



Early Years in Fife

Early Learning and Childcare

Consultation June 2025

&

Delivery Plan August 2025 – August 2027

August 2025



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1 EARLY LEARNING AND CHILDCARE (ELC) CONSULTATION 2025

1.1 Background

Under section 50(1)(a) of the 2014 Children and Young People Act, Education Authorities must consult with persons who appear to be representative of parents and carers of children under school age in their area about how they should make early learning and childcare available. This consultation must be carried out at least once every 2 years. Our last consultation took place in academic session 2022/23.

The public consultation was open for a seven-week period, from Monday 21st April 2025 to Friday 6th June 2025. Participants were able to participate in the consultation through an online survey.

The consultation was widely promoted by ELC settings and schools in Fife, through their parent newsletters, social media and direct contact with families. It was also promoted through partner organisations and Fife Council's own social media activities, which helped to ensure widespread knowledge for parents/carers to have a say.

We express our sincerest thanks to all those who responded to the consultation and to the people and partnership organisations who made a significant contribution to promoting the opportunity for carers to express their views.

2 PUBLIC CONSULTATION JUNE 2025

433 people participated in the online survey by the closing date of the public online consultation.

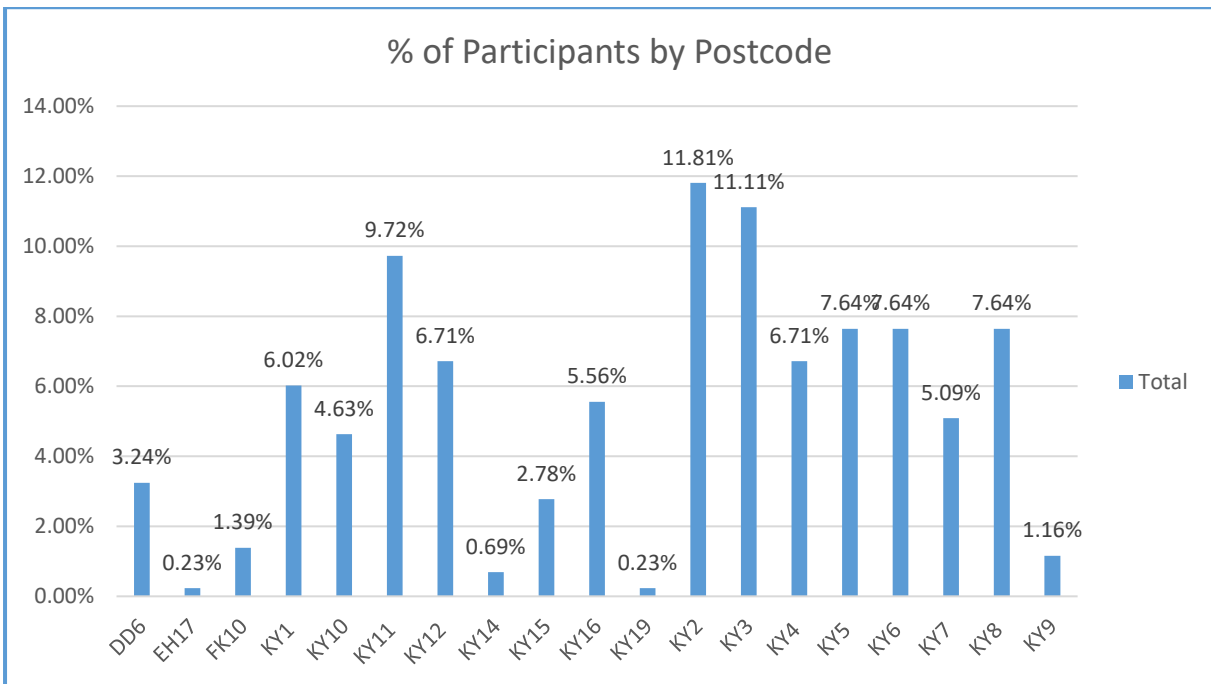
Not all respondents answered all questions. The survey was split into 7 main parts - with 3 branching sections which took participants to the appropriate sections relevant to their personal experience of ELC – previous use, currently using or will use in the future:

- All about you and your family
 - Previously accessed ELC
 - Currently accessing ELC
 - Future use of ELC
- Understanding awareness

- Types of ELC services
- Application Process
- Summary Contents

2.1 Headline Responses – All about you and your family

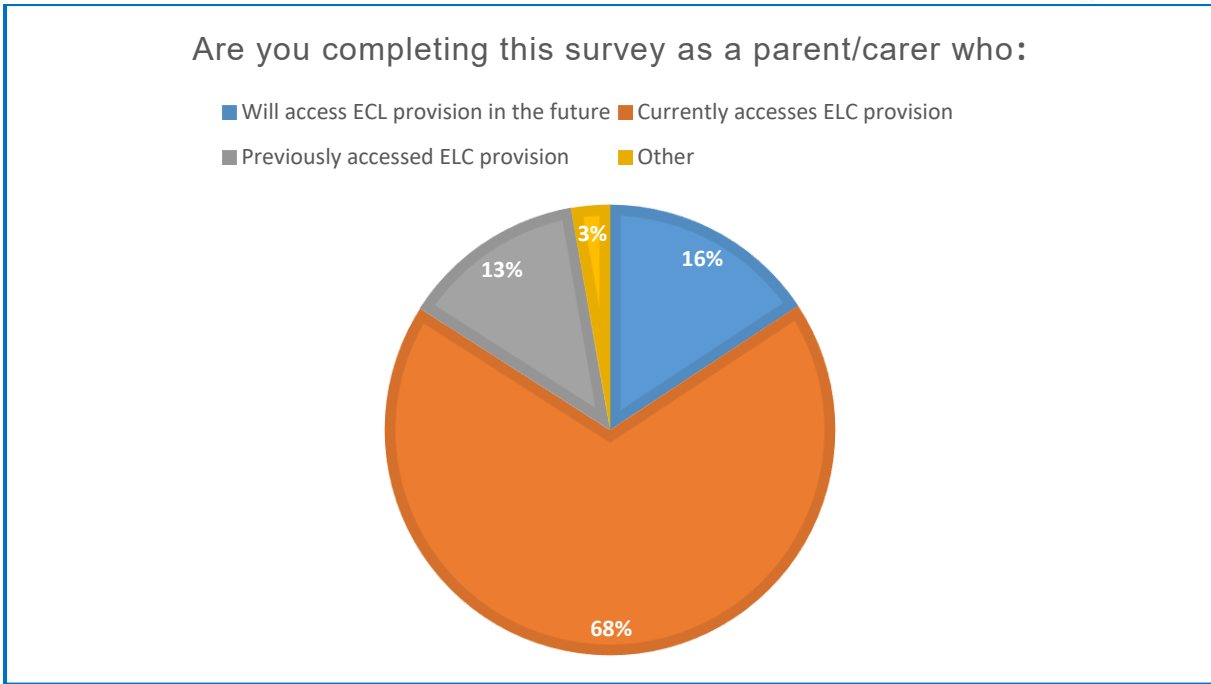
- Participants completing the survey came from a wide range of Fife Council postcode areas.



- Respondents were asked to provide the age of their children under 12 years. The majority of respondents (68%) had children under 5 years of age.

