

Childcare Staff and Business Development

**A Guide to the Support provided
by Local Enterprise Companies across Scotland**

Written by:

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On behalf of the Joint Project Group, [The Scottish Out of School Care Network](#) led *Working With Local Enterprise Companies – Childcare Staff and Business Development Guide* research project.

The Joint Project Group is comprised of:

National Association of Toy & Leisure Libraries (NATLL), National Playbus Association, Play Scotland, Scottish Childminding Association (SCMA), Scottish Independent Nurseries Association (SINA), Scottish Out of School Care Network (SOSCN) and Scottish Pre-school Play Association (SPPA).

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- National Playbus Association
- Play Scotland
- Scottish Childminding Association
- Scottish Independent Nurseries Association
- Scottish Pre-school Play Association

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FOREWORD

The enterprise networks can and do play an important role in supporting the Scottish Executive's Childcare Strategy, especially in relation to its economic and social inclusion aims. Appropriate, affordable and quality childcare can help parents move into or sustain employment or training. Employment is one of the key routes out of poverty, a vital factor in achieving the Executive's overall aim of closing the opportunity gap. Increasing the availability of childcare also has clear benefits for employers, both in enlarging the numbers and skills base of potential employees when recruiting, and in the retention of skilled members of staff.

Childcare is also a business in its own right. It can be, however, difficult for those in the childcare sector to find out what support is available through the enterprise networks. We welcome the publication of this Childcare Staff and Business Development guide for the childcare sector. It will complement the joint DTI/Scottish Executive work-life balance toolkit produced for Scottish Childcare Partnerships, designed to help them engage local employers in the childcare debate. Like the work-life balance toolkit, this guide includes case study examples of good working practices, and we hope that users will find it of real practical help.

Cathy Jamieson

Minister for Education
and Young People

Iain Gray

Minister for Enterprise, Transport
and Lifelong Learning

INTRODUCTION

There is no doubt that good quality childcare plays a vital role in the development of children of all ages. Moreover, the provision of affordable and accessible childcare contributes to the development of Scotland's economy, allowing parents to remain in or re-enter the labour market and take advantage of training opportunities.

Following the launch of the Scottish Executive's Childcare Strategy in 1998 and the publication in January 2001 of *A Smart Successful Scotland* outlining the Executive's ambitions for the Enterprise Networks, it has increasingly become clear that the Local Enterprise Companies (LECs) have an important role to play in developing the childcare sector. This was further highlighted in the letter from the Minister for Education and Young People and the Minister for Enterprise, Transport and Lifelong Learning to the Enterprise Networks in July 2002:

"LECs can usefully support the childcare infrastructure in a number of different ways e.g. by increasing the supply of skilled childcare workers, enhancing the sustainability of out-of-school care provision through business support, supporting childcare social enterprises and working with employers to promote employer involvement in childcare."

In this context, the Executive funded the "Working with Local Enterprise Companies – Childcare Staff and Business Development Guide" project. The project started in November 2001 and was led by the Scottish Out of School Care Network in partnership with a number of childcare umbrella organisations. Its main aim was the production of a Guide to services targeting the childcare sector or appropriate for it, provided by LECs across Scotland. The project had a number of key objectives:

- The assessment of the sector's needs for business development.
- The identification of the Enterprise Networks' and LECs' strategic priorities in relation to childcare.
- The mapping and evaluation of LECs' initiatives of relevance to the sector.
- The assessment of LECs' "raising awareness" activities targeting childcare providers/organisations.

To this end, a number of parallel surveys were carried out, involving Local Childcare Partnerships Officers and childcare providers covering a wide range of provision (e.g. childminders, out-of-school clubs, playbuses, playgroups, nurseries, toy libraries). In addition, interviews were carried out with the majority of LECs (17 out of the 22) with questionnaires used in cases where circumstances did not allow for an interview to be carried out. Finally, a number of case studies were identified and developed highlighting the practices of providers that have used LECs' initiatives in the process of starting and evolving viable businesses.

Our aim is for the Guide to serve as a reference document providing information about the support available from both the Highlands and Islands Enterprise Network and the

Scottish Enterprise Network to the childcare sector. The document is divided into three sections:

- Section 1 offers information about a number of National Programmes providing training and employment opportunities and assisting the development of organisations/businesses.
- Section 2 focuses on the Highlands and Islands Enterprise Network with details on mainstream services appropriate for the sector together with examples of good practice from childcare providers in the area.
- Section 3 includes details on the support provided by the Scottish Enterprise Network to the childcare sector, including details of a framework for engaging with social economy organisations and appropriate mainstream services together with case studies of childcare providers highlighting good practice.

We hope that the Guide will assist organisations in the childcare sector achieve their full potential and become sustainable growing businesses whilst continuing to provide high quality services and to contribute to communities across Scotland. We also believe that this document will provide useful information to those wishing to start a career in the sector. We trust we have succeeded in our task.

Section 1

NATIONAL PROGRAMMES

There are a number of programmes available throughout Scotland, spearheaded by either the Government or Scottish Executive whose delivery is co-ordinated and supported by the Enterprise Networks. These are programmes aiming at encouraging the development of new skills and the improvement of existing ones whilst providing opportunities to join the labour market and programmes aiming at supporting business growth. They could contribute to the development of organisations in the childcare sector or be a first step towards a rewarding career in childcare. In the following sections, details of both Training and Employment and Business Development Programmes are going to be given together with relevant contact details. For information about the availability of any of these programmes in your locality, check the profile of the Local Enterprise Company (LEC) in your area.

TRAINING AND EMPLOYMENT PROGRAMMES

SKILLSEEKERS INITIATIVE

SkillSeekers is an initiative providing funding for training young people, giving them the skills, knowledge and experience that successful, effective businesses require for their future growth. SkillSeekers are either employed and receive wages or have a trainee placement and receive a SkillSeekers' Training Allowance. At the same time, they are working towards Scottish or National Vocational Qualifications (SVQs or NVQs) at Level 1 to 3. For the Childcare Sector, these will be SVQ in Playwork or Early Years Care and Education. Training is provided by either an approved training provider or college, in partnership between the employer and the training provider or by the employers themselves.

Young people aged 16+ are eligible as long as their training finishes before their 25th birthday. Priority is given to school leavers aged 16 to 18.

Employers taking part in SkillSeekers receive a direct contribution towards the young person's training costs provided it is geared towards the achievement of a recognised SVQ/NVQ.

For more information, contact Careers Scotland (www.careers-scotland.org.uk) or the LEC in your area.

MODERN APPRENTICESHIPS

Modern Apprenticeships offer to those aged 16+ paid employment combined with the opportunity to train for jobs at crafts, technician or management level. Modern Apprenticeships frameworks though specific to each particular industry, they generally

include three parts: working towards a Scottish Vocational Qualification (SVQ) Level 3, acquiring Core Skills and studying for Additional Components.

For the Childcare Sector, the Modern Apprenticeship framework includes: SVQ Level 2 and 3 in Early Years Care and Education and Core Skills in Communication, Numeracy, Information Technology, Problem Solving and Working with Others. Exceptions may be given from the SVQ Level 2. After completion, possible job titles include: Playgroup Leader, Nursery Supervisor, Toy Library Worker/Leader, Classroom Assistant, Playworker, Childminder, Pre-School Worker and others.

Modern Apprentices do not contribute to training fees and are paid (in the majority) the going rate for the post they are employed for. The level of wages is an issue agreed between the Apprentice and their employer. Modern Apprenticeships could be an option within the SkillSeekers Initiative and funded by the LECs through it. However, outwith the SkillSeekers Initiative, funding is agreed locally with each employer and although some governmental assistance might be available, employers have to meet the cost of the wages and contribute towards some of the training costs.

For more information, log on to www.modernapprenticeships.com contact Careers Scotland (www.careers-scotland.org.uk) or the LEC in your area.

NEW DEAL

The New Deal programme aims at helping unemployed people to enhance their skills and improve their prospects of finding and remaining in employment by providing training and employment opportunities.

The programme is for those aged 18–24 and registered unemployed for more than 6 months, and those aged 25+ and registered unemployed for at least 18 months out of the last 21.

New Deal clients are identified through their local JobCentre. After that, they receive support and advice by a New Deal Personal Adviser to identify their skills and recognise their experience; work out the type of work they would like to do; identify suitable training opportunities or get extra help; look for, apply and get a job. There are a number of options available including: full-time education and training, employment and self-employment.

Full-time Education and Training Option: New Deal clients undertake a course lasting for up to a year and leading to a recognised qualification. In addition, they must have work experience during their training. The clients continue to receive existing benefits.

Employment Option: New Deal clients are in paid employment while undertaking training improving their employability. Participating employers agree to employ the New Deal clients for at least six months and receive a wage subsidy. In addition, employers could choose between: allowing one day a week (up to a total of 26 days) for training and receive a grant of £750 (to receive the grant the course has to be certified) or offering in-house training (such as any new employee might expect) without the grant.

Self-Employment Option: Following a brief introduction to the key aspects of self-employment, New Deal clients either attend a short course or receive one-to-one counselling in order to decide whether self-employment is suitable for them, gather relevant information, receive basic training and develop a business plan. Once the business plan has been approved, advice and support plus the opportunity to train towards an approved qualification are also available for a “Test Trading Period” of six months. Advice is available for up to two years after the option has ended.

