

Agenda Item	11.
Report No	EDU/5/23

HIGHLAND COUNCIL

Committee: Education

Date: 15 February 2023

Report Title: Early Learning and Childcare Redesign

Report By: Executive Chief Officer – Education and Learning

1. Purpose/Executive Summary

- 1.1 This report provides an update on Early Learning and Childcare (ELC) Redesign activity and engagement with ELC partners in the PVI (Private, Voluntary, Independent) sector.
- 1.2 This report follows the decision by the Council on 27 October 2022 that:
“A review of ELC re-design to be taken forward, with further reports back to Education Committee in February 2023.”
- 1.3 This report sets out the over-arching Redesign themes and opportunities that have emerged from discussion and co-production between Council officers and PVI partners to date, aligns them with the Budget Strategies the Council agreed in September 2022, and sets out the further actions and activity that will be progressed under ELC Redesign. This report reflects an interim update, not final Redesign recommendations.
- 1.4 Work to date will inform proposals to be considered by the Council as part of the revenue budget for 2023/24, while work on Redesign and PVI partner engagement will continue with further reports back to this Committee. The Council budget paper will address the commitment made to set a partner provider rate for financial year 2023/2024.

2. Recommendations

- 2.1 Members are asked to:
 - i. Note the work taken forward to date as part of ELC redesign.
 - ii. Note that the work represents a co-production approach with ELC PVI partner representatives, following two meetings with the sector in late 2022.
 - iii. Note the developing ELC Redesign opportunities and actions as set out in Appendix 1.
 - iv. Note that further updates will come back to this Committee.

3. Implications

- 3.1 **Resource (Budget and Staffing)** – no specific resource implications at this stage or related to the recommendations in this report. ELC Redesign will have resource implications to be considered, and these will feature as part of future reports as specific recommendations are taken forward, in relation to partner rates that “Recommendations will be considered by the Council in March 2023 relating to ELC funding for 2023/24.”
- 3.2 **Legal** – no implications at this time, but as noted within this report due assessment of legal implications will be required at the time of specific recommendations and noting that there are legislative requirements and processes that relate to some aspects of the Redesign ideas emerging.
- 3.3 **Community (Equality, Poverty and Rural)** – assessment of community implications will be taken forward as part of the more detailed redesign work being taken forward. Any recommendations which look to alter the nature of current ELC provision at a local level will need assessment, and consideration of mitigating actions.
- 3.4 **Climate Change / Carbon Clever** – no implications at this time, this will be assessed as part of redesign activity going forward.
- 3.5 **Risk** – risks and implications will be assessed as part of ongoing redesign and as specific actions and recommendations are developed.
- 3.6 **Gaelic** – ELC provision encompasses Gaelic Medium and English Medium provision. Any specific Gaelic medium implications will be assessed at the appropriate time as part of recommendations as they are developed and taken forward.

4. Background

- 4.1 The report to Council on 27 October 2022 titled “Financial Crisis – Valuing Partners Through Collective Budget Strategies, Redesign and Co-production” included a number of recommendations in relation to Early Learning and Childcare (ELC).
- 4.2 As noted at paragraph 1.2 above, it was agreed that a redesign of ELC would progress, with reports back to this Committee.
- 4.3 The background and context to that recommendation, was a recognition of a need to Redesign due to changed circumstances, as well as an expectation that there were opportunities which could be progressed to achieve further financial savings. This was due to the following factors:
- There had been no significant review of ELC provision since the rollout of the expansion to 1140 hours of funded ELC provision.
 - By its nature, the 1140 rollout was predicated on growth and expansion of service, utilising SG revenue and capital funding.
 - The gross budget for ELC was £31.6m, representing a very significant element of the Service budget, and merited review.
 - The 1140 plans and policy context dated from 2017/18 and a lot had changed in terms of the financial and wider environment.
 - The financial crisis facing the Council and wider society necessitated a review to ensure Best Value and limited resources targeted most efficiently.