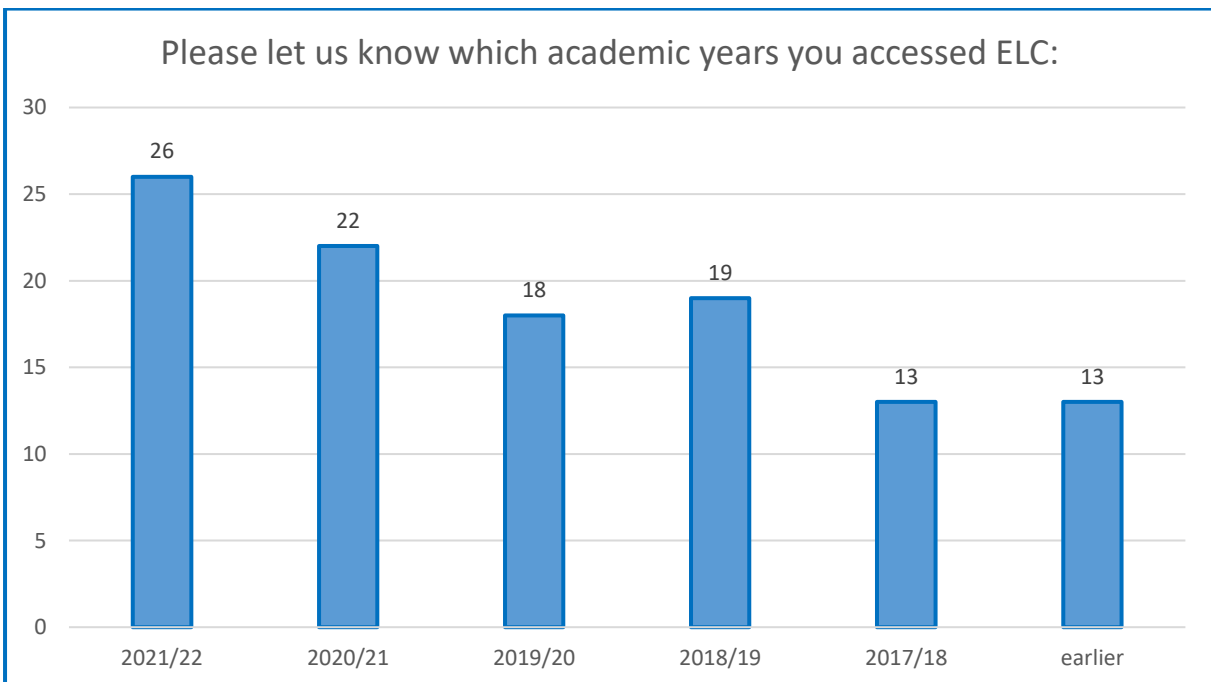
	Child 1	Child 2	Child 3	Child 4	Child 5	Totals
Under 2 years old	21	73	19	0	0	113
2 years old	28	38	5	3	0	74
3-5 years old	211	108	21	4	1	345
6+ years old	173	67	11	4	0	255
Totals	433	286	56	11	1	787

- Over two thirds (68%) of respondents stated that they were currently accessing eligible funded hours of ELC.



2.2 Headline Responses – All about you and your family – Previously Accessed ELC

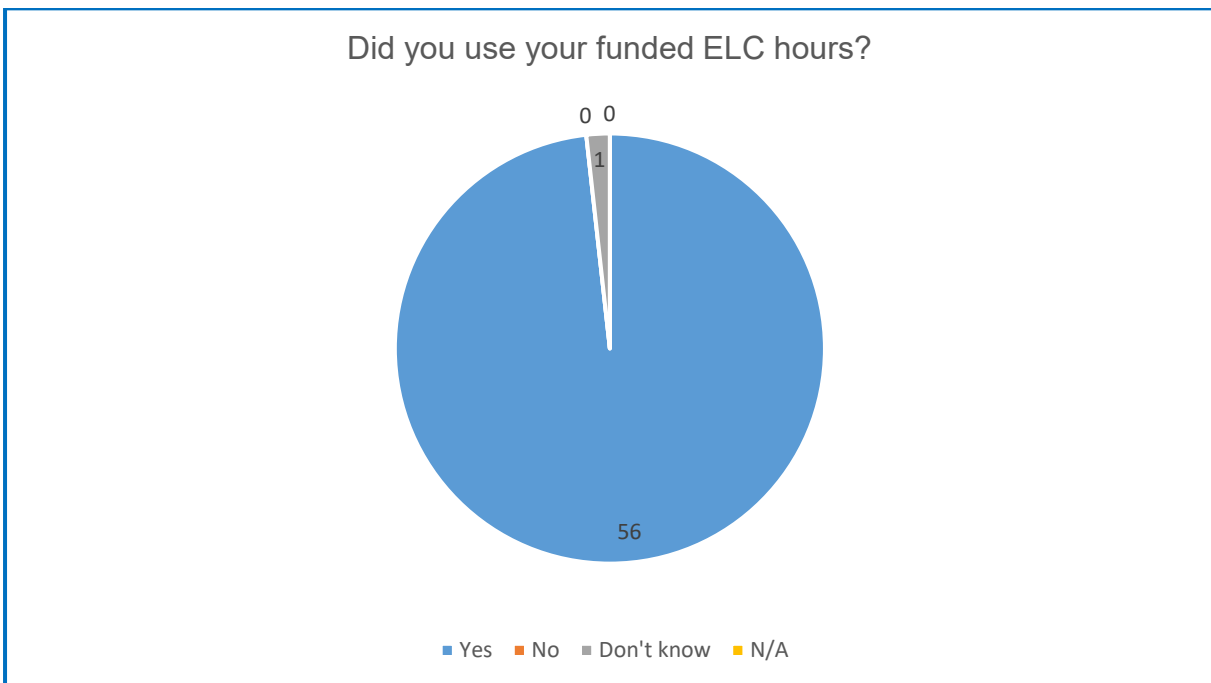
- 57 respondents (13%) had previously accessed ELC when completing the survey. A minority had previously accessed ELC since the implementation of Funding Follows the Child and the increase to 1140 hours of funded ELC.



- 47 of 57 respondents, who indicated previously accessing ELC, used a variety of ELC provision types. 21 of those respondents, used a mix of ELC provision types. The use of Council Nursery provision type was the most popular option.

	Childminder	Council Nursery	Private Nursery
Which type of ELC service did you use?	13	40	21

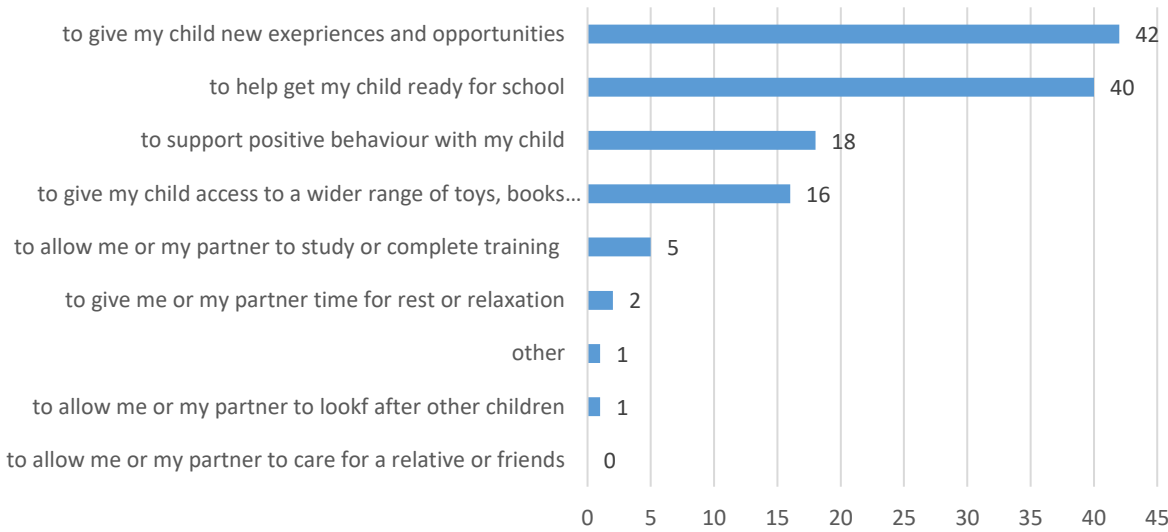
- Almost all respondents, who had previously accessed ELC, had used funded hours.



- When asked what the main reasons were for using funded ELC hours, most respondents indicated it was to help get their child ready for school and to provide them with new experiences and opportunities.

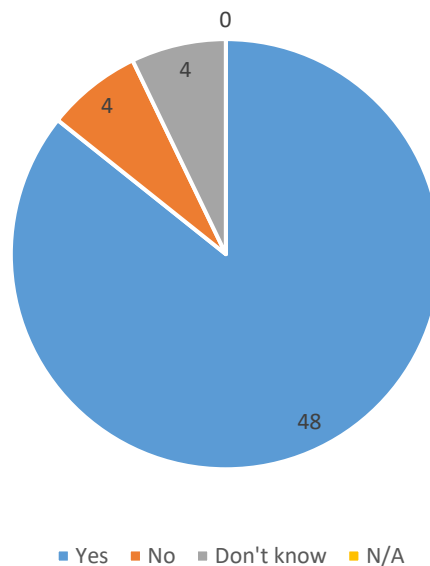


What were the main reasons for using your funded ELC hours?