There is also the **New Deal for Lone Parents** (NDLP) programme. This is a voluntary programme aimed at lone parents on Income Support. Personal Advisers deliver a comprehensive package of advice and support on job search, training opportunities, childcare, in-work benefit calculations and general support throughout the transition from benefits into work, tailored to meet the needs of individual lone parents.

Training: All NDLP clients are eligible to participate in Training for Work (see below), and can also participate in work trials of up to 3 weeks. Lone parents can undertake full or part time training. Courses must be vocational, up to a year in duration, and up to SVQ level 2. Advisers can arrange financial help if necessary for course fees, childcare, travel and equipment. In April 2001, a £15 a week training premium for NDLP participants on Income Support who undertake approved work-focused activities was introduced.

Childcare: Registered childcare costs can be paid for NDLP participants. This covers attending adviser interviews, employer interviews or training. Support of up to £135 a week (£200 for 2 or more children) is available. Clients taking work of less than 16 hours may also claim help towards childcare costs up to £67.50 a week for one child and £100 for two or more children for a period of 52 weeks.

For more information, log on to www.newdeal.gov.uk or contact your local JobCentre.

TRAINING FOR WORK

Training for Work is a programme aiming at improving the employment prospects of unemployed people aged 25+ with opportunities for work experience and qualifications (either to national standards or to standards demanded by local employers) within the workplace. Training is delivered by a number of local and national training providers and can be designed to meet specific employment opportunities. Employed status can also be agreed with employers with wages paid at the going rate for the job.

The programme is open to adults aged 25+, who have been registered unemployed for a total of 6 months within the previous 12 months or who have been made redundant (large scale redundancies), are lone parents, people with disabilities or returners to work.

Participants are generally identified through their local JobCentre. They receive a training allowance equivalent to their benefits plus an extra £10. Travel costs of more than £4 a week are refunded. There might also be help with costs for materials required for the training or accommodation expenses if a participant has to stay away from home. For more information, contact the LEC in your area.

BUSINESS DEVELOPMENT PROGRAMMES

INVESTORS IN PEOPLE

Investors in People is a national quality standard of good practice in workforce development. It provides a framework for organisations to grow focusing on their people and be awarded – following assessment – the Investors in People Standard. Organisations need to have clear aims and objectives and an understanding of what is required from their workforce for those to be achieved. They also need to have an understanding of the importance of investing in workforce development and a commitment to it. Organisations meeting the Standard benefit from improved profitability, efficiency, quality of service and staff motivation.

The Standard is for all kinds of organisations from small to large in both the public, private or third sector. The amount of time required and the costs involved depend on what – if any – changes the organisation has to implement and the resources required for their implementation.

Support, advice and help in achieving the Standard are available by approved Investors in People delivery organisations across Scotland. However, organisations need to involve external people only at the assessment stage, carried out by licensed independent assessors (assessment fees apply). The Standard is awarded indefinitely, subject to regular reviews no more than three years apart.

For more information, log on to www.iipuk.co.uk or contact the LEC in your area.

BUSINESS MENTORING SCHEME

This is a scheme – currently in its third year of a three-year pilot – matching growing businesses/ organisations with experienced business people. It is a key element of business development aiming at helping newly established organisations grow, make use of opportunities and become sustainable by providing them with people that could independently assess their operations and be a sounding board for new ideas. If an organisation takes part in the programme, the process is designed to last for twelve months during which an assigned mentor provides continuous guidance and support. Mentors are successful business people with a proven track record in running their own business and the desire to share their experience free of charge. They are prepared for their role by taking part in workshops that develop their listening and coaching skills and encourage their natural instincts for empathy and constructive input. Mentors can be drawn from across Scotland.

For more information, log on to www.businessmentoringscotland.org or contact the LEC in your area.

Section 2

THE HIGHLANDS AND ISLANDS ENTERPRISE NETWORK

The Highlands & Islands Enterprise (HIE) Network started operating in April 1991. The Network *“is pledged to promote and encourage economic and social development within the Highlands and Islands of Scotland”*. It aims to *“enable the people of the Highlands and Islands to realise their full potential”* and *“help create a strong, diverse and sustainable economy where quality of life is matched by quality of opportunity”*.

The HIE Network comprises 10 Local Enterprise Companies (LECs) that deliver assistance and advice in the areas they are based; with the HIE core body, based primarily in Inverness, providing strategic leadership, supporting the LECs and implementing major projects across the region.

Reflecting the directions highlighted in *A Smart Successful Scotland – Ambitions for the Enterprise Networks*, the HIE Network’s strategic framework has four objectives: Strengthening Communities, Developing Skills, Growing Businesses and making Global Connections.

In the following sections, details about programmes and initiatives of relevance to the development of the childcare sector are given together with contact details for HIE Core. For information about the availability of any of these programmes/initiatives in your locality, check the profile of the LEC in your area.

MAINSTREAM SERVICES

Although in general no funds are ring-fenced for childcare specific work, the HIE Network is open to proposals for projects and will give serious consideration to any well-thought, strong applications for assistance, encouraging proposals put forward by consortia of organisations or those involving piloting of projects prior to their rolling-out throughout the region.

STRENGTHENING COMMUNITIES

Through Strengthening Communities, the HIE Network aims at improving *“the quality of life in communities ... by helping people to help themselves”*. The priorities for Strengthening Communities are: the promotion of investment in community assets and services; the development of community strengths, leadership and confidence; and the enhancement of the quality of culture and the environment. For their achievement, a

number of initiatives – some of which could be of relevance for the development and growth of community based childcare provision – are in place. These include:

Community Investment/Initiatives (previously Community Action Grants)

These are designed to assist a wide variety of projects. They are available to all formally constituted voluntary groups whose membership is open to the whole community. Grants covering a percentage of eligible capital costs – depending on the location and the type of project – are available. Eligible costs include: cost of new buildings and building improvements, promotional materials and new equipment.

Running costs are not eligible. Priority is given to projects in more rural, fragile areas and support is discretionary.

Small Community Projects Scheme

This Scheme is designed to provide simple and fast funding support to small community projects. Discretionary grants are available to any formally constituted not-for-profit group or organisation from both the private and public sectors. Costs that might be covered include: eligible capital costs, non recurring revenue costs associated with start-up, costs of undertaking feasibility studies, exchange or education visits. A number of conditions apply.

Supporting Gaelic Language and Culture Initiatives

These help stimulate and encourage the development of the Gaelic language and culture through a range of development initiatives. For details on specific projects, check the profile of the LEC in your area.

DEVELOPING SKILLS

Through Developing Skills, the HIE Network aims at offering *“all the people ... opportunities to gain and develop the skills they need to support themselves and their families”*. The priorities for Developing Skills are: improving the operation of the labour market; enabling all young people to have the best possible start; narrowing the gap in unemployment; and, improving the demand for high quality, in-work training. In addition to the National Training and Employment Programmes, there are a number of initiatives that could be used by childcare providers or people considering childcare as a career path.

Company Skills Development Initiatives

Seeking to increase the competitiveness of businesses across the Highlands and Islands and secure their viability and growth, LECs across the Network provide support and assistance to organisations wishing to develop their staff and become more effective. Support is provided to identify individual organisations' training needs, draw skills development plans to meet them and find appropriate courses. Financial assistance is available in the form of **Company Skills Development or Training Grants** – eligibility criteria apply and assistance is discretionary. Moreover, a number of courses aimed at both employers and employees on topics such as management development, marketing and legislation are sponsored or delivered by LECs. Availability of initiatives depends on individual LECs' priorities and workforce upskilling programmes (e.g. Business Skills Development Programme, Employers' Company Training Initiative, Special Projects, etc.).

Individual Skills Development Initiatives

Aiming at extending access to training and employment opportunities to all and encouraging life-long learning, the HIE Network has a wide range of training and re-training programmes and initiatives that individuals may qualify for depending on their circumstances. In addition to advice about the availability of appropriate projects, support is given to people – long-term unemployed, in employment, returners to work or with special needs – that wish to improve their employability by enhancing their skills and developing new ones.

Financial assistance is available in the form of **Individual Skills Development or Training Grants** and **Career Development Loans**. Availability depends on individual LECs' priorities and programmes for developing individuals' skills (e.g. Life-Long Learning Programmes, Workforce Development Projects, etc.). Eligibility criteria apply and assistance is discretionary.

Graduate Placement Scheme is an initiative aiming at encouraging businesses to recruit undergraduates requiring a placement as part of their course or recent graduates looking for their first job. In addition to help with the selection and recruitment, financial assistance is available covering (part of) the cost of employing the student or graduate and delivering training tailored to the needs of the recruit and the business. The student/graduate's home address should be in the area the business's corresponding LEC is responsible for. Moreover, the appointee should be involved in a project that would otherwise not be undertaken by the employer. Applications for assistance must be made prior to appointment and assistance is discretionary.

GROWING BUSINESSES

Through Growing Businesses, the HIE network aims at *“enabling businesses in the Highlands and Islands to compete and prosper ...”*. The priorities for Growing Businesses are: encouraging greater entrepreneurial dynamism and creativity; supporting e-businesses; increasing the commercialisation of research and innovation; and, building towards global success in key sectors. To this end, in addition to Investors in People and Business Mentoring, advice, support and financial assistance is provided through a number of initiatives some of which could be of relevance to childcare providers in the public, private and voluntary sector. These include:

Business Advice

Experienced Business Advisors are located throughout the Network ready to provide advice in confidence on many topics including business management, market research, preparation of business plans and funding proposals. Business Advisors can also provide direction to appropriate sources of information, organisations that could provide help and a wide range of specialist programmes and initiatives.