- Engagement with PVI ELC partners had identified both a challenge and an opportunity around how ELC funding was being utilised and the provision made across the Highlands.
- Scottish Government data had indicated that the number of children, the level of hours provided, and various other assumptions that had under-pinned 1140 hours policy and funding, were now different in reality and they intended to review funding assumptions.
- The quantum of ELC funding at a national and local level had reduced in 2022/23 and was expected to reduce further in 2023/24 (with that expectation all but confirmed via the Scottish Government draft budget for that year and information provided by Scottish Government to date).
- Engagement with ELC partners prior to the October 2022 Council meeting had highlighted a number of aspects of ELC provision that merited review, and there was a willingness of PVI partners to collaborate with the Council on taking forward Redesign.

4.4 Alongside the potential financial benefits of redesign, and most importantly, is a clear focus on improving quality of provision resulting in improved outcomes for children. As outlined in Early Years Curriculum and Learning Through Play paper taken to November Education Committee:

“High quality ELC has an impact measurable over decades on outcomes ranging from learning and wellbeing to social inclusion and income.”

5. Redesign Process

- 5.1 The decisions by the Council on 27 October followed a number of ELC PVI partner meetings and engagement sessions that led up to that meeting. Since that time, the Council has facilitated two further meetings with PVI partner representatives in the latter part of 2022.
- 5.2 Invites to the meetings were issued to all ELC PVI partners and commissioned childminders in the Highlands. The timing was early evening meetings in recognition of the work commitments of partners and childminders. Across two meetings in December 2022, we had attendance from 16 representatives, positive discussion and engagement on the topic of redesign, and overall feedback from attendees was constructive.
- 5.3 The Redesign discussion was open, with a discussive format to understand some of the issues and challenges relating to ELC provision, and ideas around what some of the opportunities and actions to be taken forward would be. The approach taken was to ensure that discussion focused on all stages and providers of ELC provision, and not a focus only on LA or PVI provision or funded ELC only provision.
- 5.4 **Appendix 1** is the current ‘write-up’ and summation of the Redesign discussion which translates **issues into opportunities** and **opportunities into actions**. This has in turn been mapped into the main themes of the Council’s own budget strategies agreed by Council in September 2022. **Appendix 2** shares the full content of the materials used and the inputs and outputs of the two Redesign meetings.
- 5.5 There is a significant amount of information within the appendices. There remains work to develop the opportunities and actions further, consider what other opportunities there may be, and consider also, risks and implications. That work is being taken forward and with plans for further Redesign meetings in the early part of 2023, and any potential quick

wins and management actions will be taken forward as soon as possible. It is important to note that demographic changes and parental uptake have significantly impacted upon the initial footprint for ELC as was assessed prior to COVID as families are now making different choices. Birth data, and population projection data at both Scotland and Highland level also indicates a decline relative to when 1140 policy was initiated, which would be expected to translate into lower numbers in settings in the coming years. Further analysis and modelling is underway. Where any proposals for change arise which fall into the scope of the Schools Consultation (Scotland) Act, that legislative process will ensure the appropriate engagement of all relevant stakeholders.

5.6 Some of the key emerging ideas from the Redesign, and set out in **Appendix 1**, have been highlighted below. This is not intended to convey all that is within the appendix but, selecting some of the ideas which have been the main focus of discussion, and potentially represent the most significant opportunities.