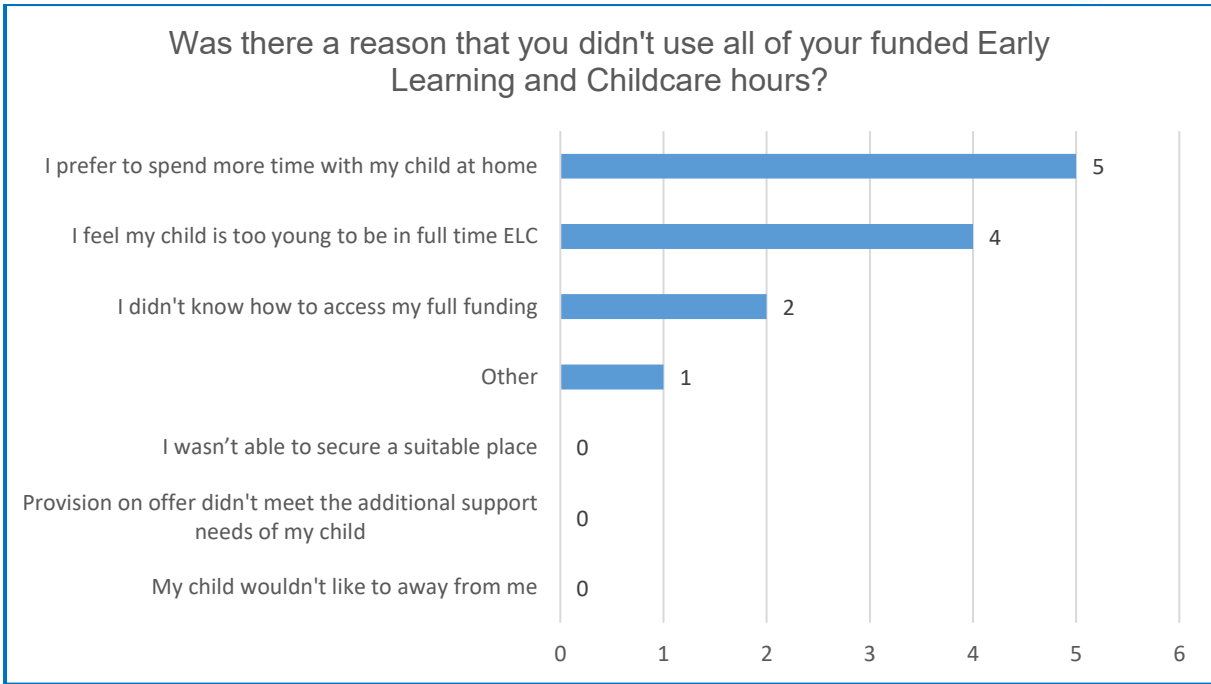


- Almost all respondents had used the full entitlement of funded hours when previously accessing ELC.

Did you use all your funded ELC hours?



- A few respondents who had not used all funded ELC hours, indicated that this was due to wishing to spend more time with their child at home and that they felt that their child is too young to be in full time ELC.



- The majority indicated positive reactions when responding to statements about access to their preferred ELC provider, being able to secure attendance on days that suited needs and to the overall quality of the ELC service used.

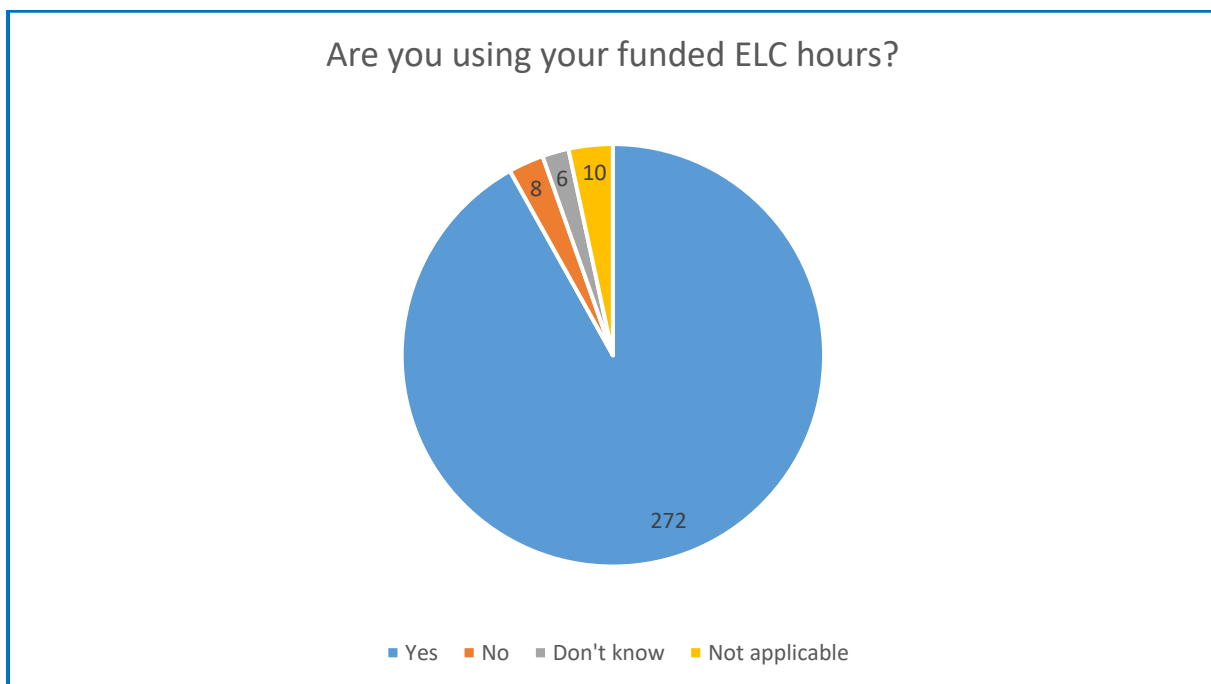
	Strongly Agree	%	Agree	%	Neutral	%	Disagree	%	Strongly Disagree	%
I was able to access my preferred Early Learning and Childcare provider/nursery	32	56%	20	35%	1	2%	2	4%	2	4%
I was able to secure attendance on days and at times that suit my needs	25	44%	20	35%	6	11%	4	7%	2	4%
I am happy with the quality of the Early Learning and Childcare service I used	31	54%	21	37%	1	2%	4	7%	0	0%

2.3 Headline Responses – All about you and your family – Currently Accessing ELC

- 296 respondents (68%) were currently accessing ELC when completing the survey.
- Of the 296 respondents currently accessing ELC, 251 responses indicated the use of Council nursery as their chosen service type. 58 of the 296 provided multiple answers indicating the use of a blended approach when currently accessing ELC.

	Childminder	Council Nursery	Private Nursery
Which type of ELC service did you use?	42	251	59

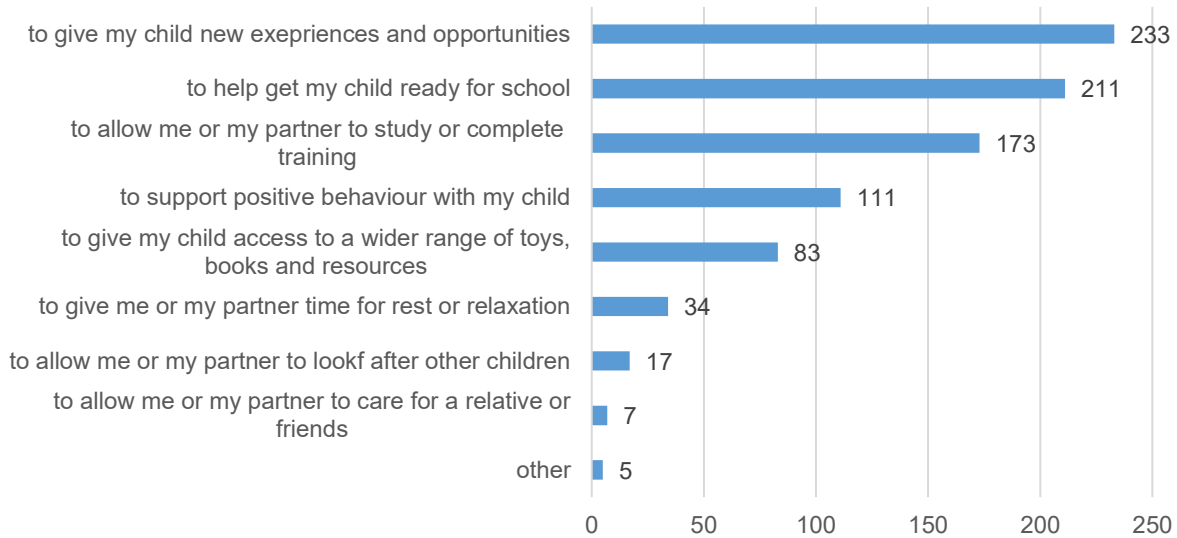
- Almost all the 296 respondents currently accessing ELC, were using funded hours (92%).



- When asked what the main reasons are for using funded ELC hours, most respondents indicated it was to help get their child ready for school and to provide them with new experiences and opportunities. This was closely followed by 173 responses indicating that it was to allow themselves or a partner to study or complete training.

