5,000 children aged under 5 in the city. There are around 40 nurseries in the city which are run and managed by third sector providers and are part of Glasgow’s partnering arrangements for free child places. Some organisations wish to access funded places but have not yet been able to become a partner provider and others have made the conscious choice not to apply.

A number of third sector organisations offer regular crèche facilities and parent and toddler groups, but are not registered with the Care Inspectorate. Others are providing play sessions for parents and children and provide support on a range of issues. There are also organisations providing highly flexible respite care to families with severe difficulties, including both respite sitting in the child’s home and overnight stays with the carer.

Organisations are also providing services to families from a variety of circumstances, from higher income families to vulnerable families experiencing a range of issues including poverty, addiction issues, physical and mental illness, domestic abuse and language barriers. All of the organisations reported having at least some children or families experiencing one or more of the issues listed above.

Some organisations provide dedicated family support. This may include help with budgeting skills or with getting the family into a routine. Many are working to ensure parents and family are as involved as possible in their child’s care, for example by holding inter-generational events and education days. Some also run support groups, make referrals to other agencies or offer counselling in partnership with other voluntary organisations. Many third sector ELC organisations also run after-school care services, either within the same premises or at another location.

Third sector organisations have expressed concerns about the gaps in childcare provision, particularly in some of the more deprived areas of the city where there are higher levels of child poverty.

Everyone’s Children Research

GCVS discussed Glasgow’s plans for expanding childcare provision and their emerging care strategy to meet the expansion of childcare entitlement with the senior officer responsible. They had involved a few large third sector providers in their policy discussion, but agreed that there was a need to for a piece of work to scope out the interest and capacity of the wider third sector to expand child care provision, particularly in the areas where there is an existing shortfall in supply.

The purpose of this research was:

- To gain an understanding of the issues currently faced by Third Sector ELC organisations and any challenges posed by the expansion to 1140 hours;

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To establish what, if any, role Glasgow Council for the Voluntary Sector (GCVS) and the Third Sector Interface (TSI) have in supporting Third Sector ELC organisations overcome current and potential challenges through the provision of workforce development, training and advocacy.

The research used a number of methods including:

- Literature Review – a review of relevant local and national research and policy relating to Early Learning and Childcare;
- Mapping the provision of ELC in Glasgow
- Qualitative Research - A qualitative study of Third Sector ELC organisations in Glasgow, involving in-depth face to face interviews with 15 managers and a consultation event, involving 25 managers and frontline workers delivering ELC services across the city;
- Workforce development review – a desktop review of training provision for ELC workers in Glasgow, discussions with external training providers and questions in the in-depth interviews about the training provision.
- An e-survey on training needs to Third Sector ELC providers, which had 39 responses (approx. 18% response rate)
- Support Review – a review of the capacity and capability of GCVS, Volunteer Glasgow and GSEN to provide support and training;

We ran an event (with the Citywide Forum) in June 2017 to share the research and seek feedback on the findings. We plan to produce recommendations and an action plan, agreed with Glasgow City Council, to facilitate the development of Third Sector childcare in Glasgow between 2017 and 2020.
2. Key Issues

Context

There are a number of barriers to growth, particularly for Third Sector organisations. This chapter examines the key issues, using reports into childcare reform, responses to the ELC consultation and interviews with Third Sector organisations in Glasgow. The chapter concludes with an analysis of the Scottish Government’s Action Plan, published in April 2017.

Blocks and barriers to growth

Funding models

Reform Scotland’s report into childcare reform, The Early Years Lottery⁴, points out that the method of funding childcare creates variation in the level of provision between local authorities. The Scottish Government has established an entitlement of a specified number of funded hours to three, four and eligible 2 year olds, but it has passed the responsibility of providing this onto local authorities which means that parents have no ability to “claim” this entitlement and are reliant on it being made available locally.

Moreover, under the Children and Young People (Scotland) Act 2014, local authorities are only obliged to provide childcare sessions, which are available for 38 weeks in a year and run for between 2.5 and eight hours each. This means that many third sector nurseries (which are more suited to provide the flexible or all-day childcare that working parents tend to need) have not had the opportunity to become partner providers or cannot provide parents with funded places even if they are partner providers.

A key issue around childcare expansion therefore appears to be that local authorities are complying with their current obligation to provide 600 hours of funded childcare per child by providing the funding to local authority nurseries, regardless of whether these nurseries are able to provide all-day childcare.

Theoretically, the increase from 600 to 1140 hours ought to go some way towards solving this, as local authorities will now have to fund the same number of ELC hours per child, as older children would spend at primary school (30 hours per week over 38 weeks in a year).

However, as the Commission for Childcare Reform’s report pointed out, “if local authorities are simply set the task of delivering 30 hours for three and four year olds in term time, experience suggests they will do exactly that, but not take steps to ensure the 30 hours is available as part of full-time childcare provision.”⁵ In order to minimise their costs, local authorities tend to make funded places available largely at their own nurseries and do not take into account whether the hours available are suitable for parents who need childcare sessions to run all day while they are working or studying.

One solution proposed during the ELC consultation was to administer childcare in terms of a global amount that could be accessed and used by parents as needed and then claimed back by childcare providers, rather than filtering funding to cover a certain number of hours through local authorities. The independent Commission for Childcare Reform also recommended this “child account” approach in its final report, though they said it could be given directly to parents or administered by a local partnership. Either way, there is clear demand for a funding system whereby the funding “follows the child” and thinking about this in terms of an amount rather than a number of hours in order to give parents greater flexibility in its use.

**Local Authority Spending**

The National Day Nurseries Association report states that a significant proportion of partner providers are underpaid for these places. The Scottish Government’s Action Plan on ELC Expansion also supports this. There is incentive for local authorities to do this as if there is an underspend; the extra funding is absorbed back into their budget.

The 2016 Scottish report of the National Day Nurseries Association indicates that the average funding a partner provider receives from a local authority is £3.56 per hour for each three- or four-year-old child. Not only is this similar to the 2015 amount – indicating that funding has stagnated in spite of increased business costs – but amounts to an annual loss of £1,128 per child.

Similarly, of the 27% of nurseries that offer funded places for eligible two-year-olds, 59% said the funding they received did not cover their costs. The average loss is £858 annually for each child.