- **Quality and outcomes** – there are lessons to be learned from practice across Highland, and use exemplars to drive improvement in quality and outcomes for young people.
Facts/context: quality should sit at the heart of provision and providing for children and families. Very small settings, and settings with low Inspection Report findings exist and Redesign needs consider how best to deliver on quality and outcomes. Equally so, there are a number of PVI settings who have exemplified excellent care inspectorate outcomes and there is a need for this to be shared across the sector.
- **Efficiency/sustainability of settings** – a review of small settings/high-cost settings and consideration of what options and alternatives should be considered.
Facts/context: There are 41 ELC settings in Highland with 8 or less children the majority of which are HC operated. Direct costs of HC provision ranges from £3.46 per hour to over £14 per hour. The higher end costs are linked to the provision of ELC in remote and rural communities, where typically only the Council operates ELC, based on local needs, and the significant costs of delivery arise.
- **Duplication of provision** – review of localities where there is potential duplication of provision and potential over-capacity. Identification of options and recommendations based on place based analysis and discussion.
Facts/context: there are 23 localities with both LA and PVI provision(s) in place. Not all of these however represent overprovision. Two localities/settings have been identified as potential ‘quick wins’.
- **Contracting and Procurement** – review of the processes in place to ensure a business case and open approach to new settings/changes to settings, and the decision making process as to whether LA or PVI are best placed to act as provider.
Facts/context: there are new school builds planned in Highland, and potentially other changes may emerge from Redesign. A process and Business Case driven appraisal should be considered to assess who is best placed to operate an ELC setting, and opportunities for PVI to be commissioned/contracted into new opportunities (or at least given the opportunity).
- **Out of school care** – assessment of who best to provide (LA or PVI) and avoid duplication.
Facts/context: OOSC is not a statutory provision. PVI typically offer as part of an ‘all day’ service which many are staffed and able to provide. All day provision

does not align well with normal school/staffing hours and can present some staffing and practical challenges. Are all HC OOSC settings economically sustainable – further analysis required.

- **Innovation** – assessment of new innovations to deliver provision in alternative ways, address challenges of sustainability/efficiency/capacity e.g. pop-up or mobile provision, parental contract arrangements, salaried childminders, etc. Facts/context: there may be more alternative and more efficient/sustainable ways of delivering ELC. These may also assist with Redesign and alternatives to existing models.
- **National Studies** - Scottish Government are progressing work to consider opportunities and innovation in remote and rural ELC for ages 1-12 including funded and non-funded provision as part of their action plan to address depopulation. Initial discussions with SG have taken place and potentially some learning opportunities as well as support from SG around local case study work.

6. Next Steps

- 6.1 This report sets out work to date and emerging ideas from ELC Redesign. This is not a final report, and it is expected that new ideas may emerge from further discussion, and also some of the ideas identified to date may not be deemed viable on further assessment. More detailed work is being taken forward to further research and develop the ideas to date, including more detailed assessment of the opportunities and risks and implications. The work to date has been a co-production approach, from meetings with ELC PVI partners, and the intent is to continue with that process for the Redesign.

Designation: Executive Chief Officer, Education and Learning

Date: 5 January 2023

Authors: Brian Porter, Head of Resources.
Colette Macklin, Head of Primary Education and ELC.
Hayley Brown, Senior Manager – Early Years

Appendices: Appendix 1 – ELC Redesign Workshop Feedback/Ideas
Appendix 2 – ELC PVI Partner Meetings

ELC Redesign

Theme	Workshop Discussion – Issues/Challenges	Redesign Ideas/Opportunities	Actions
People Strategy	HC staffing - how many management and supervisory staff layers?	Changing operating model and removing duplication of service will reduce staffing requirements.	Use deployment opportunities for staff who may be additional to ratio requirements when operating models change/roll numbers fall
		Reallocate some role responsibilities to make more efficient use of the staff employed centrally and reduce overall staffing compliment	Consider potential for deployment of central staff to new SEEMIS ELC project development and implementation.
		Address challenges presented with staff working patterns–	Plan staffing to meet needs of the service
Increasing Income	Out of School Care – why are HC hourly charges set as they are, and much lower than typical PVI sector charges?	Review level of HC OOSC charges.	For 2023/24 budget HC to review charges for OOSC and paid for childcare (early years) Currently £4.70 per hour, PVI average (From Ipsos) £5.05
	Out of School Care – is income covering costs? Is the provision efficient and sustainable?	Consider potential opportunities to develop OOSC where demand dictates and numbers indicate sustainable model	Identify localities and opportunities. Ensure responsive and flexible to respond to changes in demand.
		Consider potential to accommodate unfunded 2s in some settings to support sustainability in small, remote and rural	Locality analysis of challenges and opportunities
Service prioritisation and redesign	Out of School Care – who best to provide? How to avoid duplication?	Where requests come from parents, consider local provision, who can provide/is establishment of a service required –who is best to deliver?	Develop a business case methodology to assess existing and new demands. Including a methodology for who provides i.e. HC or PVI.