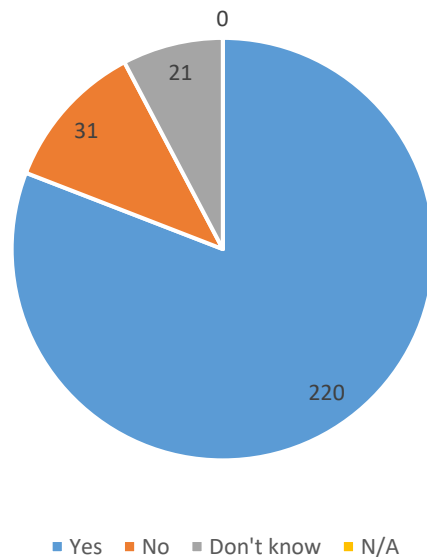


What are the main reasons for using your funded ELC hours?

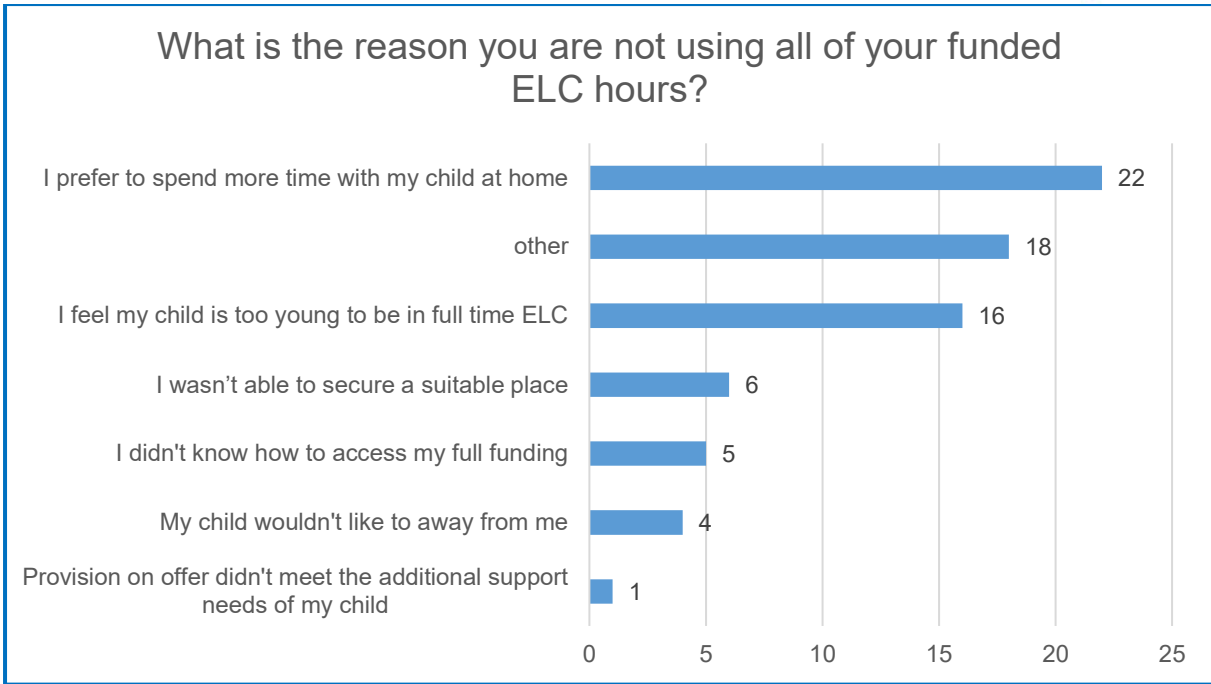


- Most respondents (74%) were currently using their full entitlement of funded hours to access ELC.

Are you using ALL your funded ELC hours?



- For those who gave reasons for not using all their funded ELC hours, most indicated that this was due to wishing to spend more time with their child at home.

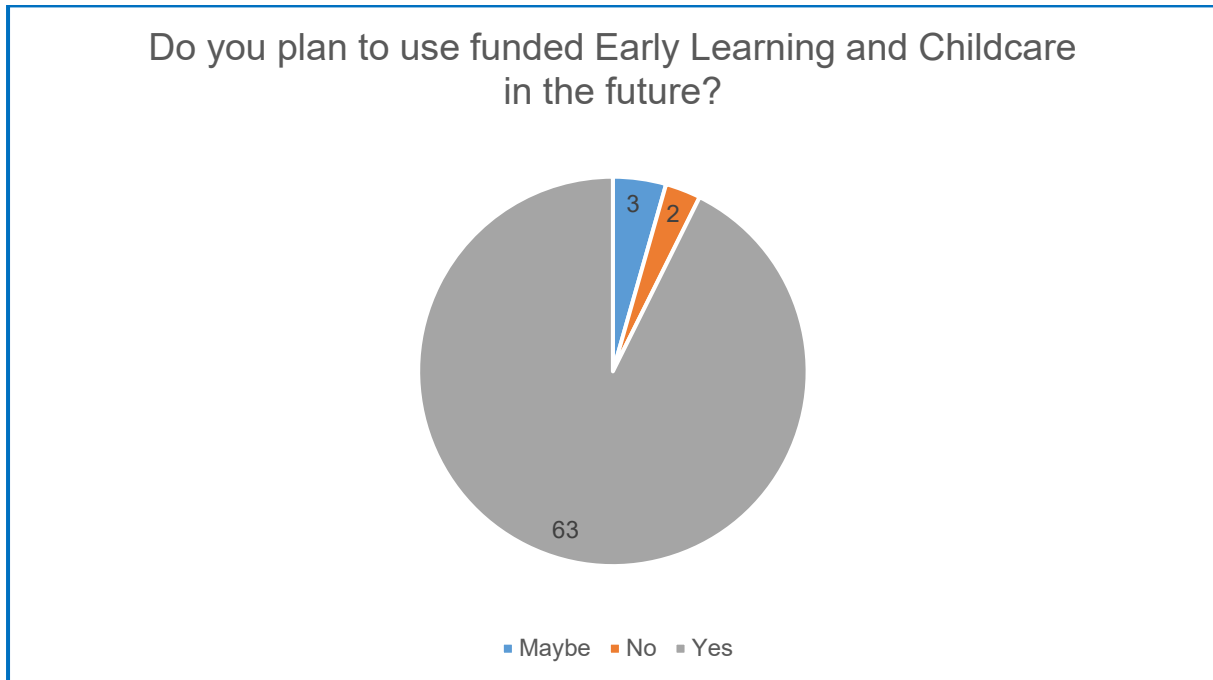


- The majority indicated positive reactions when responding to statements about accessing their preferred ELC provider, being able to secure attendance on days that suit needs and to the overall quality of the ELC service being used.
- A minority indicated issues with being able to access their preferred ELC provider or being able to secure days which best suits needs.

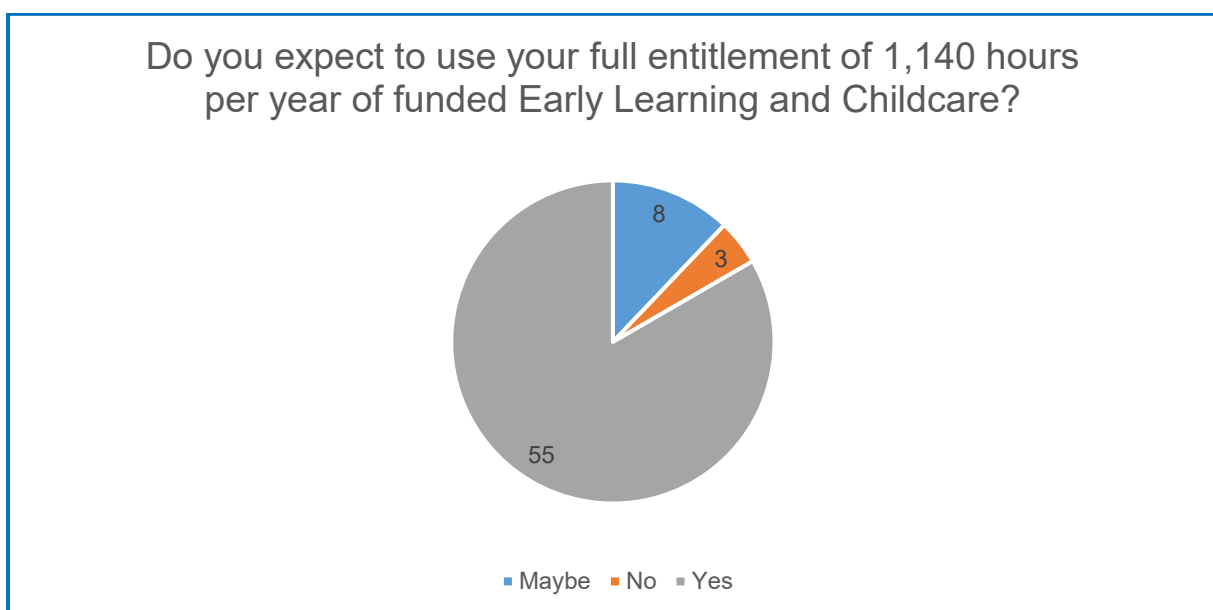
	Strongly Agree	%	Agree	%	Neutral	%	Disagree	%	Strongly Disagree	%
I was able to access my preferred Early Learning and Childcare provider/nursery	174	59%	87	29%	19	6%	12	4%	3	1%
I was able to secure attendance on days and at times that suit my needs	163	55%	79	27%	20	7%	26	9%	7	2%
I am happy with the quality of the Early Learning and Childcare service I used	163	55%	105	36%	23	8%	1	0%	1	0%