In its response to the Blueprint consultation, the National Day Nurseries Association (NDNA) said nurseries would only be able to afford to deliver the extended hours if they are paid a ‘fair’ hourly rate, while Early Years Scotland (EYS) warned that if the 1,140 hours were funded at the current rate, many settings would be forced to close.

**Third sector views**

Views on whether the local authority was adequately funding places varied between different providers. This seemed to be because their costs vary depending on their premises: some have managed to acquire Glasgow Life property at favourable rates while others are able to obtain space from local churches at an even lower cost to them. Glasgow City Council pays nurseries approximately £10.50 for a three-hour and ten-minute session

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for one child, which works out at around £3.30 for one hour of childcare. Therefore, local authority funding was covering the costs of childcare for some providers but not for others.

Providers charge a range of prices for their services. Those most likely to provide free services tend to be organisations who are not providing childcare in a formal nursery setting and those who work with the most vulnerable families. Childcare providers found that parents often struggled to pay on time. This led to cash flow issues for some organisations. One solution found was to allow parents to be flexible about payment dates and not charge any deposits, advance fees or retainers, with parents paying only from the first week the child takes up their place.

Organisations who are not receiving partnership funding mentioned other concerns such as the difficulties in annual Integrated Grant Fund (IGF) funding. Annual funding contributed to difficulties with staff retention, and creates insecurity. Most would prefer three-year funding to enable organisations to give their staff more job security and plan ahead. The competitive funding environment does not necessarily prevent partnership working but makes it more difficult for organisations to work together. Organisations that relied heavily on a number of grants and their own fundraising events in order to stay afloat reported concerns about being able to pay staff.

Staff wages

Skills Development Scotland noted that the terms and conditions for ELC staff are more attractive in the public sector than in the private and voluntary sector. They estimated that around 80 per cent of practitioners and 50 per cent of supervisors in partner settings were paid less than the Living Wage. These differentials in pay and conditions means that staff from private and voluntary sector are attracted to join the public sector.  

The NDNA also agreed that many private and third sector nurseries pay lower wages than their public sector counterparts, and many cannot afford to pay the living wage due to the funding from local authorities. Because of this, smaller third sector organisations are unable to provide competitive salaries and often lose qualified staff to better-paid positions at nurseries in schools or council settings.

The Scottish Government has committed to providing sufficient additional revenue funding to ensure that the agreed rates between local authorities and partner providers are sufficient to allow them to pay staff the living wage, as well as promoting Fair Work practices.

Third sector views

Staffing numbers varied widely between organisations, with some smaller single-premises organisations having 9 – 15 staff and larger organisations who have more than fifty staff in total, spread across multiple locations and services.

Retention of staff appears to be a problem for organisations across the board. Most of the organisations reported that the local authority is able to offer better salaries and sometimes less responsibility for equivalent posts, and this can make it difficult to retain highly qualified staff.

Some of the organisations reported concerns that they would become less and less able to retain staff over the next few years leading up to 2020 because Glasgow City Council is in the process of ramping up a recruitment campaign for early learning and childcare staff.

While most organisations rely on paid staff due to the nature of the work and the qualification level required, some organisations do take on volunteers. For some this only involved taking on one or two people as and when needed.

Premises

Some of the larger organisations had purpose-built premises attached to primary schools, while others rented space from Glasgow Life or other voluntary organisations. Some organisations reported that their premises restricted them from offering more places and that they were seeking out alternative or additional premises or trying to alter their current premises to allow them to provide more places. Moving premises was not an option for most of the organisations interviewed. Lack of ownership of premises was a difficulty as the organisation lacks the authority to alter them, and some organisations were in the process of looking for new premises as a result.

Access to funded places

Not all organisations meet the statutory definition of “early learning and childcare” in order to qualify for funded places, despite contributing to ELC provision and development overall. The Act defines early learning and childcare as “a service, consisting of education and care, of a kind which is suitable in the ordinary case for children who are under school age, regard being had to the importance of interactions and other experiences which support learning and development in a caring and nurturing setting.” Family support organisations, who provide shorter, less structured and less formal play sessions that involve parents as well as children, find themselves filling the gaps in formal childcare provision. They suggested that more community-based solutions should be included alongside traditional nurseries, as this would also offer parents greater flexibility and reach families who are less inclined to use local government services.

Similarly, the Scottish Childminding Association advocates a “blended approach” to childcare and are campaigning for childminders to have the opportunity to become partner providers to allow parents to use their funded hours at a childminder, which could provide even greater flexibility for parents. There was a consensus at the ELC consultation that most children aged two were too young for formal nursery settings and better cared for by childminders, and that this is partly why uptake of funded places for eligible two year olds has been low.
Additional Support Needs

There are also issues surrounding the accessibility of additional support for learning at nurseries, which offer funded places. The participants at the ELC consultation event felt that nurseries provide much better support for ASN than schools, due to child/adult ratios. However, they felt that third sector organisations were better at providing holistic family support to help the parents as well as children. They also said that it is very difficult to get an ASN assessment and third sector helps parents to fight for these. The Scottish Parliament Additional Support Needs Inquiry also notes the wide local authority variation, not only in the identification of ASN but also in the decision to allocate co-ordinated support\textsuperscript{13}.

Third sector views

Although analysis of the data provided on the GFIS website would suggest that only 8% of third sector childcare organisations were providing additional support for learning, in practice this seems to be inaccurate. All of the organisations interviewed were providing places for children with additional support needs and making provision for these needs.

Smaller organisations tended to report that it was difficult to keep up with the local authority referral procedures for children with additional support needs, but all were seeking to ensure their services were accessible for these children by having both trained staff and appropriate facilities.

Many organisations had made significant investments in staff training and specialised equipment in order to properly accommodate children with additional needs, for example, “sensory rooms” for autistic children which cost several thousand pounds. A number of organisations said it was often a challenge to find the funding for this, as their fees do not take into account the cost of caring for a child with additional needs. One interviewee pointed out that the Scottish government is intending to make an additional £2million available for additional support for learning in early learning and childcare, but this is not a huge amount for the whole of Scotland.