	<p>Inefficiency and unsustainability of very small settings – LA provides to small numbers where PVI don't. Scope to review/close/consider alternatives?</p>	<p>A more pro-active approach to review/mothballing/ closure of small and unsustainable settings. PVI sector as 'businesses' do make these decisions and act more decisively.</p>	<p>Analysis of settings with 8 or less children to be prepared. Forward projections of possible 'rolls'. Mapping/analysis of alternative provision to be developed. Development of community childminder scheme.</p>
	<p>How to avoid/address duplication of provision?</p>	<p>Several localities where both HC and PVI provision exists. Is there scope to remove/reduce any overcapacity and look at more efficient delivery arrangements?</p>	<p>Mapping of localities with duplication of provision. Analysis of capacity and demand (rolls). Forward projection of rolls. Development of options. Identification of quick win opportunities (2 localities possible currently).</p>
	<p>Are the best interests of the child being met, in very small settings?</p>	<p>Alternative models could offer access to alternative provision and provide better experiences for children in larger group settings.</p>	<p>Assess options for provision of transport funding for parents and very specific criteria, to support families in smaller communities coming together to access ELC.</p>
	<p>Alternative models of provision – what other options can be considered?</p>	<p>Can 'pop-up' or mobile ELC settings play a role?</p>	<p>Offer to PVI to develop solutions/opportunities. Consider if HC can assist with setup/capital funding for new and innovative provision, on a business case basis.</p>
		<p>Should there be a greater role for Childminders (but is the capacity there)?</p>	<p>Consider if a role of 'salaried childminder' is feasible and could be an option in some localities. Develop proposal for community childminder scheme</p>

			(Potential for PVI to operate)
		Should 'parental contracts' be more formalised and more widely used as an alternative i.e., parent contracts for ELC transport or ELC childcare?	Consider developing a more formalised approach to 'parental contracts' including criteria for use and models of financial support payments.
	Messaging and Communications – review of arrangements	Greater parity and prominence of PVI provision on HC website, enrolment information, communication to parents etc	Review and revision to HC website and other communications.
	Develop and improve relationships	Greater face to face visits of HC staff into PVI settings.	Review communication and engagement arrangements.
	Review of operating models	Consider operating model in LA where partners could offer 'wrap' and/or holiday care/OOSC to minimise additional staffing/resources required	Undertake mapping of localities and further engagement with PVI partners to identify opportunities.
Capacity modelling	Consider 'capping' ELC numbers to fall in line with staffing ratio (1:8 for 3-5s, 1:6 for 2-5s, 1:5 for 2s only)		Review regulations, policy, and guidance to assess options and implications.
	Consider consolidating capacity where possible in neighbouring setting to support more sustainable service		Locality analysis Review legal and other implications of rationalisation
Asset Management	See above potential for reduction in number of operational settings, those with fewer than 9 children or those where there is duplication/overcapacity in a community	Potential for efficiencies where EM and GM ELC are delivered in same community – potential to rationalise provision?	Review statutory guidance relating to GME provision to consider options.
		Consider cluster arrangements to support sustainability in remote and rural areas	Locality analysis Review legal and other implications of rationalisation
Contract Management & Procurement		For new school builds, these are more of a blank sheet and greater	Seek advice from shared procurement team on contracting

	Why aren't PVI sector given more opportunity to contract for new settings etc?	scope to consider if PVI rather than LA might be better placed to operate.	options for seeking PVI interest on new ELC settings. Or existing settings where a case for change exists.
		For existing provision, whether linked to duplication, quality, or other assessments, consider process to assess 'who provides'.	Early engagement with PVI sector when new ELC setting opportunities arise. Business case approach to appraising opportunities.
	Are other HC ELC contractual arrangements in scope for review/redesign i.e., CALA SLA, Block grant arrangements?	All grant/SLA funded ELC orgs to be in consideration	As part of budget options for 2023/24, ensure all aspects of ELC provision in scope.