2.4 Headline Responses – All about you and your family – Future Use of ELC

- 68 respondents indicated that they were completing the survey as parents/carers who potentially would be accessing ELC provision in the future. 63 indicated that they would be accessing their entitlement to funded ELC in the future



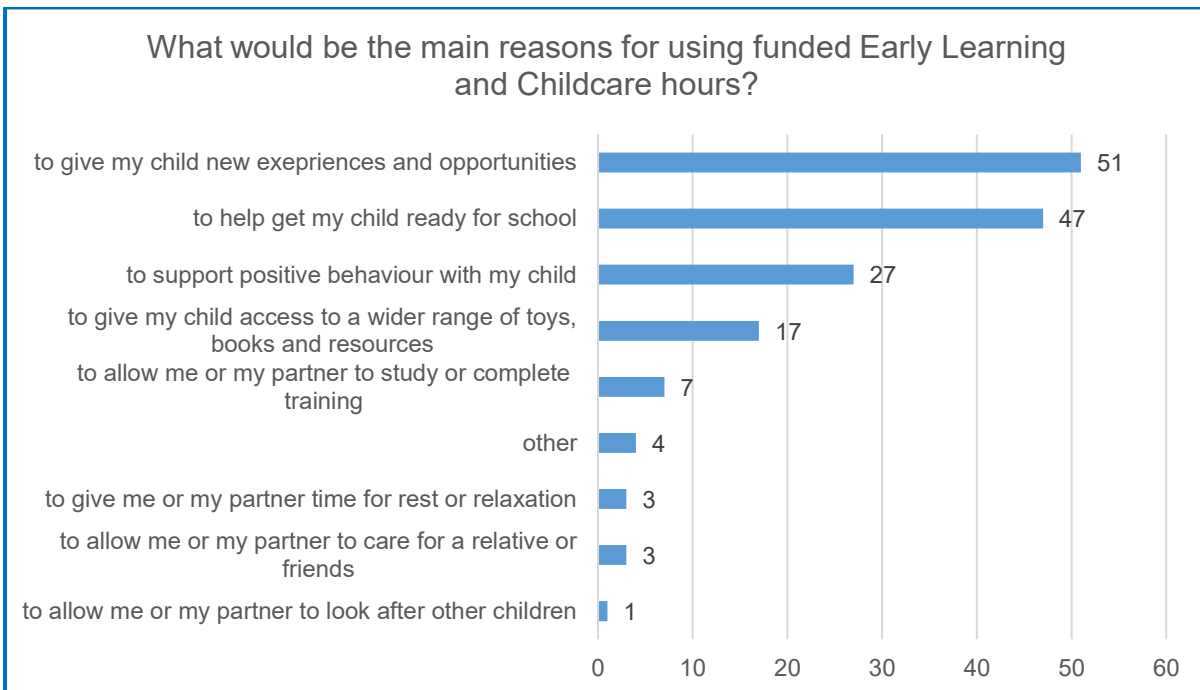
- 66 out of 68 responded when asked if they would be expecting to use their full entitlement of 1140 hours per year of funded ELC. 55 indicated that they would use the full entitlement, 8 were unsure and 3 people indicated they would not use their full entitlement to 1140 hours of funded ELC.



- When asked for all the reasons that they might not use all funded ELC entitlement in the future 5 respondents indicated a lack of suitable choice near their home, closely followed by 4 indicating not knowing how to access their entitlement to funded hours. 4 and 3 respondents, indicated that they wished to spend more time with their child at home and that they felt their child would be too young to be in full time ELC.

Lack of suitable choice or hours near me	5
I don't know how to access my full entitlement	4
I prefer to spend more time with my child at home;	4
I feel my child is too young to be in full time Early Learning and Childcare	3
Work shift patterns	1
I don't know how to access my full entitlement	1

- When asked what the main reasons are for using funded ELC hours in the future, most respondents indicated it was to help get their child ready for school and to provide them with new experiences and opportunities. Over a third (39%) indicated that future use of funded ELC would help support positive behaviour with their child.





2.5 Headline Responses – Understanding Awareness

- Participants were asked to agree or disagree with three statements about their awareness of funded Early Learning and Childcare. Most respondents understood their entitlement to funded ELC and knew how to apply for funded ELC spaces in a council nursery. However nearly half of respondents (46.2%) were either unsure or disagreed with knowing how to apply for a funded ELC spaces in a private nursery or with a childminder.

	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
I understand my entitlement to funded ELC	49.4%	37.4%	8.3%	3.2%	1.6%
I know how to apply for funded ELC in a council nursery	45.2%	38.3%	8.4%	6.3%	1.9%
I know how to apply for funded ELC in a private nursery, playgroup or with a childminder.	27.1%	26.6%	23.6%	15.7%	6.9%

2.6 Headline Responses – Types of Early Learning and Childcare Service

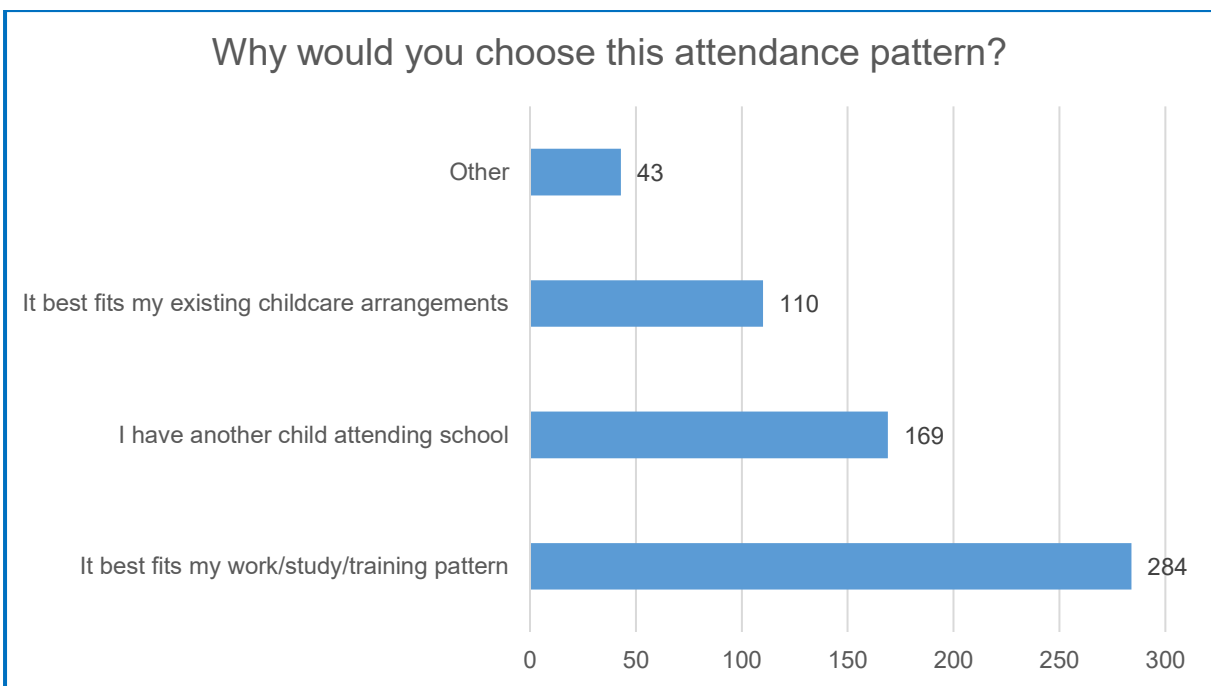
- 421 out of 433 respondents (97.2%) ranked their order of choice of 1140 funded ELC attendance pattern in order of preference from most to least preferable. 12 respondents chose not to indicate a preferred attendance pattern.
- 63% of respondents indicated a term time model as their preferred choice with 32 % indicating a preference for a full year model as their choice.