Business Information Source Network (BIS)

The Business Information Source Network is a key element of the business advisory service provided by the LECs across the HIE Network. It provides established organisations and start-ups with easily accessible information, including: information on funding sources and finance, guidance on starting a business, advice on legislation and

property issues, IT support etc. With online databases, CD-ROMs and search engines combined with the personal assistance of the Business Information Source Advisors of LECs, it can be the first step to finding answers to business enquiries. Further details can be found on www.bis.uk.com or from Business Information Source Advisors of LECs.

Commercial Property

HIE Network LECs can discuss the property needs of any new and existing business, provide advice on property issues or assist with the provision of suitable premises. They maintain and run an active portfolio of commercial premises – including purpose built ones serving specific requirements – available at competitive rates and for flexible lease periods. In addition, they can provide contact details of landlords (in the public and private sector) and agencies with available property.

Finance for Business

This is one of the Network's principal programmes for financially supporting business development in the Highlands and Islands area. The assistance can take several forms including **Building** or **Development**

Grants, Interest Relief Grants, loans or equity participation. It is discretionary based on whether the proposed project will contribute to the creation of employment and wealth in the area and whether it will increase competition within an adequately provided for market. In addition, Business Development staff need to be confident about the viability of the project. Please note that it is important to contact a LEC as soon as possible as expenditure incurred prior to contacting it could prejudice an application for assistance.

HIE Marks

This is a scheme for small and medium size businesses aiming at developing marketing standards and encouraging a client-oriented approach to business. It provides free advice and assistance in assessing marketing needs, planning a marketing strategy and implementing it. Financial assistance might also be available, if appropriate. The eligibility criteria are generally the same as for the Finance for Business programme, though the service sector might be precluded in some areas.

HIE Starts

This scheme assists people considering starting up their own business. Support is provided through financial input during the start-up period, business development or specialised business start-up training and free on-going advice. Assistance is discretionary and priority is given to businesses with activities in market areas with identifiable gaps. The business must not be started prior to written approval for business start-up assistance and no costs should be incurred prior to written approval by a LEC. In addition, attendance – before the submission of an application – of an introductory course covering the basics of starting up a business might be mandatory.

CONTACT DETAILS

Highlands and Islands Enterprise

Cowan House

Inverness Retail and Business Park

Inverness IV2 7GF

Tel: 01463 234171

Fax: 01463 244469

E-mail: hie.general@hient.co.uk

Web Site: www.hie.co.uk

LOCAL ENTERPRISE COMPANIES PROFILES

ARGYLL & THE ISLANDS ENTERPRISE

CORRESPONDING LOCAL CHILDCARE PARTNERSHIP

- Argyll and Bute

SERVICES FOR THE CHILDCARE SECTOR

- Support is provided to existing and new OSC clubs and networks. At the “start-up” stage, assistance is given to develop a business plan, organise all the required paperwork, etc. Some funding is also available. Once established, an organisation can receive further advice and support. Applications for assistance are dealt with on an individual basis.

MAINSTREAM SERVICES

Growing Businesses

For information on any of the following initiatives, contact Paul Anfield at Argyll & the IslandsEnterprise (see below for contact details).

- **Business Advice**
- **Business Information Source**
- **HIE Marks**
- **HIE Starts**
- **Investors in People**

Developing Skills

For information on any of the following initiatives, contact Hilda McGonagall at Argyll & the Islands Enterprise (see below for contact details).

- **Company Skills Development Initiatives**

A number of Skills and Quality Development Initiatives are available aiming at identifying training and other support needs of an organisation in order to achieve sustainability, growth and high quality of service. Assistance is also available through discretionary **Company Training Grants** and **Business Skills Seminars**.

- **National Training and Employment Programmes**

SkillSeekers, Modern Apprenticeships, Training for Work, New Deal: SVQ Level 2–3 in Early Years Care and Education. Please, note that further information on the SkillSeekers initiative can be found at your local JobCentre.

Strengthening Communities

- **Community Investment/Initiatives** (previously Community Action Grants).
- **Supporting Gaelic Language and Culture Initiative:** The **Gaelic in the Community Scheme** assists local voluntary or non-profit groups/organisations, including Gaelic medium childcare providers (e.g. nurseries, playgroups) with business start-up, acquisition/development of premises, purchase of equipment and costs of training.

CONTACT DETAILS

Paul Anfield; Business Information Manager
Hilda McGonagall; Development Manager, Skills Department
Argyll and the Islands Enterprise
Kilmory Industrial Estate
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Telephone: 01546 602281 or 01546 605413 (Direct Line for Paul Anfield)
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E-mail: paul.anfield@hient.co.uk and hilda.mcgonagall@hient.co.uk

CAITHNESS & SUTHERLAND ENTERPRISE

CORRESPONDING LOCAL CHILDCARE PARTNERSHIPS

- Caithness; Highland Council
- Sutherland; Highland Council

SERVICES FOR THE CHILDCARE SECTOR

- **Workforce Development Project**

This is a project funded by Caithness & Sutherland Enterprise and run with The Highland OSC Federation. It aims at increasing the number of childcare places – especially in rural areas; assisting the improvement of the quality of care; and supporting the personal development of participants. It provides training from committee development to SVQs in Playwork and Early Years Care and Education.

- **Introductory Course for Childminders**

Caithness & Sutherland Enterprise is match funding a European Social Fund project undertaken by the Scottish Childminding Association. It aims at providing basic training and information to people interested in becoming childminders. It involves 30 hours of training including: 5 weeks (4 hours per week) group training using “modules” that are linked to SVQ in Early Years Care and Education, providing an underpinning of the SVQ knowledge. In addition, it involves 4–5 days of workshops on administrative and legislation issues (e.g. registration process) and a day in a workplace.

- **HiMATS Project**

The HiMATS (Highlands & Moray Accredited Training Services) Project is set up to meet the requirements of the new Care Standards (launched in April 2002) indicating that all childminders need to be qualified to an appropriate level. In addition, it aims at encouraging childminders to develop self-help networks, to exchange good practice and discuss shared issues and concerns, with appropriate support provided by the HiMATS team. The project will deliver the Scottish Progression Award in Childcare to two clusters of childminders – one in Caithness and one in Sutherland – over a one year period. The Award comprises a mix of Playwork and Early Years Care and Education VQs’ modules and is recognised by the Highland Council as an important qualification for childminders. The project started in October 2002 and will run until December 2003. It has been 50% funded by Caithness & Sutherland Enterprise with match funding by the Highland Childcare Partnership.

- **Highland Pre-school Services**

This is a project aiming at narrowing the gap between the number of trained pre-school workers and labour market requirements within the Caithness and Sutherland area. It offers a foundation level course to 16 newly employed/inexperienced playworkers in the area. The course comprises 6 days

of training (1 day per week over a 6 week period) covering a number of issues such as: creating an environment for play and meeting children's learning needs through a planned curriculum. The project started in October 2002 and will run until December 2002. It has been 50% funded by Caithness & Sutherland Enterprise with match funding by the Highland Pre-school Services.

MAINSTREAM SERVICES

Growing Businesses

For information on any of the following initiatives, contact the Business Development Team at Caithness & Sutherland Enterprise (see below for contact details).

- **Business Advice**
- **Business Information Source**
- **HIE Marks**
- **HIE Starts**
- **Investors in People**

Developing Skills

- **Company Skills Development Initiatives**
Caithness & Sutherland Enterprise has a number of **Special Projects** aiming at supporting the development of organisations through the upskilling of their workforce. However, they are not to address government/statutory training requirements. They could, for example, involve the development and delivery of tailored training. Applications for assistance are dealt with on an individual basis.
- **Individual Skills Development Initiatives**
Support is provided to individuals through **Individual Skills Development Grants** and the **Access to Assessment** initiative.
Individual Skills Development Grants are available to unemployed and part-time employed people who wish to improve their employment prospects. There are a number of eligibility criteria.
Access to Assessment is an initiative supporting access to a range of assessment services for the recognition of experience and skills developed during the day-to-day work towards nationally recognised Vocational Qualifications.
- **National Training and Employment Programmes**
SkillSeekers, Modern Apprenticeships, Training for Work, New Deal: SVQs Level 2–3 in Playwork and Early Years Care and Education.

Strengthening Communities

- **Skills Aid Grants:** Caithness & Sutherland Enterprise helps voluntary groups meeting the costs of training members in order to gain skills necessary for running their organisations effectively.
- **Supporting Gaelic Language and Culture Initiative: Gaelic Development Grants** are available for projects promoting and encouraging the development of the Gaelic heritage.

CONTACT DETAILS

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Caithness and Sutherland Enterprise
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INVERNESS & NAIRN ENTERPRISE

CORRESPONDING LOCAL CHILDCARE PARTNERSHIPS

- Inverness; Highland Council
- Nairn, Badenoch and Strathspey; Highland Council

SERVICES FOR THE CHILDCARE SECTOR

- **Childminders Initiative**
It aims at providing support to new and existing childminders and people that would like to develop their own childminding business. It includes: assistance with property (e.g. adapting premises) and other start-up issues; training; assistance with the development of childminding networks; 3 day general course on getting into business for people intending to start as self-employed (the course is not tailored for the childcare sector, but childminders and other childcare providers could benefit from it).
- **Ring-Fenced Funds for Childcare**
Funds are ring-fenced on an annual basis (£10K for 2002–2003) for childcare projects that do not fit with any of the available Inverness & Nairn Enterprise programmes/initiatives. Applications for assistance are dealt with on an individual basis.