Care Inspectorate

Opinions on the Care Inspectorate were mixed. Some organisations felt that the Care Inspectorate shared their aims and wanted their staff to welcome inspections as an opportunity to “show off” the high quality of care provided. The main issue raised with regard to the Care Inspectorate was lack of consistency between inspectors and the impression that individual inspectors applied the standards differently. Many organisations felt that the Care Inspectorate should focus on quality improvement and give more assistance with this.

The consensus on the National Care Standards was positive, though a few organisations mentioned that they lacked the time to become as familiar with them as the Care Inspectorate would like them to be.

\textsuperscript{13} Scottish Parliament Inquiry on ASN in Schools

Universal Credit

One significant change that will affect childcare providers is the transition from Working and Child Tax Credit to Universal Credit, which the UK government is expected to roll out fully over the next five years. This means that the childcare element of these benefits will also be paid out under Universal Credit, and it will cover 85% of childcare costs rather than 70%. However, parents will have to provide proof of their childcare costs to the DWP in the form of invoices or receipts from their childcare provider\(^\text{14}\). It is intended that parents will be able to do this via an online system but this is not currently operational. This means that parents will have to take their proof into the Job Centre Plus on a monthly basis. This may cause difficulties as the claimant month is based around the date that the claim is made, not around a calendar month, and the invoices will therefore be due to be handed in at different points during the month. This will put pressure on nurseries to invoice to meet the Universal Credit schedule for each parent.

The Scottish Government’s plans for achieving the ELC expansion

Following the initial Blueprint consultation, the Scottish Government produced “A Blueprint for 2020: The Expansion of Early Learning and Childcare in Scotland, Action Plan 2017/18”\(^\text{15}\) which set out its intentions for the future of childcare in Scotland. It made commitments around the topics of high-quality childcare provision and creating the capacity and structures to support the expansion. The Scottish Government promised better access to learning opportunities for workers in the sector, investment in graduate and post-graduate training and ensuring that the right arrangements are in place for inspections, with the introduction of a new system that also supports quality improvement.

The Scottish Government agreed to consider making childminders subject to the same qualification requirements as ELC workers in formal childcare settings. There is a commitment to improving the transition from ELC to school by providing guidance on sharing of appropriate data on children, as well as exploring possibilities for data sharing between the HMRC and DWP in order to identify families with an eligible 2 year old, which is hoped will increase uptake of these places.

The Graduate Commitment is to go ahead, with 435 additional graduates to be in place by 2018 and funding of £1.5million to the Scottish Funding Council to increase teacher training and other ELC-related places in the 2017-18 academic year. Local authorities will be required to submit plans detailing how they intend to use their additional graduates.

Strengthening inclusion is to be considered during the expansion and the Scottish Government has committed to promoting clearer guidance on the Additional Support for Learning Act 2004, as well as continuing to support its implementation. They will create a fund to help staff support children with additional support needs, whether by providing training or making equipment and facilities available. The data collected on such children is to be improved in order to strengthen understanding of their needs.

\(^{14}\)http://www.cpag.org.uk/content/broken-promises-what-has-happened-support-low-income-working-families-under-universal-credit

Outdoor learning and play is important in ELC and new-built, refurbished or extended facilities created as part of the expansion are to have dedicated outdoor play areas. Services are to be also encouraged to make use of the environment in their local area and have daily opportunities for outdoor play.

The other recommendations were themed around creating capacity for the expansion to take place. £60 million will be invested during 2017/18 in order to support the first phase of trials of new service delivery models to explore new approaches to provision. These trials will also look into reducing the burden of upfront childcare costs such as deposits, administration fees and the requirement of advance payment. There are now 14 trials in total, spread throughout the country. They will test a variety of different delivery models including:

- Making additional hours available through local childminders as part of a blended approach
- Linking provision of ELC to local employability services aimed at helping parents to access employment, training or education
- Co-locating ELC services and out of school care services

The Action Plan also sets out the basis for a new model to deliver the funding for the 1140 hours. The Scottish government has agreed that “funding follows the child” model should be implemented, but the Action Plan concludes that an online platform is not feasible in the immediate term. For the time being, it will work with local authorities to develop a “funding follows the child” model, which will mean that all funding reaches the front lines of organisations rather than being absorbed back into local authority budgets.

The plan includes commitments to ensure that the funded ELC provision is sufficiently flexible and accessible. Specifically, it states that it will ensure childminders have a role in providing funded places, noting that ten out of the fourteen Scottish Government delivery trials involve childminders. The Action Plan commits the Scottish Government to exploring opportunities for community-led provision and social enterprises as well as more provision attached to workplaces, colleges and universities.

A key commitment in the action plan is to stimulate growth in the ELC workforce, as the expansion in hours will require significant numbers of new staff. As part of this, Skills Development Scotland was commissioned to produce a ‘Skills Investment Plan: Prospectus for Scotland’s ELC sector‘ which outlined the challenges and made recommendations as to both the growth and development of the ELC workforce. Some of the key priorities identified were to:

- improve the perception of the sector and retention rates;
- diversify the workforce;
- facilitate more childminders in becoming partner providers;
- ensure that the workforce has the skills to meet the needs of the sector and

16 http://www.gov.scot/Topics/People/Young-People/early-years/ELCTrials/ELCTrials

• make more specialist provision available.

Third sector views

Those interviewed were generally supportive of the increase in funded hours in principle but had concerns about the timescales. Most, though not all, of the childcare providers interviewed were in favour of blended models of childcare, with the child attending nursery for part of the time and being cared for by family members or a childminder for the rest. “Whatever is best for the child and family” was the general view expressed.
3. ELC in Glasgow

Context

Glasgow faces considerable challenges in expanding Early Learning and Childcare. Just over 96,700 children (aged 0 - 15 years) live in Glasgow and children make up 16% of Glasgow’s total population. The mid 2015 population estimates for Glasgow indicated that there were over 35,000 children aged between birth and 4 years old\(^\text{18}\). Population projections (produced by National Records of Scotland) predict that the number of births in Glasgow will rise slightly in the next 25 years, by 4%, and that the number of children in the city will rise by 18%.