	1st Choice	2nd Choice	3rd Choice	4th Choice	5th Choice
Session time based in line with current school day during term time	63%	16%	11%	8%	2%
Morning sessions offered over the full year	14%	34%	32%	16%	3%



Two and half days per week offered over the full year	12%	28%	15%	39%	6%
Afternoon sessions offered over the full year	6%	19%	37%	32%	6%
Other	5%	4%	4%	5%	83%

- Participants were asked to indicate all reasons for choosing their preferred attendance pattern for funded ELC. The majority of respondents indicated that their main preference for choosing a funded ELC attendance pattern was to allow them to attend work, studying or training.



- 428 out of 433 respondents (98.8%) ranked their order of choice of 1140 funded ELC type of provision in order of preference from most to least preferable. 5 respondents chose not to indicate a preferred ELC type.
- Most respondents (72%) indicated a first-choice preference at a Council ELC setting for funded ELC. With the remaining 28% indicating a first-choice preference with the private, voluntary or independent ELC sector or a combination of mixed ELC provision type.



	1st Choice	2nd Choice	3rd Choice	4th Choice	5th Choice
Council Setting	72%	14%	7%	4%	3%
Private Nursery	12%	29%	22%	22%	15%
Childminder	5%	28%	20%	30%	16%
Playgroup	4%	17%	28%	29%	22%
Mixed provision	7%	11%	23%	15%	44%

- Participants were asked to comment on any other ELC that would better suit their family situation. 109 comments were received, which have been grouped into the themes below

Increased daily hours to support a working day/week	23
Increased access to 52 weeks of funded childcare in Council settings/ inclusion of summer holiday provision	14
Access to more term time provision	5
The ability to pay for additional top up hours in Council settings	4
Access to funded childcare from a younger age	4
Reduce the number of funded hours	2
Access to funded ELC at same primary school as older siblings	2
Ability to use family or private nanny as funded childcare	2
Access to more outdoor ELC provision	2
Access to transport for ELC	1
Indicated that happy with model and type of provision and no other option would be better	50



- The main themes emerging from the comments received indicated that parents/carers are happy with the model and type of provision and that parents/carers continue to require access to additional and flexible hours across a full year model to support childcare and work arrangements

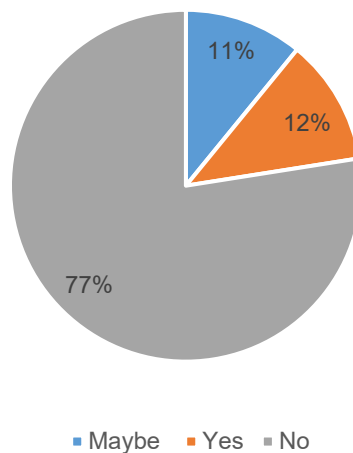
“If hours were extended to match full time work 9-5.30, Monday to Friday.”

“If the council nursery based in the primary setting had alternative hours rather than the traditional school pattern which is not suitable for two working parents.”

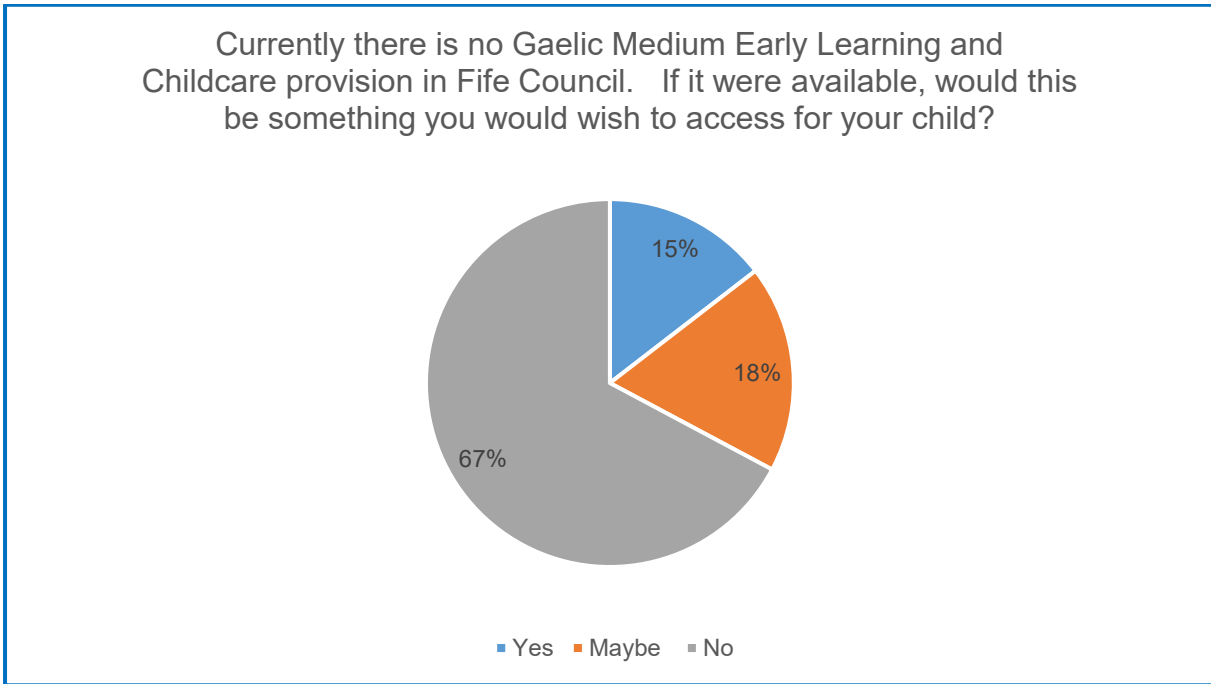
“Ability to pay to extend term-time council-based place. For example, to pay additional fee to allow child to start at 8am term-time, this would support my work arrangements and align with older child attending school breakfast club.”

- 431 of the 433 respondents provided information regarding preference for accessing all or part of their entitlement to funded ELC hours in another local authority outwith Fife. 77% of respondents indicated that this would not be of interest to them, while 12% and 11% indicated that this would be something they might, or potentially might require.

Would accessing all or part of your child's entitlement of funded Early Learning and Childcare hours in another local authority area be something you might require?



- No Gaelic medium ELC exists in Fife. 15% of respondents indicated that this would be something they would wish to access for their child, with 18% indicating this as maybe something they would access.

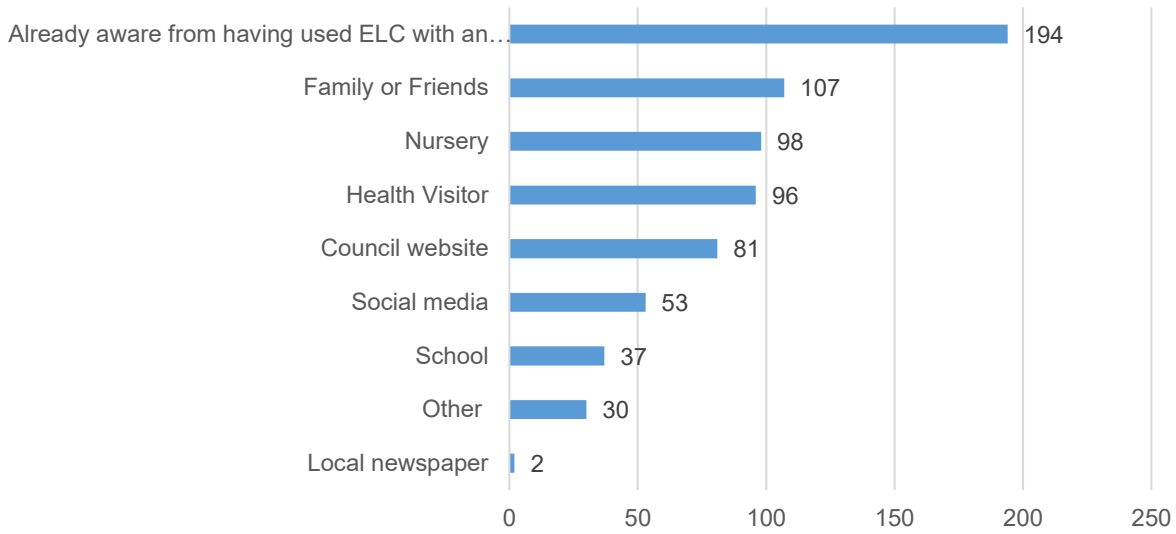


2.7 Headline Responses – Application Processes

- In this section of the consultation, we wanted to find out how easy it was for parents/carers to apply for funded ELC places. Participants were asked to indicate all the ways that they found out about applying for an ELC place for their child
- Most respondents already understood how to apply for an ELC place for their child due to having older children. Word of mouth from family, friends, health visitor or nursery staff were the next most popular way for families to know about when to apply for ELC places. The use of different types of media appeared to have the least impact on making families aware of the ELC application process.