MAINSTREAM SERVICES

Growing Businesses

- **Business Advice**
- **Business Information Source**
- **Commercial Property**
- **Finance for Business**
- **Business Start-Up (HIE Starts)**
- **Investors in People**

Developing Skills

- **Company Skills Development Initiatives**
Inverness & Nairn Enterprise sponsors a range of **Business Skills Seminars** designed for local businesses and those considering self-employment. They are aiming at providing managers, employees and entrepreneurs with essential skills required for the day-to-day running of a business. Topics include marketing, finance and computing; which can be covered at a basic, intermediate or advanced level. Seminars' costs are heavily subsidised and vary depending on the length of time an organisation has been operating and the number of seminars booked.
- **Individual Skills Development Initiatives**
Support is provided to individuals through the **Lifelong Learning Programme**. This is a programme aiming to promote learning for both unemployed and in

employment people, creating new opportunities to get into work and developing businesses through the upskilling of their workforce. It enables people to work towards a recognised qualification with priority given to those wishing to study for a Vocational Qualification.

- **Graduate Placement Scheme**
- **National Training and Employment Programmes**
 - SkillSeekers
 - Modern Apprenticeships
 - New Deal
 - Training for Work

Strengthening Communities

- **Community Investment/Initiatives (previously Community Action Grants)**
- **Community Toolkit:** It is a web-based package of help for community based organisations. It contains information on a number of issues including: funding sources, feasibility studies, development of business plans and management committees, training and forward planning. In addition, there are a number of relevant connections and links and a bulletin board together with the opportunity for comments. The toolkit is available through www.communitytoolkit.org.uk, free of charge. Although designed for the support of community organisations in the Inverness and Nairn area, some of the information contained could be of use to community organisations in other areas.

CONTACT DETAILS

Marie Mackintosh; Head of Strengthening Communities Team
Inverness and Nairn Enterprise
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Beechwood Business Park North
Inverness IV2 3BL
Telephone: 01463 713504 or 01463 667202 (Business Information Source)
Fax: 01463 712002
E-mail: m.mack@hient.co.uk

LOCHABER ENTERPRISE

CORRESPONDING LOCAL CHILDCARE PARTNERSHIP

- Lochaber; Highland Council

SERVICES FOR THE CHILDCARE SECTOR

- **Childminders Initiative**

Lochaber Enterprise is working with the Scottish Childminding Association to increase the number of childminders in the area. Funding of approximately £4K is given to the Association on a yearly basis for the provision of training and development support to childminders.

MAINSTREAM SERVICES

Growing Businesses

- **Business Advice**
- **Business Information Source**
- **Business Start-Up (HIE Starts)**
- **Commercial Property**
- **Finance for Business**
- **HIE Marks**
- **Investors in People**

Developing Skills

- **Company Skills Development Initiatives**
Advice and assistance is provided to local businesses wishing to improve their performance by training their staff. It includes: identifying the training needs of individual organisations; helping to find appropriate courses; and assisting with the cost of company training through discretionary **Company Training Grants**.
- **National Training and Employment Programmes**
SkillSeekers and Modern Apprenticeships.

Strengthening Communities

- **Community Investment/Initiatives** (previously Community Action Grants)

CONTACT DETAILS:

Morven Cameron; Head of Development Services

Lochaber Enterprise

St Mary's House

Gordon Square

Fort William PH33 6DY

Telephone: 01397 704326

Fax: 01397 705309

E-mail: m.cameron@hient.co.uk

MORAY BADENOCH & STRATHSPEY ENTERPRISE

CORRESPONDING LOCAL CHILDCARE PARTNERSHIPS

- Nairn, Badenoch and Strathspey; Highland Council
- Moray

SERVICES FOR THE CHILDCARE SECTOR

- Assistance to the **Childminding** sector is provided in the form of a grant (approximately, £12K for 2002–2003) to the Scottish Childminding Association.

MAINSTREAM SERVICES

Growing Businesses

- **Business Advice**
- **Business Information Source**
- **Business Mentoring**
- **Commercial Property**
- **Finance for Business**
- **HIE Marks**
- **HIE Starts**
- **Investors in People**

Developing Skills

- **Company Skills Development Initiatives**
Advice and assistance is provided to local businesses wishing to improve their performance by training their staff. It includes: identifying the training needs of individual organisations; drawing skills development plans to meet them; and assisting with the cost of company recruitment and training. A number of courses on topics such as management development, marketing and legislation are also supported.
- **National Training and Employment Programmes**
SkillSeekers
Modern Apprenticeships
New Deal
Training for Work

CONTACT DETAILS

Wendy Galloway; Head of Developing Skills
Moray, Badenoch & Strathspey Enterprise
The Apex
Forres Enterprise Park
Forres
Moray IV36 2AB
Telephone: 01309 6960000 or 01309 696021 (Direct Line)
Fax: 01309 696001

E-mail: w.galloway@hient.co.uk

ORKNEY ENTERPRISE

CORRESPONDING LOCAL CHILDCARE PARTNERSHIP

- Orkney Islands

SERVICES FOR THE CHILDCARE SECTOR

- None

MAINSTREAM SERVICES

Growing Businesses

- **Business Advice**
- **Business Information Source**
- **Commercial Property**
- **Finance for Business**
- **HIE Marks**
- **HIE Starts**
- **Investors in People**

Developing Skills

In addition to the National Training and Employment Programmes, there are a number of skills development initiatives for individuals and companies. For information on specific programmes, contact the Skills Development Team at Orkney Enterprise (see below for details).

- **National Training and Employment Programmes**
SkillSeekers
Modern Apprenticeships
Training for Work

Strengthening Communities

- **Community Investment/Initiatives** (previously Community Action Grants)

CONTACT DETAILS

Jackie Kirkpatrick; Executive Assistant
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Orkney KW15 1JE
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E-mail: j.kirkpatrick@hient.co.uk

ROSS & CROMARTY ENTERPRISE

CORRESPONDING LOCAL CHILDCARE PARTNERSHIP

- Ross & Cromarty; Highland Council

SERVICES FOR THE CHILDCARE SECTOR

- None

MAINSTREAM SERVICES

Growing Businesses

- **Business Advice**
- **Business Information Source**
- **Commercial Property**
- **Finance for Business**
- **HIE Starts**
- **Investors in People**

Developing Skills

- **Company Skills Development Initiatives**
Advice and assistance is provided to local businesses wishing to improve their performance by training their staff. It includes: identifying the training needs of individual organisations; helping to find appropriate courses; and assisting with the cost of company training through discretionary **Company Training Grants**. A number of courses on topics such as management development, marketing and legislation are also supported.
- **Individual Skills Development Initiatives**
In addition to the National Training and Employment Programmes, advice and support is provided to individuals aiming at developing skills that will improve their future employment prospects. Some funding is also available in the form of **Individual Training Grants**.
- **National Training and Employment Programmes**
SkillSeekers and Modern Apprenticeships.

CONTACT DETAILS

Vicky Grant; Skills Development Manager

Ross & Cromarty Enterprise

69–71 High Street

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Ross-shire IV18 0AA

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Fax: 01349 853833

E-mail: v.grant@hient.co.uk

SHETLAND ENTERPRISE

CORRESPONDING LOCAL CHILDCARE PARTNERSHIP

- Shetland

SERVICES FOR THE CHILDCARE SECTOR

- Shetland Enterprise does not have any services targeting the childcare sector, however, until recently it was the only LEC in Scotland having a Childcare Officer.

MAINSTREAM SERVICES

Growing Businesses

- **Business Advice**
- **Business Information Source**
- **HIE Starts**
- **Investors in People**

Developing Skills

- **Company Skills Development Initiatives**
A **Company Training Scheme** is available to local businesses wishing to improve their performance by training their staff. The scheme provides discretionary funding for training, including towards Vocational Qualifications and part-time, open-learning or short courses.
- **Individual Skills Development Initiatives**
In addition to the National Training and Employment Programmes, support is provided to individuals aiming at developing skills that will improve their future employment prospects through **Individual Skills Development** or **Training Grants**.
- **National Training and Employment Programmes**
SkillSeekers: SVQ Level 2–3 in Early Years Care and Education.
Modern Apprenticeships
New Deal
Training for Work

Strengthening Communities

- **Community Investment/Initiatives** (previously, Community Action Grants)

CONTACT DETAILS

Shetland Enterprise
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Fax: 01595 693208
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SKYE & LOCHALSH ENTERPRISE

CORRESPONDING LOCAL CHILDCARE PARTNERSHIP

- Skye & Lochalsh; Highland Council

SERVICES FOR THE CHILDCARE SECTOR

- **Childcare and Education Training**
Skye & Lochalsh Enterprise is one of the funding bodies of courses training people towards nationally recognised Vocational Qualifications, including SVQs Level 2 and 3 in Playwork and Early Years Care and Education. It also provides financial assistance to the Scottish Childminding Association for the delivery of the Highland Childminding Training Programme, which can also be accessed through Skye & Lochalsh Enterprise.
- **Gaelic Medium Childcare**
Skye & Lochalsh Enterprise provides assistance and support (e.g. in finding suitable premises) to the Comhairle nan Sgoiltean Araich (CNSA) – the umbrella organisation for Gaelic nursery provision.