The percentage of children as a proportion of the total population of each neighbourhood varies considerably. In 2014, in the City Centre only 5% of the overall population were children, while nearly a quarter of the overall population (24%) in Drumchapel were children\(^\text{19}\).

\(^{18}\) Glasgow Children’s Services Plan 2017-20

\(^{19}\) Understanding Glasgow:
Glasgow has the highest rate of child poverty in Scotland with one in three children, approximately, 36,000 children, living in poverty; this can rise to half of the children in some neighbourhoods.

In 2012-14 in Glasgow, about 7% of pre-school children had learning or development difficulties. However, there were differences between neighbourhoods. The proportion of pre-school children with difficulties varied between 3% and 12% across Glasgow neighbourhoods.

In addition, there are currently 1,600 nursery children with English as an additional language. There are approximately 140 different languages spoken among children and young people in Glasgow schools.

Understanding Glasgow. The Glasgow Indicators Project. 
http://www.understandingglasgow.com/indicators/children/poverty/overview
Existing ELC provision

It is difficult to get a ‘fix’ on the number of nurseries and ELC providers in the city. Glasgow’s Family Information Service website suggests that there are 112 council nurseries and 345 Private and Voluntary childcare providers throughout the City. However, this includes private nurseries, playgroups, child minders’, Out of School Care and crèche facilities.

The Skills Development Scotland report\(^{21}\) uses statistics from the Scottish Social Services Council (SSCC). This indicates that there are SSCC registered staff working in 120 public sector nurseries, 141 private sector and 105 voluntary sector ELC providers (366 providers). Between them, these ELC providers employ 4320 staff, of whom 1,040 are employed in the voluntary sector.

According an internal GCC report, the Council provides funded places for 0-5 year olds in 112 of its own nurseries across the city, providing places for around 11,000 children. The Council also procures ELC places through a framework contract for over 3,000 children aged 3-5 years old from 98 partner providers in the private and voluntary sectors in order to deliver the ELC entitlement to 600 hours. The majority of partners are private sector nurseries offering services for children from 0-5 years on an extended basis and charging for any hours accessed over and above the hours purchased by the Council\(^{22}\).

Analysis of the information from the Glasgow Family Information Service website shows that there are 253 registered nurseries and childcare organisations within the Glasgow City Council boundaries. The council runs 120 of these, 38 are third sector organisations and the other 95 are private businesses. Third sector nurseries and playgroups provide over one thousand places for children aged 2 – 5 in Glasgow. All of the council run nurseries are currently providing funded ELC places while 66% of third sector organisations are providing them.

The data from the GFIS website of registered providers was transferred to a map showing the location of each facility and indicating whether they are run by the public, private or third sector\(^{23}\). A comparison of this map with a map showing the percentage of children in poverty indicates that the areas of Glasgow with some of the highest percentages also had the least childcare provision. These areas include Possilpark/Milton and Yoker/Scotstoun in the North West, Springburn, Easterhouse and the East End in the North East and Govan/Govanhill in the South. Glasgow’s draft Community Plan states that “access to early


\(^{23}\) This map can be viewed at [https://drive.google.com/open?id=18zPpACXggq__soe7q0pibZewfdA&usp=sharing](https://drive.google.com/open?id=18zPpACXggq__soe7q0pibZewfdA&usp=sharing)
learning and childcare that extends across the whole working day or that can be flexible is very poor or poor in 7 of our council wards and limited in a further 8 wards.”

Figure 1: Map of Glasgow showing registered childcare organisations which care for preschool children. The red pins indicate a council nursery; the green pins indicate private sector nurseries and the blue pins are third sector nurseries. The areas shaded in grey indicate where there appears to be less nursery provision compared to other parts of the city.

Most Third Sector organisations said that there were some shortages in all areas: their waiting lists were always long and that they would offer more places if they could. Two organisations said that they were exploring outdoor play models to see if this is a viable way to increase the number of places they offer.

Areas where specific shortages of nursery places were mentioned included Yoker and Scotstoun, where families were being referred to council nurseries in Drumchapel. However, there were no direct public transport links.

Shortages were also mentioned in Govan/Govanhill, where third sector organisations reported that they couldn’t get nursery places for families needing support. One of the issues in Govan/Govanhill was said to be ethnic minority children not being ready for

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24 Draft Glasgow Community Plan August 2017
https://www.glasgowcpp.org.uk/CHttpHandler.ashx?id=38492&p=0
nursery due to language and other barriers. These families needed family support services, with an element of child-care, but these services were not ELC funded.

The private sector provision tends to be concentrated around the wealthier areas where parents can afford to pay for it. Therefore, there are gaps in provision where third sector nurseries could meet demand. Greater provision would allow unemployed parents in deprived areas greater opportunities to look for jobs, to vary their working hours and take time away from childcare to pursue their interests, as well as giving children the opportunity to play and socialise with others.

**Glasgow’s ELC Strategy**

The provision of Early Learning and Childcare (ELC) is a statutory duty for the Council under part 6 of the Children & Young People’s Act (Scotland) 2014. This states that the local authority has a duty to secure delivery of a minimum of 600 hours per annum of funded ELC for all 3 and 4 year olds and for some 2 year olds (i.e. those who meet the Free School Meal criteria or who are in Local Authority Care or in Kinship Care).

Historically, ELC has been most commonly provided in a traditional education model of part-time, term time mornings / afternoons. However, the Act sets out an expectation that services will become increasingly flexible in delivery and will enable access for families on a full-time basis where required.

**Service Expansion to Date**

Glasgow City Council has been working on a programme to expand access to extended hours, flexible ELC provision for some years. The 2008 Early Childhood & Extended Services Strategy first defined the commitment to extending access to services for low income working families and since then, wherever possible, opportunities have been taken to extend services and change service models to support flexible delivery.