ELC PVI Redesign Meetings

1 Dec 2022 (in person)

Present:

Brian Porter, Hayley Brown & Colette Macklin - Highland Council
Raema Mackay, Cradlehall
Lianne Anderson, Little Angels
Teresa Collinson, Green Tree
Denise Barras, Les Enfants
Tracy McMorrان, Kilcoy Kindergarten
Beth Rodgers, Cairngorm ELC
Merlin Plantrose, Kinder Croft CIC
Kenny Forsyth, Stramash
Jason Hope & Stacy Stewart, Little Staggies ELC
Ailsa Puckrin, Stepping Stones Nursery
Jaci Douglas, CALA

15 Dec 2022 (MS Teams, online)

Present:

Brian Porter, Hayley Brown & Colette Macklin - Highland Council
Jaci Douglas, CALA
Ailsa Puckrin, Stepping Stones Nursery
Kenny Forsyth, Stramash
Clair MacGillivray, Les Enfants

ELC Redesign Partner Engagement

Thursday 01/12/22 1730 - 1900

**Council Headquarters (Chamber Entrance), Committee Room 1, Glenurquhart Road,
Inverness, IV3 5NX.**

Agenda	
Welcome, introductions and apologies	<ul style="list-style-type: none">• All
Redesign: overview, purpose, expectations	<ul style="list-style-type: none">• Discussion
Redesign: Presentation of current provision across Highland	<ul style="list-style-type: none">• HC to present map and info by ASG
Redesign: Partner thoughts/suggestions/proposals	<ul style="list-style-type: none">• Partners
Redesign: LA costs of provision	<ul style="list-style-type: none">• HC to present HC setting cost information
Redesign: Parent/child travel times/distance	<ul style="list-style-type: none">• Discussion
Redesign: Statutory consultation requirements	<ul style="list-style-type: none">• HC outline legislative position
Redesign: School age childcare	<ul style="list-style-type: none">• Discussion
Redesign: Operating models and efficiencies/opportunities	<ul style="list-style-type: none">• Discussion
Next steps. Further meetings -venue, timing, format	<ul style="list-style-type: none">• Discussion
AOCB	

ELC Redesign 1st December

**Welcome,
introductions and apologies**





Redesign

- Overview
- Purpose
- Expectations





Redesign

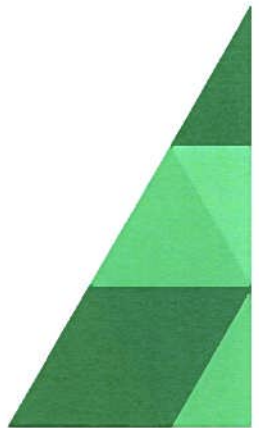
- Current provision across Highland
- ELC Providers in Highland





Redesign

- Current provision across Highland
 - 4 areas
 - 29 ASGs
 - 138 LA some with EM & GM
 - 47 PVI
 - 28 CCM