MAINSTREAM SERVICES

Growing Businesses

- **Business Information Source**
- **Commercial Property**
- **Finance for Business**
- **HIE Marks**
- **HIE Starts**
- **Investors in People**
-

Developing Skills

- **Company Skills Development Initiatives**
Support is provided to local businesses wishing to improve their performance by training their staff through discretionary **Skills Development Grants**.
- **Individual Skills Development Initiatives**
Support is provided through **Skills Development Grants** available to individuals who are nonemployed and can demonstrate that they have a viable business start-up proposal requiring new skills. They are also available to anyone who is not currently in employment wishing to improve their employment prospects.
- **Graduate Placement Scheme**
- **National Training and Employment Programmes**
SkillSeekers
Modern Apprenticeships
Training for Work

Please, note that assistance is provided towards the cost of childcare to those participating in training programmes.

Strengthening Communities

- **Community Investment/Initiatives** (previously Community Action Grants)
- **Small Community Project Schemes**

CONTACT DETAILS

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WESTERN ISLES ENTERPRISE – IOMAI RT NAN EILEAN SIAR

CORRESPONDING LOCAL CHILDCARE PARTNERSHIP

- Western Isles

SERVICES FOR THE CHILDCARE SECTOR

- Although Western Isles Enterprise has no specific initiatives targeting the childcare sector, their Policy On Childcare (dated 6/2/01) states a clear commitment in continuing to assist the training of childcare workers and support the development of childcare organisations both commercial and voluntary. In line with this commitment, support is provided through a number of mainstream services.

MAINSTREAM SERVICES

Growing Businesses

- **Business Advice**
- **Business Information Source**
- **Commercial Property**
- **Finance for Business**
- **HIE Marks**
- **HIE Starts**
- **Investors in People**

Developing Skills

- **Company Skills Development Initiatives**
Support is provided to local businesses wishing to improve their performance by training their staff through discretionary **Company Training Grants**.
- **Individual Skills Development Initiatives**
In addition to the National Training Programmes, support is provided to individuals aiming at developing skills that will improve their future employment prospects through discretionary **Individual Training Grants**. Advice is also provided on the availability of **Career Development Loans**.

National Training and Employment Programmes

- SkillSeekers
- Modern Apprenticeships
- New Deal
- Training for Work

Please, note that assistance is provided towards the cost of childcare to those participating in training programmes.

Strengthening Communities

- **Community Investment/Initiatives** (previously Community Action Grants)

- **Supporting Gaelic Language and Culture Initiative:** The **Gaelic in the Community** project assists local voluntary or non-profit groups/organisations, including Gaelic medium childcare providers (e.g. nurseries, playgroups) with business start-up, acquisition/development of premises, purchase of equipment and costs of training.

CONTACT DETAILS

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CASE STUDIES

STARTING-UP ... THERE IS HELP

Established in 1997, Kindergarten Day Nursery School in Inverness provides daycare for 2 to 5 year olds.

Susan Cowan, the owner and manager, first came up with the idea of setting up a nursery in 1996. Her first port of call was Inverness & Nairn Enterprise, where a Business Advisor discussed through her idea and helped her assess the project's financial viability and draw up a business plan. She also attended a Business Start-Up Course that provided her with useful information about the basics of business planning, cash flow and marketing. With a business plan in hand and the basics on how to get started, her advisor put Susan in touch with Highland Opportunities – a Highland Council organisation – that gave her a low cost loan. She also received a grant from Inverness & Nairn Enterprise towards the development of new, purpose-built premises and the purchase of equipment. A few years later, having been established, Susan received funding for staff training that allowed her and another member of her staff to go through a Provisional Development Award – an advanced course following an HND in Childcare.

Discussing her experience, Susan said: *“They are there for advice, financial support, business start-up and training. They also know of other organisations that could provide help. The Business Advisor was excellent and gave me very sound advice. And the financial help was invaluable as I was starting from scratch”.*

“They are a strong organisation. If they are behind you, it gives you confidence. They helped me and I got established.”

*Susan Cowan, Owner-Manager
Kindergarten Day Nursery School*

OUT-OF-SCHOOL TO NURSERY PROVISION – GROWING A BUSINESS

The Sound Out of School Club was established in 1996. Run by a voluntary Management Committee it is housed in the Sandveien Neighbourhood Centre in Lerwick. Using a number of different spaces, it originally provided out-of-school care for 5 to 12 year olds and, following an expansion last year, it also provides “out-of-nursery” care for 3 to 5 year olds.

The Sound Out of School Club was the first club providing out-of-school care in Shetland and, although getting established was a struggle, a couple of years ago, the decision was taken to provide “out-of-nursery care” as well. Shetland Enterprise was approached for help. Following discussions with a Business Advisor, the club received a grant for nursery equipment and advice on staffing and training opportunities. Having grown stronger, they are currently developing a two-year business plan and are working towards the Investors in People Award for both the out-of-school and “out-of-nursery” clubs.

Carol Kent, the Clubs' Manager found Shetland Enterprise: *"Very friendly and helpful. And when visiting, we felt very much at ease: just talking through our ideas and getting direction from them"*.

"I never thought of the Club as a business. It has been quite difficult, but at the same time we were encouraged to see things in a different way and develop plans for the future"

*Carol Kent, Manager
Sound Out of School Club*

CHILDMINDERS NETWORKING

The Shetland Childminding Group represents all registered childminders in Shetland. Since its establishment with the help of lottery funding, the Group has been continuously receiving support and assistance from Shetland Enterprise.

A grant is being awarded on an annual basis, covering the Group's running costs. In addition, funding has been provided towards further development of its members. This financial support allowed one of them to complete her SVQ Level 3 in Early Years Care and Education. Another two members had also the opportunity – with all their travelling and fee expenses paid – to attend training in Inverness, which included: information on the new National Childcare Standards, an Introduction to Child Protection, an Emergency First Aid course, Meningitis and Autism Awareness evenings and a Puppet Play workshop. Last, but not least, Shetland Enterprise has provided the funds for the purchase of new equipment for the Shetland Childcare Partnership Playvan – a van laden with toys, books and games supporting childcare providers and providing new activities for the children across the islands.

"They are really good, very helpful. I cannot think of anything we asked them for and they didn't help us with."

*Sheila White, Treasurer
Shetland Childminding Group*

EMPOWERING COMMUNITIES – A SUCCESS STORY

Originally run by the Local Authority, Lewiston Nursery on the shores of Loch Ness was threatened with closure in 1995. The local community sprang into action forming the Lewiston Nursery Parents Action Group to fight to retain the facility. Following a short respite period, the Group realised that the only way forward was to take matters in their own hands. Without experience on running a business and relying solely on volunteers, they approached Inverness & Nairn Enterprise. With their support, guidance and financial assistance, the Group developed a business plan and Lewiston Nursery Ltd was established in 1996. A year or so later, they decided to provide out-of-school care and the Glenurquhart OOSC Club opened in 1997, again with help and funding from Inverness & Nairn Enterprise. However, the nursery and out-of-school care services were housed in different buildings a situation far from ideal. Having successfully negotiated space provision in the new community school building, Lewiston Nursery and Glenurquhart OOSC Club have recently moved in new premises.

As for their future plans: They are currently working towards the Investors in People Award and are awaiting the results of a Lottery Funding Application in order to extend their operations to provide more flexibility to both parents and their workers.

“They have really helped quite extensively in developing the community business and provided us with substantial funding to set up independently. Their on-going support has been fantastic.”

*Laura Gillespie, Board of Directors
Lewiston Nursery & Glenurquhart OOSC Club*

Section 3

THE SCOTTISH ENTERPRISE NETWORK

The Scottish Enterprise (SE) Network was established in 1991. Its main aim is the economic development of lowland Scotland from Grampian to the Borders through the support of “*innovative and far-sighted*” organisations, the encouragement of learning and enterprise, the creation of an inclusive society and the development of a competitive place. The Network is comprised by Scottish Enterprise National – in Glasgow – and 12 Local Enterprise Companies (LECs).

Following the publication of *A Smart Successful Scotland – Ambitions for the Enterprise Networks*, SE’s strategic direction and operations have been formed into three key organising themes: Growing Businesses, Global Connections and Learning and Skills. These themes bring together a number of activities, initiatives and programmes that could contribute to the development of the childcare sector.

Moreover, concerning the support of social economy organisations – including childcare organisations, SE is in the process of finalising the development and implementing a framework for their segmentation. On the basis of this segmentation the Network’s interventions will be prioritised and the level and type of support offered will be decided.

In the following sections, details about the segmentation framework and mainstream services that could be used by childcare organisations for the development of their staff and business are given together with SE National contact details. For information about the availability of any of these services in your locality, check the profile of the LEC in your area.

FRAMEWORK FOR ENGAGING WITH THE SOCIAL ECONOMY SECTOR

The framework has been developed based on criteria used for the framework developed for the private sector, the SE Executives experience from working with the social economy sector and the Network’s obligations to contribute towards the delivery of the Scottish Executive’s social justice objective. The key principle for its development was the balance between recognising and taking into account the “*different nature*” of the sector and its needs, whilst avoiding sidelining social economy organizations from the mainstream provision. When finalised, the framework will be implemented throughout the Network’s LECs ensuring homogeneity of support provision.

CRITERIA

On the basis of this framework, an organisation would be evaluated against a number of weighted criteria and get an aggregate score. The proposed criteria include:

1. Organisation Size

That is the number of paid employees and volunteers. Scores for the size criterion are to be attributed as follows:

- Large Organisation: 5+ employees and 10+ volunteers/trainees – 5 points.
- Medium Organisation: 2-4 employees and 5+ volunteers/trainees – 3 points.
- Small Organisation: 1 employee or run by volunteers – 1 point.