Since 2011, the Council has created nine new early years’ facilities offering a range of term-time and extended day/year services across the city. This includes nurseries in Pollokshaws, Crookston and Pollokshields in the South, Barlanark, Ruchill, Bridgeton and Garrowhill in the North East and Drumsheal and Knightswood in the North West. A further three new nurseries are on site in Ruchazie, Dalmarnock and Yoker, with a fourth nursery at the planning and design stage for the Sighthill area. Most of these replaced existing services with an element of expansion.
Although most of these are council run nurseries, the new facility created in Garrowhill is a pilot project to explore extending the partnership with a social enterprise provider (Indigo) who have been operating in Castlemilk for a number of years.25

### Garrowhill ELC Pilot

**Quote from Glasgow Colleges Regional Board Performance & Resources Committee Meeting on the expansion of ELC, Dec. 2016**

When the Garrowhill Primary new build opened in January 2015, it included an early years’ facility. Rather than staff and operate by conventional GCC means, the opportunity was taken to pilot the delivery aspect using a social enterprise model in partnership with Indigo. Indigo have provided an extended early learning and childcare service in the early years wing of the primary since October 2015. The partnership has been viewed positively both from a GCC and Indigo perspective with the following emerging outcomes:

Quality early learning and childcare capacity has been increased in the local area

- Extended day has been accommodated in response to demand
- The service links well with the school and work is progressing on transitions from early years into primary and development of the curriculum
- Commissioned places include provision for vulnerable families and delivery is not solely commercially focussed
- The level of council funding has been less than originally forecast, with the facility on target to sustainable provision within its first two years of operation.

Work is also underway with the support of the Scottish Futures Trust to scope out the capital expansion required for new build nurseries and refurbishment and extension of existing premises. The Council is also exploring the use of surplus community assets to provide locations for developing ELC services with the first pilot of this approach planned, in conjunction with Indigo, for the former Southbrae Adult Resource Centre in Jordanhill.

**One Glasgow - Early Years Joint Support Teams**

Glasgow’s ELC strategy is also linked to their wider Early Years Strategy. There are now nine Early Years Joint Support Team across the City aligned to the Community Planning Partnership, Thriving Places neighbourhoods. The Early Years Joint Support Team is the multi-agency meeting to discuss the needs of a family and child. The main partners in this approach are early years’ education services, health visitors, third sector partners, housing and when required addiction and other community services. Third Sector partners are seen to be critical to this approach, as they are able to offer a wide range of assistance, such as,

25 Early Learning And Childcare Development In Glasgow Committee Report Nov 2016
providing local parenting programmes tailored to meet the needs of families, a range of family support services and pathways into financial, housing and employment advice and support.

**ELC Pilots**

Glasgow City Council are exploring the creation of a Public Social Partnership (PSP) model to support the delivery of the transformational change in the delivery of high quality, accessible, affordable and flexible early learning and Childcare across the city and to help meet their commitment to the expansion of childcare. The Council states that the Partnership with Third Sector childcare providers in the city will focus on closing the attainment gap and preparing the city for delivery on the new Early Learning and Childcare entitlements in 2020.

In practice, the Council has only engaged with a small number of Third Sector providers so far. This includes the Indigo Group, who have been involved in the development of Glasgow’s approach to the expansion as well as specific partnerships to develop and run the Garrowhill Early Years Centre and the new Southbrae Centre.

Glasgow is trialling a new staffing model to increase flexible access at the Tower View Nursery. This project, in an area of high deprivation, will provide a blended model of provision with childminders working with the nursery to provide part of the child’s ELC experience. The learning from this trial will inform planning for the Glasgow Childcare Public Social Partnership. The Scottish Childminders Association is facilitating the pilot. Children referred by nursery admission panels are placed with a childminder for part of the week, funded by Glasgow City Council as a partner provider. This has also involved childminders doing outreach work in their communities by speaking to parents to raise awareness.

The SCMA have also set up a community childminding service which receives ELC funding and involves partnership working between different organisations and services to make sure childminders are supported and provided with training. Engagement with the local authority to provide ELC removes the burden from childminders of having to find and manage their own customer base. It also gives them access to high quality CPD and certificated qualifications (Glasgow response to Blueprint Consultation).

Children in Scotland, in partnership with Glasgow City Council and Glasgow Centre for Population Health, have begun to develop their ‘CHANGE’ (Childcare and Nurture, Glasgow East) project. The aims of this project are to create 414 new registered childcare places for 0-12 year olds in Shetleston and Calton using a sustainable funding model and develop an approach to childcare, which supports and improves outcomes for children and families.

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27 http://www.gov.scot/Topics/People/Young-People/early-years/ELCTrials/ELCTrials


29 See http://www.childreninscotland.org.uk/project/change-childcare-and-nurture-glasgow-east
Summary

There is a need for capacity building and support in order to increase the sector’s appetite and capability to contribute meaningfully to the opportunities ELC expansion may offer. A number of pilots are underway in Glasgow and emerging outcomes are favourable from both council and third sector perspectives. There is a need to build from this modest platform. Enablers such as pump priming funding support of business plans and property investment and utilisation are key to further expansion of the model.
CHANGE is a project working to create better childcare for communities in the East of Glasgow. It has been funded by the Big Lottery.

Good quality, flexible, affordable childcare services can help to mitigate the impacts of deprivation and build foundations and resilience that support children for life. For many communities in Scotland the provision of affordable, accessible early years, after-school and holiday care is particularly poor. This project aims to develop and implement a sustainably funded approach to the delivery of services that focuses on family and the local area.

This three-year project (2016-2019) has three primary aims:

**Create capacity:** The project will create 414 new registered childcare places in neighbourhoods within the Shettleston and Calton areas of Glasgow for 0-12 year olds within a sustainable, long-term funding model;

**Support children and families:** The project will develop an approach to childcare in a way that builds relationships, engages with and supports children and families, working directly with over 100 families;

**Improve outcomes for children and families:** The service will positively impact on a range of individual, family and community outcomes.

We also aim to create systemic change, we will create and share our model in such a way that it can be adapted and applied in other communities in Scotland. The project team will draw upon existing strengths and assets of our partners and work with them to embed new expectations of what can be achieved.

**Core partners:**

**Children in Scotland:** Lead project team and with responsibility for delivering project outcomes.

**Glasgow City Council:** Providing senior staff resource to the project team and the support required to create a substantial childcare facility in the target area.

**The Community:** With the support of Thriving Places, the project will engage the community to model services and provision that meet needs.