Redesign

- Current provision across Highland

41 settings 1-8 children

71 settings 9-24 children

49 settings 25-48

19 settings 49-72

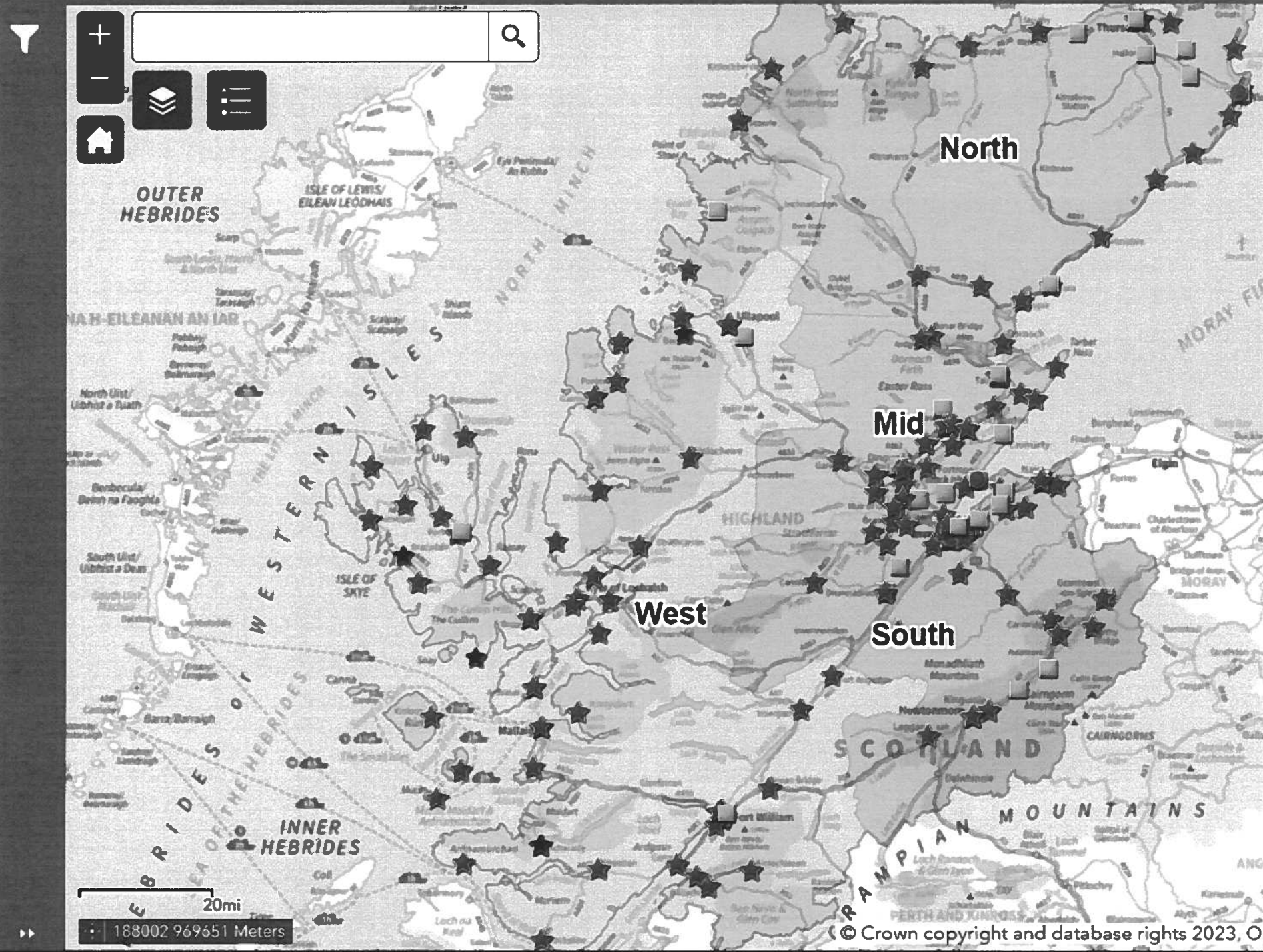
9 settings 73+






Redesign

- *Partner views... thoughts/suggestions/proposals*
- 






Redesign

- Estimated LA costs of provision term time – including
 - EY Practitioners, clerical, management, capitation and groceries
 - **EXCLUDING** building costs, utilities, corporate costs, meals
 - *Small (4 children) £14.00*
 - *Average (24 children) £4.69*
 - *Large (80 children) £3.46*
 - *Cost by overall budget 19m/3.5m hours £5.43*
- 