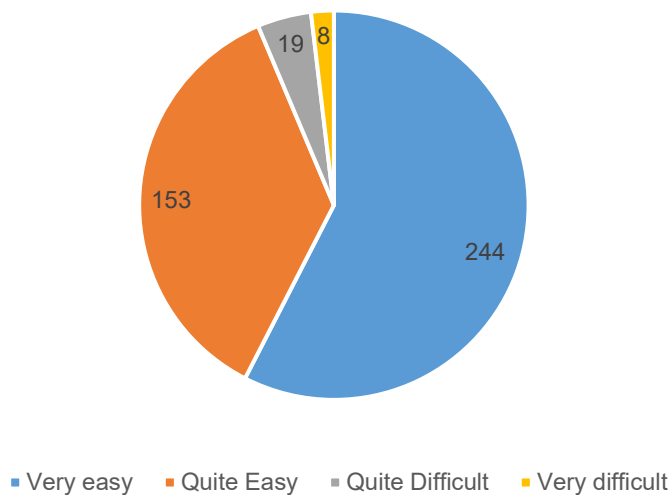


How did you find out about applying for an Early Learning and Childcare place for your child?



- 424 respondents out of 433 answered the question about the ease in applying for funded ELC for their child. Almost all (94%) of those that responded found it very easy or quite easy to access funded ELC hours.

How easy was it to access your child's Early Learning and Childcare funded hours?



- 22 comments were received about what help would have been beneficial in supporting applicants to apply for funded ELC spaces. From these comments, three themes could be identified.
 - Raising awareness of the entitlement to funded ELC



- Streamlining the application process
- Further promotion of all options to use funded ELC hours

“I wasn’t aware I was able to access my child’s funded hours, this has been something no one has told me about and as a first-time parent I feel this is quite unfair as I know I won’t be the only one in this position.”

“Filling out forms that are unclear and seem unnecessary.”

“I would have liked to know I could split the childcare between council and private nursery as it would have benefitted our work hours.”

- 65 comments were received about what further information would have been useful to receive about applying for ELC funded places. From these comments four main themes could be identified:
 - A letter or communication to prompt application at the age of relevant entitlement
 - Increased information on how to apply
 - Increased information on the entitlement to funded ELC
 - Increased information about how to apply for funded hours in private settings, including with childminders and the use of blended placements

“A letter once the child reaches the applicable age”

“A notification that I had to apply would have been helpful, perhaps from the health visitor. I only found out by chance as someone mentioned it in a group on social media, otherwise I’d have missed the deadline.”

“Information about childminders and that I could split placements”

“Who to go to, what information they need, what paperwork is required, when it needs to be submitted by, how long in advance to apply....All this



information is not readily available to first time parents. Nobody tells you, your just expected to know and understand the process.”

2.8 Headline Responses – Summary Comments

To support our understanding of the needs of parents and carers in providing accessible and flexible ELC, we asked respondents to provide additional information to help us gain a rich understanding of their ELC experience and wishes.

Almost a quarter (106) of all respondents chose to input an overall comment about the delivery of ELC in Fife. The range of comments was highly diverse and reflected the personal circumstances of individual family needs for childcare. However, themes came through in the overall analysis of comments.

Nearly 20% of comments could clearly be classified as neutral or overall positive statements about the suitability of ELC provision which aligned to the specific needs of families. In this category was the appreciation of funded childcare, as exemplified by these comments below:

My daughter started nursery in August and so far, we have had a great experience and really appreciate the funded hours of early learning/childcare to allow me and my husband to continue working.

It's great to have access to funded childcare and enables my husband and I to continue to work, both part time to cover some childcare and give us more family time while they're young, alongside wider family support and paid childcare hours.”

“Nursery was a wonderful experience for my child. His needs present many challenges for him and those caring for him. The team around him at nursery were knowledgeable, engaged and hardworking.”

Remaining comments made reference to where some improvements could be made to the accessibility and flexibility of ELC.



The overriding factor was that working parents/carers did not always find models of ELC delivery suitable for their family childcare requirements on offer and would prefer to have an increased number of hours to support a working week over a full year model and that funded ELC should be available to all from a younger age.

I think it would be helpful for working families to have access to free childcare hours from an earlier age to allow parents to work to make an income from an earlier age.

Council ELC is not fit for today's modern work habits, the hours are too short and lack flexibility, with two parents working full time childcare is close to impossible without family assistance

I understand why the term time hours match with the school day but despite being happy to use a term time model those hours do not suit. At school my son will hopefully be able to access breakfast club and after school club but there is no such thing for nursery. This meant that we ended up using a childminder for the mornings and then the funded hours for afternoons - which ended up being a positive as he has made a lot of good relationships with the staff and his peers - but which has ended up costing us a lot more than if there had been some kind of wraparound provision.

A few respondents particularly referred to their children attending an ELC setting within a primary school and during term time where older siblings attended.

Nursery should be on catchment same as schools as my son never got into his catchment nursery that his sister goes to school at which was useless.

Eventually got in through waiting list but was very stressful.

Hours aligned with school day and school term would suit best.



A few respondents specifically referenced dissatisfaction in either the admissions process or in not receiving their preferred choice of ELC provision.

I feel like first time parents could be sent some information about the process as if it weren't for our family already having been through the process we would have been completely in the dark. We had no idea how it all worked and are just glad it did work out fine but I'm sure there will be others who didn't know and now don't like their situation at the end of it.

More info for first time parents is a must.



3 CONCLUSIONS AND KEY THEMES OF THE CONSULTATION

Overall, the public consultation achieved a moderate response rate. A wide range of respondents contributed, including all areas of Fife, those previously having experienced and currently experiencing funded ELC and those planning to use funded ELC in the future.

Before the consultation we had some understanding of what matters to families regarding Early Learning and Childcare, through discussions with our senior leaders in Fife Council settings and with representatives from our funded providers. This consultation has supported our continued understanding of what is important to families when making Early Learning and Childcare available across Fife.

This ELC consultation has helped to identify the support and activities which will lead to an improvement in making ELC available to Fife families.

Completion of the consultation has raised subjects, with some themes and trends emerging for future development as Fife Council continues to deliver funded ELC.

The actions below will build on the flexibility and choice of ELC for families, and support families to access high quality ELC, ensuring their child has the best possible start in life.

- To maintain the exceptionally high success rate for first choice preference of ELC for all Fife Council applications received on time.
- To review the information available to parents/carers about their entitlement to funded Early Learning and Childcare, ensuring that this information is clear and in an accessible format.
- To provide clearer and more accessible information about what is available to parents from private partner ELC providers and how to access these places.
- To continue to offer as wide a choice of models of ELC delivery across a local geographic area to allow families flexibility to access provision which is suitable to their needs.
- To review each year, to balance the number of ELC placements available across Fife Council settings in line with the number of applications received.



4 CURRENT ELC PROVISION IN FIFE

Fife Council has a statutory duty, under the Children and Young People (Scotland) Act 2014, to prepare and publish an Early learning and Childcare (ELC) Delivery Plan which will detail the delivery of ELC across Fife.

The plan will respond to and reflect the needs of local communities across Fife. This plan is informed by, and builds on, the biennial consultations held with families across Fife, most recently in April – June 2025.

4.1 National Context

The Scottish Government aims to make Scotland the best place to grow up. Policies are designed to give children the best start in life, close the attainment gap and deliver excellence and equity for all.

The Children and Young People (Scotland) Act 2014 set out a minimum expectation for Early Learning and Childcare delivery across Scotland.

The aim of the Act is to improve and integrate the role of early years support in children and families' lives by increasing the amount and flexibility of Early Learning and Childcare (ELC); developing a high quality and flexible system which is accessible and affordable for all children, parents, carers and families.

Since August 2021 all eligible children have been entitled to 1140 hours per annum of ELC. Fife Council has been delivering on this commitment since August 2020.