**Glasgow Centre for Population Health (GCPH):** The project’s evaluation partner, assessing the impact of this pathfinder on child, family and community wellbeing.
4. Workforce Development

Context

The Skills Development Scotland report on ELC found that there were 39,030 people working in the ELC sector in Scotland at December 2015. The majority were employed in day-care nurseries but 5,570 were childminders. Glasgow has the highest number of ELC workers, 4,320 excluding childminders and 4,510 including them.30

The increase in free entitlement to ELC by 2020 presents both challenges and opportunities particularly as the sector has to grow and invest in the workforce. The Scottish Government estimate that up to 20,000 additional workers may be required for the expansion to 1,140 hours for 3 and 4 year olds and eligible two year olds. Glasgow City Council estimates that 2,000 new staff will be needed for the ELC sector across Glasgow.

Staff in day care of children services must register with the Scottish Social Services Council (SSSC) or another regulatory agency such as General Teaching Council for Scotland (GTCS). They must either hold or be working towards a relevant qualification for their role. Childminders have no specific qualification requirements but must register with the Care Inspectorate.

The Scottish Government is providing local authorities with £21 million in 2017-18 to invest in the first phase of the workforce expansion – both increasing the size of the workforce and equipping existing staff with new skills. In addition, the Scottish Funding Council will provide an additional 350 graduate-level places and 650 places for practitioner-level qualifications across our further and higher educational institutions.31

Provision

A wide range of provision is in place to support the development of skills for the ELC sector including apprenticeships, college and university provision and work-based learning. There are a range of qualifications, which can be taken by people in different roles in the ELC sector. They have different purposes and are applicable to individuals in different settings and at different levels. The key types of qualifications are:

- **Scottish Vocational Qualifications (SVQs)** – providing practical, vocational work-based learning for people already in employment in the sector or are looking to enter it.
- **Higher National Qualifications (HNC, HND)** – providing the practical skills and theoretical knowledge required by the sector.
- **Apprenticeships** – enabling staff to work towards qualifications whilst in paid employment. They include Modern Apprenticeships, Technical Apprenticeships and Professional Apprenticeships.


- **Professional Development Awards** – including taught learning, self-directed study, research and practice-based learning. PDAs at the same SCQF level as degrees are accepted by SSSC for manager and lead practitioner roles

- **Degrees and post-graduate options** – relevant degrees are now a requirement for ELC managers and lead practitioners. Post-graduate options include Postgraduate Certificates, taught Masters programmes and research Masters

- **Awards, other qualifications and non-accredited training** – a range of largely stand-alone work-based accreditations, qualifications and CPD courses.

Skills Development Scotland concluded that qualification system is broadly meeting the needs of the sector. Areas, which need more development, include meeting the needs of eligible two year olds, enhancing digital/ICT skills and reflecting changes in working practices such as working in the community, health related tasks and working with families.

Their report also suggests that ELC workers often face barriers to training and qualifications. They found that it is easier for employers in the public sector to organise and pay for staff to train, including backfilling their position when they are participating in training. Third Sector organisations faced both time and resource issues while childminders face particular difficulties in accessing training and development\(^{32}\). The Care Inspectorate is developing a learning and development pathway for childminders, which aims to help childminders in their career journey.

**Glasgow Qualifications Provision**

In Glasgow, the City Council has a contract with West Lothian College to deliver SVQs and HNCs, through local colleges including:

- City of Glasgow College
- Glasgow Clyde College – Langside, Annieland, Cardonald Campus
- Glasgow Kelvin College - Springburn, City, Westend, Eastend and Easterhouse Campus
- West College Scotland - Clydebank, Paisley and Greenock Campus
- West Lothian College

Places at these courses are subsidised by the Council. Although other SVQ centres can offer Childcare courses, students will not benefit from the subsidy.

Degree and Postgraduate programmes are offered by:

- University of Strathclyde
- Glasgow Caledonian University
- University of West of Scotland
- University of Glasgow

The SVQ is Playwork is available at Glasgow Clyde College and Great Western Training Centre up to level 4.

Full-time students and part-time students earning less than £25k can get SAAS funding for HNC, HND and BA courses. Students can use ILAs where SAAS is not provided (usually NC’s and short courses).

**Glasgow training provision**

The City Council supports seven Childcare Forums throughout the city. These provide CPD training on a rolling programme. The membership includes all the council, private and third sector nurseries and after-school services in each area. The council provides £5k to each forum for running costs to cover meetings, open days etc. Each provider pays £100 a year for membership (with GCC paying for council nurseries). They subsidise the training using the membership fee. The core courses are First Aid, Food Hygiene, Infection Control and Health and Safety. They also run Child Protection and GIRFEC courses and specialist courses (ADHD and Autism). They charge £15 to £25 a head.

The Council hosts as an annual Childcare conference at Parkhead, which is free and provides training on Child Protection and Monitoring and Evaluation.

The Scottish Out of School Care Network (SOSCN) also provides training for out of school services and the Scottish Childminding Association provides training for its members.

**Training providers**

A desktop analysis found that there are a number of providers who provide training suited to the ELC workforce. There is both online and face-to-face provision by providers such as Children in Scotland, Early Years Scotland and the British Red Cross. Organisations such The Alliance, Child Bereavement UK and The National Autistic Society Scotland provide specialist training. Prices vary from £30 a person for on-line training to £225 per person for a full day training.

**Expanding the workforce**

The City Council is also seeking to address the training and qualifications needs for the expanded workforce. Education Services have already begun to develop new models of growing the workforce. In addition to traditional recruitment of both qualified staff and unqualified Modern Apprentices, new training models have been put in place around parents and Council staff from other services.

The parent training model recruits parents, via the nurseries, who may be interested in training to work in ELC and supports them to achieve their SVQ2 and SVQ3 in partnership with Glasgow Clyde College. Support is offered to access childcare and cover transport costs. Once qualified parents are guaranteed an interview for the Council’s supply list. There is also a bespoke training pathway for fathers recruited via the nurseries, “Approved by Dads”, which is delivered in partnership with a local training provider. This was specifically developed as a route to address the significant gender imbalance in the ELC workforce. Within the Council, staff seeking a career change into ELC are supported to train for SVQs.