Redesign – LA costs

- LA costs of provision term time – based on costs as follows (pre pay award, top of pay scale costs)
 - EY Practitioners HC05 salary £25,025 (Full year 35hrs)
 - Pro rata (45.88 weeks) plus 28% on costs – NI, SA, AL
 - Clerical Support HC03 £19,619.60 pro rata plus on costs
 - Management time (Main Grade Teacher) £55,548 inc on costs
 - Capitation £65.01 per pupil plus £312.23 per setting
 - Groceries block rates £475, £850, £2930
- 




Redesign

- Parent/child travel time/distance
 - Alternative provision?
- Discussion





Redesign

- Statutory Consultation
 - Changes to Schools, including school nursery classes, are subject to the Schools (Consultation) (Scotland) Act 2010.
 - The crucial provision is the requirement to conduct a statutory consultation where it is proposed to close **all the nursery classes in a school**
- 



Redesign

- School age childcare
- Discussion





Redesign

- Operating models, efficiencies/opportunities
 - Discussion
- 



Redesign

- Further meetings – venue/timing/format
 - Discussion
- 



Redesign

- AOCB
- 

End



ELC Redesign Partner Engagement

Thursday 15/12/22 1730 - 1900

Online meeting – Microsoft Teams

Agenda	
Welcome, introductions and apologies	<ul style="list-style-type: none">• All
Redesign: overview, purpose, expectations	<ul style="list-style-type: none">• Discussion
Redesign: Review of discussion and output from meeting no1	<ul style="list-style-type: none">• Slides from meeting 1 circulated with updates to reflect discussion• Discussion
Redesign: developing actions around themed ideas	<ul style="list-style-type: none">• Discussion
Redesign: Next steps and reporting	<ul style="list-style-type: none">• Discussion
Next steps. Further meetings -venue, timing, format	<ul style="list-style-type: none">• Discussion
AOCB	

ELC Redesign 15th December

**Welcome,
introductions and apologies**





Redesign

- Overview
- Purpose
- Expectations






Redesign

- Review of discussion/output from previous meeting...





Redesign

- Developing Actions
 - Communities with more than 1 provider and overprovision
 - Very small settings & alternative provision
 - Reducing capacity/operating model in LA settings/alternative provider?
 - Procurement/tendering for new services
 - ELC messaging, engagement and enrolment
 - Statutory consultation – enquiry and testing
- 



Redesign

- Next steps and reporting

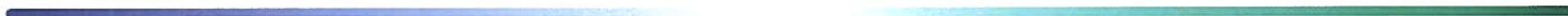




Redesign

- AOCB
- 

End




ELC Redesign 1st December updated

**Welcome,
introductions and apologies**





Redesign

- Overview
 - Purpose
 - Expectations
- 



Redesign

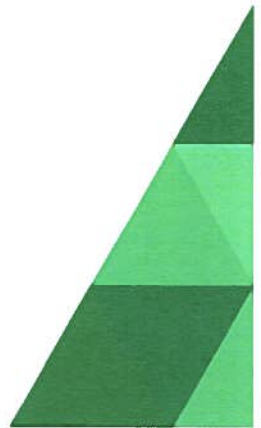
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Redesign

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Redesign

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Redesign

- *Partner views... thoughts/suggestions/proposals*

Pop up/
mobile
ELC

Childminder
provision as
alternative

Incentives
- Salaried
CMs?

Parental
Contracts
(travel,
hourly)

Closures –
just
act. PVI
have done.

Enrolment/
website - due
prominence to
partner
settings

ELC
Messaging to
parents

HC/PVI relationship
building. More
engagement and
visits

OOSC – why
do LA provide
where PVI
does?