2. Potential for Growth

This criterion would be used to identify innovative organisations that show maturity of management and move towards a more commercial footing. Scores for the growth potential criterion are to be attributed as follows:

- High Potential: 25% of current income (large/medium organisations) and 20% (small organisations) from contracts/trading – 5 points.
- Medium Potential: 15-25% of current income from contracts/trading – 3 points.
- Low Potential: <15% of current income from contracts/trading – 1 point.

Note that the definition used for “Trading” is: *“Organisations who are generating income from, the sale of goods and services to the public, private or voluntary sector through Service Level Agreements and contractual arrangements. In terms of European funding, this trading relationship would be one where funding would be withdrawn if the organisation failed to deliver to the agreed contract.”*

3. Strategic Importance

This criterion would be used to identify organisations with high organisational development potential and ability to deliver objectives, with priority given to sectors within the social economy where growth potential exists. The proposed scoring on this criterion has three elements:

Class Leader Score: This would be based on the IFSO (Innovative and Far-sighted Organisations) approach used for the assessment of an organisation’s potential taking into account: its leadership, its willingness to engage, its commitment to strategic development, the existence of a viable market for its services, its focus on quality of service rather than cost, its investment in key resources and its innovative nature. The value of an organisation would be determined as follows:

- High Value: 13+ score on class leader scale/IFSO criteria – 5 points.
- Medium Value: 6+ score on class leader scale/IFSO criteria – 3 points.
- Low Value: 2+ score on class leader scale/IFSO criteria and wanting to engage – 1 point.

Social Justice Delivery: This element would recognise an organisation’s contribution of additional Social Justice elements. Organisations delivering in Social Inclusion Partnership areas and/or to key client groups would attract a 2 point scoring.

Note that key client groups – as identified in SE Network Social Justice Milestones include: clients with core skill needs, young people aged 16–19, those working with low skills and low incomes, people with disabilities, lone parents and ethnic minorities.

Priority Areas: These would be key sectors within the social economy with economic growth potential. They include, amongst others, the delivery of social care (including childcare) and would attract a 3 point scoring.

DELIVERY CHANNELS

Following the evaluation of a social economy organisation, engagement and delivery of support will be directed through three channels:

Account Managed: Organisations would be allocated an account manager and receive “bespoke” products.

Client Managed: Organisations would receive a Business Development Review, together with access to the Business Gateway/Small Business Gateway (see below for details) and LECs mainstream support and services.

Volume: Organisations could receive access to web based materials. They could also receive a Health Check on the basis of which they may have access to Business Information (Small Business Gateway Service – see below for details) or be signposted to other organisations, such as SCVO (Scottish Council of Voluntary Organisations) and Communities Scotland, for more intensive support.

MAINSTREAM SERVICES

GROWING BUSINESSES

In addition to the Investors in People and Business Mentoring schemes (see Section 1), the following services are available:

Small Business Gateway

Small Business Gateway is delivered by the SE Network and local partner organisations. It aims at providing support to small- and medium-size organisations as part of the Network’s Business Gateway service. There is a range of services available including: Business Information, Business Growth and Business Start-Up.

Business Information: It is a service dealing with business enquiries from businesses of any size and at any development stage. Small Business Gateway Information Officers can search for and provide information on a range of issues from existing and proposed legislation to support programmes and funding sources. Any organisation or person can use the service. There may be a charge for some kinds of information; details provided when making an information request.

Business Growth: It is a service including a number of initiatives aiming at supporting the development of existing organisations. Assistance is provided on a number of issues, including: workforce development, resource efficiency, finance, information

technology and legislation. It can take a number of forms with Small Business Gateway Advisors providing business information, carrying out short business reviews, having one-to-one counselling, guiding through the development of action plans, etc. All small-to medium-size businesses are eligible for support.

Business Start-Up: It is a complete support package providing help and guidance through all the stages of starting up a business from the initial stage of “getting an idea”, to planning its implementation through to realising it. It includes: idea workshops, advice on how to make initial enquiries and get the right information, one-to-one counselling, start-up courses covering a wide range of subjects, help in developing a business plan and aftercare, on-going business support including skills workshops. The service is available to anyone wishing to become self-employed and is not in full-time education or the owner/manager of an existing business.

For more information, log on to www.sbgateway.com or call 0845 609 6611. Alternatively, contact the LEC in your area.

LEARNING AND SKILLS

In addition to the National Training and Employment Programmes, the following initiatives are in place:

Graduate into Business

This is a scheme offering graduates a year’s placement with a company working on a specific project. Employers wishing to participate in the scheme have to submit – prior to appointment – a full project brief, including: aims, timescales and milestones, and details of the graduate’s post and the project’s impact on their organisation. Following approval, employers are responsible for recruitment and any associated costs and the graduate’s wages (of a specified minimum level), whereas LECs provide assistance throughout the project (including a contribution towards the graduate’s wages).

Intermediate Labour Market Projects

Intermediate Labour Market (ILM) projects aim at enabling long-term unemployed people to enter the labour market, whilst ensuring that they develop the skills necessary to remain in employment. They offer paid employment on a temporary basis, in addition to guidance and advice, training, personal development and active work searching. Some projects are independent of companies, whereas others are incorporated into organisations’ structure. Currently, there are two ILM projects for the Childcare Sector across the SE Network: Childcare Works in the Glasgow area and a project in West Dunbartonshire. For further details, see individual LECs’ profiles.

Training and Employment Grant Scheme (TEGS)

This scheme aims at providing employment opportunities with training for unemployed people through encouraging employers to offer eligible individuals employment on a full time basis together with structured training in the workplace. A training plan must be submitted for new employees/participants – help is available from TEGS Managers for its development.

The scheme is available to people from TEGS designated areas (specific postcode areas with high levels of unemployment) that are: aged 18–24 and have taken part in New Deal; aged 25+ and have been continuously unemployed for at least 26 weeks; or have been made redundant (large scale redundancies) and have since been in continuous unemployment.

Employers receive, in addition to a training grant, a subsidy covering up to 50–60% of the cost of employing the TEGS participant, including employers' National Insurance contributions, for up to six months.

CONTACT DETAILS

Scottish Enterprise
150 Broomielaw
5 Atlantic Quay
Glasgow G2 8LU
SE Helpline: 0845 607 8787
E-mail: network.helpline@scotent.co.uk
Web Site: www.scotent.co.uk

LOCAL ENTERPRISE COMPANIES PROFILES

SCOTTISH ENTERPRISE AYRSHIRE

CORRESPONDING LOCAL CHILDCARE PARTNERSHIPS

- East Ayrshire
- North Ayrshire
- South Ayrshire

SERVICES FOR THE CHILDCARE SECTOR

- Funding of **training** provided through FOSCA (Forum for Out of School Care Ayrshire). Training includes: D32/33 – new reference A1/A2 (certificate of competence for SVQ Assessors); D34 – new reference V1 (certificate of competence for SVQ Internal Verifiers); SVQ Level 2 and 3 in Playwork. Workshops are run on issues such as hygiene, child protection, safety, etc. Some training is also delivered on business planning/management and other related issues.

MAINSTREAM SERVICES

Growing Businesses

- **Investors in People**
- **Small Business Gateway**

Learning and Skills

- **National Training and Employment Programmes**
SkillSeekers: SVQ Level 2–3 in Early Years Care and Education.
Modern Apprenticeships
Training for Work

CONTACT DETAILS

Shirley Boyle; Executive, Learning Development
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SCOTTISH ENTERPRISE BORDERS

CORRESPONDING LOCAL CHILDCARE PARTNERSHIP

- Borders

SERVICES FOR THE CHILDCARE SECTOR

- Scottish Enterprise Borders has arranged – in partnership with Scottish Borders Council and Rural Resource Centre – tailored start-up briefings for Out of School Care providers covering: management committee roles, recruitment and selection of staff and employment legislation.

MAINSTREAM SERVICES

Growing Businesses

- Investors in People
- Small Business Gateway
-

Learning and Skills

- **National Training and Employment Programmes**
SkillSeekers (for young people aged 16–24): SVQ Level 2–3 in Playwork and Early Years Care and Education.
Modern Apprenticeships: Available for young people aged 16–24 together with an Adult Modern Apprenticeships Pilot for people aged 25+.
New Deal: For more information, contact your local JobCentre.
Training for Work with funding available to employers who offer jobs to people eligible for the programme. The funding is paid directly to the employer at the rate of £90 per week for up to 26 weeks as a contribution towards training costs.

CONTACT DETAILS

Scottish Enterprise Borders
Bridge Street
Galashiels TD1 1SW
Telephone: 01896 758991
Fax: 01896 758625

SCOTTISH ENTERPRISE DUMFRIES & GALLOWAY

CORRESPONDING LOCAL CHILDCARE PARTNERSHIP

- Dumfries & Galloway

SERVICES FOR THE CHILDCARE SECTOR

- **Business Skills Course**
Based on a Training Needs Analysis the course has been tailored for the childcare sector. It is one day long and is followed by a one-to-one consultation with a Small Business Gateway advisor. A pilot has been successfully delivered to four different locations across Dumfries & Galloway and there are plans for further courses in the future.
- **Training and Employment Grants Scheme (TEGS):** The scheme is provided in the north-west Dumfries area and it is hoped that childcare providers will make use of it.