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33 GCHSCP Children’s Services Plan 2017-20
Third Sector views
Views on training and qualifications were sought from staff working in ELC Third Sector organisations. Across all the organisations, there were a number of well-qualified staff who had a variety of qualifications, including HNCs, SVQs and BAs. All of the organisations said their staff qualifications at least met the minimum level required by the Scottish Social Services Council, and some exceeded the minimum standards.

Fewer organisations tended to have staff qualified in Playwork, though those running dedicated play schemes or sessions tended to have at least one. The main SVQ held by practitioners is Childhood Development Level 3, though this is now being replaced by Social Services and Healthcare (Children & Young People) Level 3. There were some complaints from organisations about the quality of courses available. Some said that the fact Glasgow City Council subsidises particular local colleges restricted their staff to taking courses there despite the fact the quality was not always satisfactory. Two organisations were particularly critical of the quality of the courses available.

They also all undertake post-qualification training courses. A number of organisations reported that it was difficult to meet the cost burden of ever-increasing qualification requirements, particularly if their qualified staff then left for a better-paid job with the local authority. Some interviewees said that additional training programmes, whether online or face to face, were costly and although local council funding is sometimes available as a subsidy, information about this is not widely available.

Most organisations reported attending their local childcare forums though there were varying degrees of engagement. Childcare forums discussed a range of issues including partnership funding and sharing best practice and sometimes hosted speakers from the local authority or different organisations. Some interviewees said they tended to send staff to meetings and that they struggled to find the time to attend all forums due to other constraints.

One organisation reported that Childcare Forums used to provide free training but now charge around £25 per person for a training session. Others said that training was not always available when it was needed and not always up to date. Some organisations that provided more unique or specialised services were looking for more training tailored to their particular needs, such as EAL. Many organisations were particularly interested in training on autism and ADHD awareness.

Training requirement
The Third Sector interviewees expressed a need for a programme of training which is run continuously throughout the year. The cost of these sessions was a significant issue as most organisations struggled with the burden of regularly training all staff. Therefore, efforts should be made to provide training for as low a cost as possible, with one suggestion that a deposit is charged which is then refunded as long as the training is attended (meaning that training could effectively be obtained for free). If free training is not an option, a price point of around £25 per head for a half-day seems to be the usual fee charged by the Citywide Forums and around the highest most organisations would be able to pay for training.

Interviewees mentioned a number of topics on which they would like training. To test the robustness of demand for particular courses and evening training, we conducted an on-line
survey. This was sent to around 200 organisations on the Everyone’s Children mailing list who provide pre-school or out of school services. There were 39 responses (18%). The most popular topics were:

- Understanding Autism
- Child Protection
- Challenging behaviour
- Child Development
- GIRFEC/Named person
- Understanding ADHD
- Children’s Rights

Q1 What training courses would you like to see in an evening programme? Please tick up to 6 choices
5. Role of GCVS and TSI partners

Context

The challenge across all sector – public, private and third sector, to is create a new well-trained and fit for purpose workforce which can deliver on the new Health and Social Care outcomes, while working within increasingly constrained budgets. The Everyone’s Children project has demonstrated that there is a real appetite for staff learning and development and a willingness among other third sector agencies – both local and national – to collaborate on work-force development in the sector. Going forward, the project would seek to build on this, working with other sectors and specialist agencies to develop and integrate a Workforce Development Initiative in this area. This chapter considers the support and assistance available.

Employers Advice Service

The Employers Advice Service provides HR advice and consultancy, which third sector organisations can access for an annual fee or on an ad-hoc basis. The service has around 100 clients and subscribing means the client has unlimited access to advice by phone or by email regarding any employment law or human resources issues that arise throughout the entirety of the employment relationship: recruitment, drawing up an employment contract or job description, interviewing, absence, misconduct, grievances and dismissal, amongst others.

The service also provides sample policies and procedures to guide organisations in drafting their own. The subscription also includes a quarterly update bulletin on employment law issues. Where EAS feels that the client has a particularly serious or complex issue and they need specialist legal advice, they can be referred to a lawyer who is experienced in working with small voluntary organisations and will offer a discount. Also included is 4 hours of consultancy time, which covers any practical work, such as a face to face meeting or reviewing policies and procedures.

EAS provides training through the main GCVS training programme. This includes human resources and employment law, for example on staff appraisals or writing policies and procedures. Training can also be provided in-house, for example, one ELC organisation that frequently works with children who have an ASD diagnosis was given bespoke training on lone working.

EAS also offer Good Employer Reviews. These have been offered free to a small number of small Third Sector organisations working with children and families each year. The process helps organisations look at their employment practices in a systematic way to see how the organisation measures up against best practice and employment law requirements. It results in each organisation getting a report with a list of prioritised recommendations for action.
There is a possibility of using the review to help organisations review and improve their terms and conditions for employees which may help them retain staff, as loss of qualified staff to the public sector is an issue some organisations identified in the ELC consultation.

**Capacity Building**

The GCVS Capacity Building officer carries out Organisational Health Checks, which can help to smaller organisations to examine their finance and governance systems and help them improve. Glasgow City Council refers organisations that are IGF funded, where it has identified a need. These have been offered free to a small number of small Third Sector organisations working with children and families each year. The Health Checks are based on the EFQM model and look at:

- Governance
- Leadership
- Managing People
- Managing Money
- Managing Resources
- Monitoring and Evaluation

The Capacity Building Services also provides training on governance issues, managing funds, funding applications, fundraising and monitoring and evaluation. If a number of organisations with the same issues are identified, GCVS can provide tailored workshops for them together which is more cost-effective than providing training to each of them individually.

**Community Learning and Development**

The GCVS Community Learning and Development section offers services including dyslexia support training, English as an additional language training and training for staff who provide other classes and learning programmes in the community such as family support, ICT lessons, or English language help with the welfare system. The CLD team also facilitate networking for the staff providing these services.

The service also provides training on self-evaluations in order to measure their impact. This could be a good tool for helping third sector organisations become more confident in evaluating themselves, as self-assessments are required by the Care Inspectorate.

**SVQs and Workforce Development**

GCVS has operated a highly successful SVQ centre for over 10 years and has contributed to the workforce development of the Third Sector in supporting staff to achieve SVQs relating to their work role. The centre has been consistently commended by SQA for the work they do with the Third Sector.