HC operates in
very small
settings where
partners (ex
CCM) don't

Duplication
of
provision

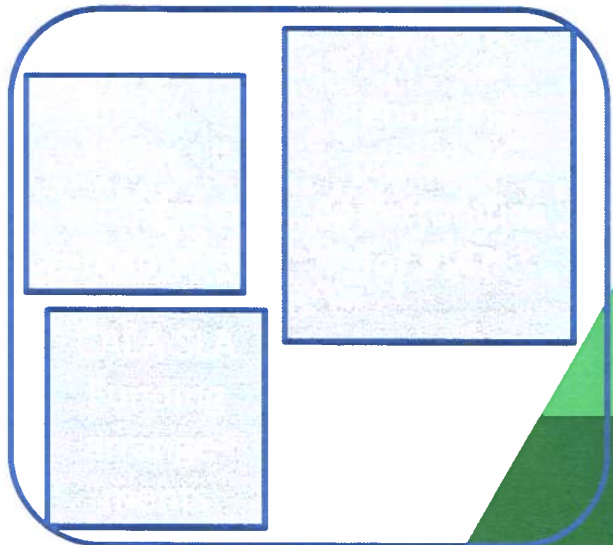
HC manage-
ment layers/
costs

Closure of /
alternatives
to very small
settings?

Quality /
Child
interests in
v. small
settings


Legislation
/Policy/
Lobbying
e.g. 2010
Act and
closures

New house
building, capacity,
discussion






Redesign

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 - 4 or 10 hours per week for medium and large settings
 - Management time (Main Grade Teacher) £55,548 inc on costs based on 0.1, 0.2 and 0.4 FTE
 - Capitation £65.01 per pupil plus £312.23 per setting
 - Groceries block rates £475, £850, £2930
- 

Redesign – examples taken from ledger

School	Staff cost from ledger	Funded FTE	Hours	Staff only Hourly cost	Total including capitation and groceries	Hourly cost
Smithton	£323,465	78	88920	£3.64	£331,778.01	£3.73
Culbokie	£114,331	23	26220	£4.36	£116,613.46	£4.45
Kinmylies	£392,883	74	84360	£4.66	£400,935.97	£4.75
Hilton (2s)	£414,966	76	86640	£4.79	£420,693.99	£4.86
Milton	£116,594	19	21660	£5.38	£118,991.42	£5.49
Milton of Leys (OOSC)	£450,782	71	80940	£5.57	£458,717.00	£5.67
Applecross	£50,916	8	9120	£5.58	£52,223.31	£5.73
Kyle (2s)	£96,707	12	13680	£7.07	£98,274.35	£7.18
Eigg	£23,380	2	2280	£10.25	£24,297.25	£10.66
Strontian (2s)	£60,311	3	3420	£17.63	£61,293.26	£17.92
Sleat EM	£68,805	2	2280	£30.18	£69,722.25	£30.58

Redesign LA costs

Direct abstract from ledger

Cost Centre	CC Description	Expense Head Grouping	22/23 Budget	Novem ber Actuals	Year to Date Spend
			Sum of Budget Full Current Year	Sum of Actuals Period	Sum of Actuals YTD
1012291A10	Milton of Leys Nursery EM	Other Expenditure	7,935	3,831	(292)
		Staff Costs	450,782	55,844	282,289
1012291A10 Total			458,717	59,675	281,997
1013291A10	Milton of Leys Flex Childcare	Other Expenditure	800	414	1,828
		Other Income	(86,404)	(5,210)	(38,570)
		Staff Costs	314	0	0
1013291A10 Total			(85,290)	(4,796)	(36,742)
Grand Total			373,427	54,880	245,254




Redesign

- Parent/child travel time/distance
 - Alternative provision?
- Discussion





Redesign

- Statutory Consultation
 - Changes to Schools, including school nursery classes, are subject to the Schools (Consultation) (Scotland) Act 2010.
 - The crucial provision is the requirement to conduct a statutory consultation where it is proposed to close **all the nursery classes in a school**
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Redesign

- School age childcare
- Discussion





Redesign

- Operating models, efficiencies/opportunities
 - Discussion
- 



Redesign

- Further meetings – venue/timing/format
 - Discussion
- 



Redesign

- AOCB
- Link to website/enrolment info
 - https://www.highland.gov.uk/info/878/schools/11/enrol_your_child_for_early_learning_and_childcare/2

Please come back with suggestions/proposals.

We will look at parental guidance and the R1 too to ensure no THC preference.



End