MAINSTREAM SERVICES

Growing Businesses

- **Investors in People:** Contact Ros Allen at Scottish Enterprise Dumfries & Galloway (see below for details) or e-mail Ros.Allen@scotent.co.uk
- **Small Business Gateway**

Learning and Skills

- **Graduate into Business:** For details, contact Robbie Mackintosh at Scottish Enterprise Dumfries & Galloway (see below for details) or e-mail Robbie.Mackintosh@scotent.co.uk
- **National Training and Employment Programmes**
SkillSeekers, Modern Apprenticeships, New Deal and Training for Work. For information, contact Billy Bentley at Scottish Enterprise Dumfries & Galloway (see below for details) or e-mail Billy.Bentley@scotent.co.uk

CONTACT DETAILS

Mairi Smith; Communities, Learning and Regeneration
Scottish Enterprise Dumfries & Galloway
Solway House
Dumfries Enterprise Park
Tinwald Downs Road
Heathhall
Dumfries DG1 3SJ
Telephone: 01387 245000 or 01387 245223 (Direct Line)
Fax: 01387 246224 E-mail mairi.smith@scotent.co.uk

SCOTTISH ENTERPRISE DUNBARTONSHIRE

CORRESPONDING LOCAL CHILDCARE PARTNERSHIPS

- East Dunbartonshire
- West Dunbartonshire
- Argyll & Bute

SERVICES FOR THE CHILDCARE SECTOR

- Funding of **Social Economy Development Workers** posts in East Dunbartonshire Council & West Dunbartonshire Childcare Partnership. Support is provided primarily to voluntary/third sector organisations on issues such as starting up a new service, becoming sustainable and expanding. For contact details of the Social Economy Development Workers, see below.
- Funding of an **Intermediate Labour Market Project** in West Dunbartonshire Council, targeting the long-term unemployed. The programmes are one year long and involve an initial stage of training followed by work placement with a childcare provider. Possibilities for a similar initiative in East Dunbartonshire Council are currently explored.
- Funding of a **Childminding Development Post** with all three partnerships.
- Developing – with East Dunbartonshire Childcare Partnership – a **Pre-Employment Training** package for individuals seeking to enter the childcare labour market.

MAINSTREAM SERVICES

Growing Businesses

- **Investors in People**
- **Small Business Gateway**

Learning and Skills

- **Workforce Development Programme – B.I.T.E:** This programme aims at upskilling the workforce, providing employers with a Training Needs Analysis of their workforce and a contribution towards training costs.
- **National Training and Employment Programmes**
 - SkillSeekers
 - Modern Apprenticeships
 - Training for Work

Please, note that assistance is provided towards the cost of childcare to those participating in training programmes.

CONTACT DETAILS

Aileen Edwards
Scottish Enterprise Dunbartonshire
Spectrum House
Clydebank Business Park
Clydebank G81 2DR
Telephone: 0141 951 2121
Fax: 0141 951 1907
E-mail: aileen.edwards@scotent.co.uk

Margaret Kumar
West Dunbartonshire Childcare Partnership
Department of Education and Cultural Services
Floor 2, Council Offices
Rosebery Place
Clydebank G81 1TG
Telephone: 01389 738684
Fax: 01389 738738

Judy Ormond
East Dunbartonshire Childcare Partnership
Brookwood Villa
166 Drymen Road
Bearsden G61 3RJ
Tel. 0141 570 2314

SCOTTISH ENTERPRISE EDINBURGH & LOTHIAN

CORRESPONDING LOCAL CHILDCARE PARTNERSHIPS

- City of Edinburgh
- East Lothian
- Midlothian
- West Lothian

SERVICES FOR THE CHILDCARE SECTOR

Small Business Gateway in the Edinburgh and Lothian area has a number of initiatives specifically for the sector:

- Provision of **advice and support** for new and established childcare businesses: out-of-school care clubs, nurseries, childminders. Dedicated business advisers with experience in the childcare sector can provide help – free of charge – on issues such as: action/business planning, cash flow, funding sources and applications, management committees etc. or conduct a business health check.

Childminders Challenge: Information sessions in a number of venues are organised providing expert advice about setting up childminding provision. The 2-hour sessions are free of charge and crèche facilities are provided.

For further details, contact the Small Business Gateway on 0131 477 8008, sbgateway@ecce.org or Heather Macnaughton (see below for details).

MAINSTREAM SERVICES

Growing Businesses

- **Investors in People**
- The “**Succeeding Together**” project is a Scottish Enterprise Edinburgh & Lothian initiative aiming at developing social economy/third sector organisations and enabling them to work towards and achieve the Investors in People Standard.

Learning and Skills

- **National Training and Employment Programmes**
SkillSeekers: SVQs Level 2–3 in Early Years Care and Education.
Modern Apprenticeships

CONTACT DETAILS

Heather Macnaughton; Business Manager
Edinburgh Chamber of Commerce
27 Melville Street
Edinburgh EH3 7JF
Telephone: 0131 477 7000 or 477 8015 (Direct Line)

Fax: 0131 477 7002

E-mail: heather.macnaughton@ecce.org

Pete Selman; Inclusion Team Leader
Scottish Enterprise Edinburgh & Lothian
Apex House
99 Haymarket Terrace
Edinburgh EH12 5HD
Telephone: 0131 313 4000
Fax: 0131 313 4231
E-mail: pete.selman@scotent.co.uk

SCOTTISH ENTERPRISE FIFE

CORRESPONDING LOCAL CHILDCARE PARTNERSHIP

- Fife

SERVICES FOR THE CHILDCARE SECTOR

- None

MAINSTREAM SERVICES

Growing Businesses

- Investors in People
- Small Business Gateway

Learning and Skills

- National Training and Employment Programmes
 - SkillSeekers
 - New Deal
 - Training for Work

CONTACT DETAILS

Scottish Enterprise Fife
Kingdom House
Saltire Centre
Glenrothes KY6 2AQ
Telephone: 01592 623000
Fax: 01592 623149
E-mail: fife@scotent.co.uk

SCOTTISH ENTERPRISE FORTH VALLEY

CORRESPONDING LOCAL CHILDCARE PARTNERSHIPS

- Clackmannanshire
- Falkirk
- Stirling

SERVICES FOR THE CHILDCARE SECTOR

- None

MAINSTREAM SERVICES

Growing Businesses

- **Investors in People:** For information, contact June Davis at Scottish Enterprise Forth Valley (see below for details) or e-mail june.davis@scotent.co.uk
- **Small Business Gateway:** For information, contact Julieann McShane at Scottish Enterprise Forth Valley (see below for details) or e-mail julieann.mcshane@scotent.co.uk . Alternatively, call 0845 609 6611.

Learning and Skills

In addition to the National Training and Employment Programmes, a number of initiatives are available:

- **Gateway to Training and Employment (GATE):** This is a scheme similar to the Training and Employment Grant Scheme (TEGS), providing people aged 25+ and registered unemployed for at least six months access to full-time, paid employment and training. Employers can be provided with funds towards the training costs. A wage subsidy might also be available. For details, contact Jim Gilmour at Stirling Council on 01786 443411 or gilmourj@stirling.gov.uk
- **Training and Employment Grant Scheme (TEGS):** For details, contact Jim Gilmour at Stirling Council on 01786 443411 or gilmourj@stirling.gov.uk
- **Workforce Development Programme:** This programme aims at helping small to medium size companies setting up human resources and training systems. Support is available to link business aims, management skills and lifelong learning. For further details, contact Nicola Kelly or Ray Anne Thomson at the address shown below, phone 01786 452024 or e-mail nicola.kelly@scotent.co.uk and rayanne.thomson@scotent.co.uk
- **Supported Employment:** There are three projects offering recruitment support to employers and the unemployed. The service is available to anyone aged 16 or over. The projects are:

New Approaches for the Clackmannanshire area. For further details, contact Jeanie Robin on 01259 725588 or jeanie@newapproaches.freeserve.co.uk

Routes to Employment for the Falkirk area. For further details, contact Nancy Wright on 0800 0280363.

Employment Connections for the Stirling area. For further details, contact Neil Boyd on 0800 0275577 or BoydN@stirling.gov.uk

- **National Training and Employment Programmes**

SkillSeekers and Modern Apprenticeships: For details, contact your local Careers Scotland office. Training for Work: For details, contact your local JobCentre.

CONTACT DETAILS

Scottish Enterprise Forth Valley
Laurel House
Laurelhill Business Park
Stirling FK7 9JQ
Telephone: 01786 451919
Fax: 01786 478123
E-mail: forthvalley@scotent.co.uk

SCOTTISH ENTERPRISE GLASGOW

CORRESPONDING LOCAL CHILDCARE PARTNERSHIP

- Glasgow City

SERVICES FOR THE CHILDCARE SECTOR

- Scottish Enterprise Glasgow has commissioned Community Investment in Strathclyde – a consortium of organisations involving Local Development Companies and Community Enterprise in Strathclyde – to provide a **package of business support** interventions to social economy organisations. The childcare sector has been identified as one of the priority sectors for support. The package includes a range of initiatives: in depth health checks (including growth potential and sustainability); business planning; development of funding packages; review of the organisation's operations and direction; guidance on issues related to governance, the development of management committees and human resources; and assistance in establishing appropriate financial systems. For more information, contact Ailsa Close at Community Investment in Strathclyde (see below for details) or your Local Development Company (see Appendix 2 for contact details).
- Community Enterprise in Strathclyde is developing a **Funding Directory** for childcare organisations in the Glasgow area on behalf of Scottish Enterprise Glasgow. The Directory is currently under development and, although it is for the Glasgow area, some of its elements might apply to other areas too. For more information, contact Community Enterprise in Strathclyde (see below for details).
- **Childcare Works:** It is a project aiming at increasing the number of trained childcare workers, supporting the sustainability of childcare projects and helping improve the quality of care. It offers long-term unemployed in the Glasgow area a stepping stone to employment and training for up to 52 weeks in a variety of childcare projects across the city. Participants are paid at the going rate for the job and are given guidance and support in order to develop their personal skills and gain core skills leading to nationally recognised qualifications and further employment. For more information, contact Vivian Balmain at Community Enterprise in Strathclyde (see below for details).