4.2 Local Context

Early Learning and Childcare is underpinned by the principles of Getting it Right for Every Child. Our youngest children will benefit from high quality care and learning experiences, delivered in a way that meets their individual needs and is accessible, affordable and flexible for families.

4.3 Vision for Early Learning and Childcare (ELC) in Fife

Our vision is to provide ELC which is of high quality, is accessible and is available in a variety of ways to suit the needs of children and families.

4.4 Guiding Principles

The following guiding principles will be used to inform our ELC practice:

- be high quality to ensure maximum gains for children,

- be nurturing and inclusive and offer a personalised service to children and families which best meets their needs,
- be staffed by skilled practitioners who benefit from regular continuous professional development,
- be reflective of community need and engage families in learning together,
- be accepting of using outdoor green spaces and community resources to support wellbeing and learning.

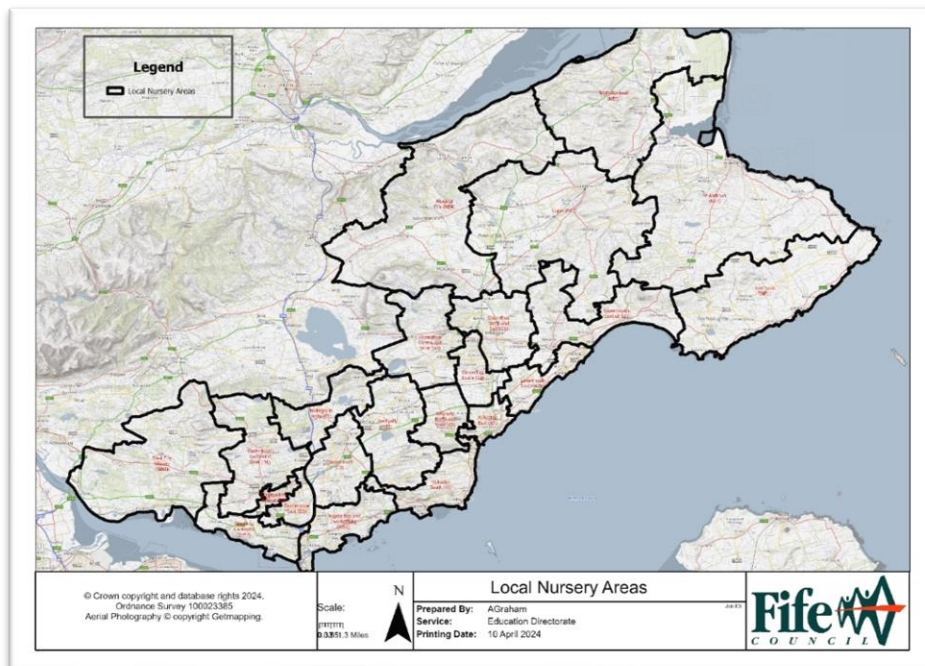
4.5 Current provision in Fife

Funded Early Learning and Childcare is provided for approximately 7750 children across Fife every year. Nearly 750 children aged two years access eligible ELC hours and approx. 7000 children aged three to five years access funded ELC hours across Fife.

81% of these children access their funded entitlement in 108 local authority settings; 17% in 41 private nurseries and playgroups and 2% within 55 childminders homes.

370 children currently access ELC funded entitlement by using blended placements from more than one provider.

4.6 Map of Local nursery Areas within Fife



Fife operates and allocates ELC places within 22 local nursery areas. These areas are different from school catchment areas. Within these areas families can choose from a range of providers and a variety of delivery models, including term time, all year provision and blended placements across more than one provider.

The full range of providers in each local nursery area can be found at www.fife.gov.uk/earlyyears

4.7 Delivery Models

Fife council operates three delivery models within settings:

1. Delivery Model A – All day provision during term time, aligned with the school day 09:00 – 15:00
2. Delivery Model B - 4hrs 40 mins morning or afternoon, Monday to Friday, 49 weeks per year
3. Delivery Model C - 10hrs Monday and Tuesday, Wednesday AM or Wednesday PM, 10hrs Thursday and Friday, 46 weeks per year

Funded Providers may offer these models or their own models throughout the year.

4.8 External Scrutiny

The table below details the Care Inspectorate Evaluations awarded to those settings which were inspected in each of the three academic years listed.

	Academic Year	Excellent		Very Good		Good		Satisfactory		Weak		Un-satisfactory	
Local Authority	2024/25	0	0%	62	57%	35	32%	6	6%	2	2%	3	3%
	2023/24	3	3%	56	58%	30	31%	6	6%	1	1%	0	0%



	2022/23	2	1%	124	69%	52	28%	10	%	0	0%	0	0%
Private Nurseries & Playgroups	2024/25	1	2%	13	25%	34	65%	2	4%	2	4%	0	0%
	2023/24	0	0%	11	17%	41	64%	11	17%	1	2%	0	0%
	2022/23	0	0%	30	39%	25	33%	17	22%	4	5%	0	0%
	2024/25	0	0%	11	55%	8	40%	1	5%	0	0%	0	0%
Childminders	2023/24	0		68	78%	17	20%	6	2%	0	0%	0	0%
	2022/23	0	0%	37	62%	17	28%	6	10%	0	0%	0	0%
	2024/25	0	0%	37	62%	17	28%	6	10%	0	0%	0	0%

The local authority is the guarantor of quality, ensuring that services are meeting the National Standard as set out in “Funding follows the child and the National Standards for ELC Providers”.

If a service receives any evaluations of adequate or below from Care Inspectorate, or where any criteria from the ELC National Standards have not been met, the provider enters into a Service Improvement Period which is overseen by the Local Authority. Officers from the Local Authority provide continuous support and challenge to all service providers to assure quality delivery of ELC and offer advice and guidance when improvement is required.

4.9 Consultation and Engagement

In line with statutory guidance, Fife Council consults with families every two years to ensure their needs are reflected in service planning and delivery.



In April - June 2025 an online survey took place to ascertain the views of existing and future parents/carers on the provision of funded ELC. The results of the public consultation are detailed previously in this report.



5 EARLY LEARNING AND CHILDCARE DELIVERY PLAN (2025–2027)

This Delivery Plan outlines the strategic priorities and improvement activities for Early Learning and Childcare (ELC) in Fife from August 2025 to August 2027. It is structured around four key themes: Delivery, Quality, Workforce, and Communication.

How Will We Deliver Early Learning and Childcare?

Improvement Activity	Actions	Responsible	Timeline	Evidence of Impact
Maintain flexible ELC models	Monitor demand across Fife; Review placement balance	Early Years Team; Quality Improvement Officers	Annually	85%+ first-choice applications; Biennial consultation
Increase uptake of eligible 2-year-olds	Scrutinise demand; Collaborate with partners	Early Years Team; Quality Improvement Officers	Termly	Increased uptake; Improved access
Review admissions policy	Update policy; Improve family info	Early Years Team; Quality Improvement Officers	Jan 2025	More satisfaction with deferral process
Promote childminding	Recruitment materials; Target areas	Early Years Team; Quality Improvement Team	Apr 2026	Growth in funded childminders
Expand community play	Deliver play ranger sessions	Play Practice Development Team	From Aug 2025	Uptake by families; Partner involvement
Review nursery admissions areas	Realign areas	Directorate Operations Team	Nov 2025	Fewer admissions areas

How Will We Ensure Quality?

Improvement Activity	Actions	Responsible	Timeline	Evidence of Impact
Align QA process with new National Quality Framework for ELC Sector	Revise QA; Implement visits	Local Authority; Funded Providers	Sep 2025	Improved evaluations; Fewer improvements needed
Provide triaged support	Identify and deliver support	Quality Improvement Officers	Termly	Better inspection outcomes

How Will We Support and Develop Our Workforce?

Improvement Activity	Actions	Responsible	Timeline	Evidence of Impact
Expand professional learning	Gather feedback; Expand training; Share best practices	Quality Improvement Officers; ELC Training Officer	Ongoing	Wide CLPL access; National Standard met



Support new leaders	Leadership courses; Peer observation	Quality Improvement Officers; ELC Area PTs	Annually	Increased confidence; Fewer support requests
Promote apprenticeships	Biannual apprentice cohorts	Quality Improvement Officers; ELC Project Officer	Every 6 months	Application and completion rates

How Will We Communicate, Engage and Consult?

Improvement Activity	Actions	Responsible	Timeline	Evidence of Impact
Improve family information	Update info; Use social media	Early Years Team; Quality Improvement Officers	Dec 2025	Consultation feedback
Consult with families	Statutory consultations	Quality Improvement Officers	Apr 2027	Consultation report
Share plan and policy	Publish on website	Directorate Operations Team	Dec 2025	Website views; Social media analytics