The SVQ Centre offers the SVQ level 2 in Social Services and Healthcare and 18 participants passed this course in 2016/17. A further 10 candidates achieved Level 3 Social Services and Healthcare (Children and Young People) and 3 achieved Level 4 Social Services and
Healthcare (Children and Young People). The centre is looking at the possibility of offering the SVQ in Playwork in the future.

The basic SVQ level 2 in Social Services and Healthcare (Children and Young People) that is needed to be a childcare practitioner costs between £700 and £1300. GCVS offers this course for £1250 and ILA funding can be put towards it to take the cost down to £1050. The Level 3 SVQ in Childcare costs £1800 and SAAS funding can be used for this. The manager of a nursery will need two qualifications at £2000 each, including a BA in childhood practice.

The SVQ centre manager can provide advice and guidance for organisations on what qualifications their staff need and on the grants and funding processes for ILA and SAAS grants. The Voluntary Sector Development Fund may be available to help with these costs but grants are given on a themed basis so they have a different priority each year, which means they may not always be available to nurseries.

It is difficult for GCVS to compete on price with colleges, as they get funding directly from the Scottish Government’s education budget to subsidise their HNCs and SVQs. This allows them to offer them at a lower cost to the candidate than training providers, who do not get access to this money.

**Everyone’s Children**

The Everyone’s Children team have been delivering a regular and engaging programme of training and events for third sector organisations, with a focus on children, young people and families. In 2016/17, Everyone’s Children have delivered 19 events and training sessions to 610 participants. Many of these events have attracted staff from ELC organisations. Topics have included:

- ADHD
- Child Protection
- Children’s Rights
- GIRFEC/Named Person
- GIRFEC Information Sharing
- Introduction to Dyslexia
- Welfare Reform - impact on families
- Role of Joint Support Teams
- Disclosure PVGs

The Everyone’s Children team have received feedback that there are some barriers to attendance for some organisations. Some people only come to free events because they don’t have funds for training. GCVS offers discounted prices for small organisations but even these prices can be too much for some. The team are keen to offer training specifically aimed at ELC staff through an evening programme. However, this may have to run at a loss.

**Citywide Forum**

Everyone’s Children also support the Children, Young People and Families Third Sector Citywide Forum. This an umbrella group which represents third sector organisations with an interest in children, young people and families. Steering group members include organisations with an interest in ELC and Family Support, such as Quarriers, Stepping Stones for Families, Early Years Scotland and the Scottish Childminding Association. A sub-group on
ELC was established to support the Forum event on ELC in June 2017 and this group may continue to support and advise the roll-out of an ELC training programme.

Volunteer Glasgow

Volunteer Glasgow is the operating name of the Volunteer Centre – the Centre for Volunteering, Community Action and Employment Initiatives – was established in 1970. In addition to promoting and supporting volunteering, Volunteer Glasgow has established a successful track record in providing community development, befriending/mentoring, training, community care, and advisory services to the general public and to a range of specific client groups across the city.

GSEN

Glasgow Social Enterprise Network (GSEN) is a membership network of social enterprise leaders operating in the Greater Glasgow Area. Membership includes social enterprises of all sizes at all stages of their development, across a wide range of trading activities. GSEN exists to:

- serve as a peer support opportunity for its members, where they can share experiences and advice openly;
- enable members to share information about investment, contracting, business opportunities and emerging policy information, ensuring members have as much access as possible to information which will help their businesses;
- create an informal but business focussed environment which is conducive to inter-trading between its members and other social enterprises
- engage selectively with policy makers, funders and other strategic partners of interest to its members - to lobby, challenge and provide input, into relevant agendas and
- enable access to events and training.

Third sector views

Third sector interviewees were asked how GCVS and other TSI partners could help them. Those who had experience of the Employer Advice Service said that it was excellent. Very few were aware of the capacity building role but thought that it would be useful for assistance with funding applications.

Staff also thought that the Everyone’s Children training and event programme was very good, but some struggled to attend due to constraints of both time and money for training. Some wanted EAL training to help them to work with ethnic minority users. Staff generally wanted good quality, up to date training which was free or very cheap and evening delivery would suit many.

Staff appreciated the role of GCVS and the Citywide Forum in advocating for the sector and some felt that a stronger lead was required in negotiating with the Council on payments for ELC and three-year IGF funding.

Some had used Volunteer Glasgow to recruit volunteers and found this useful. Some organisations were on the way to becoming self-sustaining social enterprises though at present they are still relying on grant funding.
To test the robustness of demand for GCVS services, we asked the conducted an on-line survey. This was sent to around 200 organisations on the Everyone’s Children mailing list who provide pre-school or out of school services. There were 39 responses (18%). The most popular topics were:

The third sector survey asked respondents what GCVS services they would like more information about. Of the 39 respondents, the most popular services were support with grants and funding – 59% and SVQ qualifications - 46%

Q3 GCVS provides other services. Are there any that you would like more information on? (Tick all that you interested in)
6. Conclusion and Recommendations

The research highlighted a series of key issues that need to be addressed in order for the TS to contribute to the expansion of ELC in Glasgow. It also established that GCVS and the Third Sector Interface (TSI) have a clear role and contribution in supporting Third Sector ELC organisations as part of this expansion. It may be that some of this support would be best directed to geographic areas where there are gaps in services.

In order to take forward our conclusions, GCVS will:

1. **Reinforce the key messages from the research by:**
   - Making the case for longer term funding to provide stability and greater job security
   - Campaigning for funding to allow nurseries to pay a living wage
   - Advocating the widening of the scope of ELC funding to family support with the Scottish Government and the Council
   - Establishing a sub-group of the Children, Young People and Families Citywide Forum to provide advice on ELC issues

2. **Supporting measures to address gaps in provision by:**
   - Leading a pilot project to stimulate third sector provision in areas where there are geographic gaps
   - Advocating for the creation of a role for National Care Standards advisor to support organisations with quality improvement

3. **Supporting workforce development**
   - Seeking GCC partner status for its SVQ centre to provide childcare and play qualifications.
   - Running a pilot ELC training programme from Sept 17, with sessions in the early evening
   - Running briefing sessions on the new National Care Standards.