MAINSTREAM SERVICES

Growing Businesses

- **Investors in People:** Contact the IIP Team at Scottish Enterprise Glasgow (see below for details).
- **Key Account Management Service:** This is a service provided by Scottish Enterprise Glasgow to larger social economy organisations with potential for growth. Social Economy organisations are allocated a business adviser who works intensively with them on a long-term basis. At present, some of the organisations accessing this service are from the childcare sector.

Learning and Skills

- **National Training and Employment Programmes**

SkillSeekers: Contact the SkillSeekers Team at Scottish Enterprise Glasgow (see below for details).

Training for Work: Contact the Training for Work Team at Scottish Enterprise Glasgow (see below for details).

New Deal: For details, contact your local JobCentre.

For any other childcare related enquiries, contact Breda Moran at Scottish Enterprise Glasgow (see below for details), call 0141 242 8396 (Direct Line) or e-mail breda.moran@scotent.co.uk

CONTACT DETAILS

Scottish Enterprise Glasgow
Atrium Court
50 Waterloo Street
Glasgow G2 6HQ
Telephone: 0141 204 1111
Fax: 0141 248 1600

Vivian Balmain; Development Officer, Childcare Works
Aisle Close
Community Enterprise in Strathclyde/Community Investment in Strathclyde
Legal House
101 Gorbals Street
Glasgow G5 9DW
Telephone: 0141 429 8089
Fax: 0141 429 6003
E-mail: vivian.balmain@ceis.org.uk and aisle.close@ceis.org.uk
Website: www.ceis.org.uk

SCOTTISH ENTERPRISE GRAMPIAN

CORRESPONDING LOCAL CHILDCARE PARTNERSHIPS

- Aberdeenshire
- City of Aberdeen

SERVICES FOR THE CHILDCARE SECTOR

- None

MAINSTREAM SERVICES

Growing Businesses

- **Enterprise North East Trust** was launched in April 2002 following the merger of Aberdeen Enterprise Trust, Enterprise North East, Gordon Enterprise Trust and KADET. It is partly funded by Scottish Enterprise Grampian and offers support to individuals wishing to start up a business. For contact details of local offices, see Appendix 2.
- **Targeted Start-Ups** in the Social Inclusion Area.
- **Investors in People**
- **Small Business Gateway** provides support and advice to established businesses.

Learning and Skills

- **European Computer Driving Licence Project:** This is a project for individuals employed by small- to medium-size enterprises, providing them with an approved IT qualification in 7 modules of a standard recognised throughout the European Union.
- **National Training and Employment Programmes**
SkillSeekers: SVQs Level 2 – 3 in Paywork and Early Years Care and Education.
Modern Apprenticeships.
New Deal: Employment Option.
Training for Work.

CONTACT DETAILS

Jim Wilson; Development Executive
Scottish Enterprise Grampian
27 Albyn Place
Aberdeen AB10 1DB
Telephone: 01224 252000 or 01224 252057 (Direct line)
Fax: 01224 582263
E-mail: Jim.Wilson@scotent.co.uk

SCOTTISH ENTERPRISE LANARKSHIRE

CORRESPONDING LOCAL CHILDCARE PARTNERSHIPS

- North Lanarkshire
- South Lanarkshire

SERVICES FOR THE CHILDCARE SECTOR

- None

MAINSTREAM SERVICES

Growing Businesses

- Investors in People
- Small Business Gateway

Learning and Skills

- **National Training and Employment Programmes**
SkillSeekers and **Get Ready for Work:** Get Ready for Work is a new programme specially developed and individually tailored for young people who without additional support are unable to access other training, learning or employment opportunities. It has four strands: Core Skills (targeted primarily to clients with no previous qualifications); Personal Skills (focusing on the development of personal social skills); Vocational Skills; and Life Skills (for clients who are disengaged or excluded from participating in the other strands).
Modern Apprenticeships.
New Deal: Employment and Full-Time Education and Training Options.
Training for Work.

CONTACT DETAILS

Niki Spence; Business Executive
Scottish Enterprise Lanarkshire
New Lanarkshire House
Dove Wynd
Strathclyde Business Park
Bellshill ML4 3AD
Telephone: 01698 745454
Fax: 01698 842211
E-mail: niki.spence@scotent.co.uk

SCOTTISH ENTERPRISE RENFREWSHIRE

CORRESPONDING LOCAL CHILDCARE PARTNERSHIPS

- East Renfrewshire
- Inverclyde
- Renfrewshire

SERVICES FOR THE CHILDCARE SECTOR

- None

MAINSTREAM SERVICES

Growing Businesses

- Graduate into Business
- Investors in People
- Small Business Gateway

Learning and Skills

- Training and Employment Grant Scheme (TEGS)
- National Training and Employment Programmes
 - SkillSeekers
 - Modern Apprenticeships
 - Training for Work

CONTACT DETAILS

Colette McGaughrin; Operations Executive, Social Inclusion
Scottish Enterprise Renfrewshire
27 Causeside Street
Paisley PA1 1UL
Telephone: 0141 848 0101 or 0141 842 3555 (Direct Line)
Fax: 0141 842 3571(Direct Line)
E-mail: colette.mcgoughrin@scotent.co.uk

SCOTTISH ENTERPRISE TAYSIDE

CORRESPONDING LOCAL CHILDCARE PARTNERSHIPS

- Angus
- City of Dundee
- Perth & Kinross

SERVICES FOR THE CHILDCARE SECTOR

There are no initiatives specifically targeting the childcare sector. However, Scottish Enterprise Tayside is prepared to consider individual cases/applications for support on their own merit, as required.

MAINSTREAM SERVICES

Growing Businesses

- **Investors in People**
- **Small Business Gateway**

Learning and Skills

- **National Training and Employment Programmes**
SkillSeekers: SVQ Level 2–3 in Early Years Care and Education.
Modern Apprenticeships.
New Deal.
Training for Work.

CONTACT DETAILS

Economic Inclusion Team
Scottish Enterprise Tayside
45 North Lindsay Street
Dundee DD1 1HT
Telephone: 01382 223100
Fax: 01382 201319
E-mail: set.reception@scotent.co.uk

CASE STUDIES

HELP FOR CHILDMINDERS AT HAND

Jane Kinnear is one of 60 or so childminders assisted by the Small Business Gateway in the Edinburgh and Lothian area so far. Jane was considering starting up as a childminder in addition to other part-time employment. Through the Childminders Challenge introductory course, she became aware of the help available through the Small Business Gateway. She approached them and received a Start-Up Grant covering her initial setting-up costs, including the installation of a fire alarm system and the purchase of necessary equipment. She also participated in a Small Business Gateway course on VAT and other tax issues.

Describing her experience Jane said: *"It has been very positive; very useful and encouraging for childminders. Every time I called, everybody was very helpful ... and when I went there for a meeting, they were very supportive. I do recommend them and if I have any queries about business related issues (in the future), I wouldn't have any hesitation calling them".*

"I wouldn't have been able to go ahead without their help."

Jane Kinnear, Childminder

CHILDCARE – AN IMPORTANT PART OF SOCIAL ECONOMY

Established in 1992, the Bellsmyre Schools Out Club in Dumbarton has been providing out-of school care both during term time and holidays. Governed by a voluntary Management Committee, the club has received advice and support from the Social Economy Development Worker for West Dunbartonshire – Margaret Kumar – on a number of issues.

Margaret has been giving the Club advice on available funding sources and the preparation of applications, assisting with one of the club's main problems: securing funds to ensure its viability. Following the launch of the new Care Standards, she has been providing valuable information and support through the changes. She has also been providing guidance on issues related to the development of a strong Management Committee, properly trained with increased awareness and a vision for the future.

Christine MacLaren, the Project Co-ordinator said: *"Margaret Kumar has been a phone-call away for any queries. There would also be lots of visits with Margaret either dropping in for a chat or visiting after arrangement."*

"It is good to be able to talk to someone and very valuable to have this sort of support, especially given the Club is committee managed."

*Christine MacLaren, Project Co-ordinator
Bellsmyre Schools Out Club*

ACHIEVING INVESTORS IN PEOPLE AND MORE

Southern Machars Playcare Ltd in Whithorn was established five years ago, providing daycare, pre-school education to 3 and 4 year olds and out-of-school care during term-time and holidays. Since the beginning, the organisation has received support and assistance through a number of programmes and initiatives sponsored or delivered by Scottish Enterprise Dumfries & Galloway.

In the first couple of years, staff were employed through the Training for Work scheme. Growing stronger with 14 members of staff, they decided to work towards the Investors in People (IiP) Award which they achieved in 2001. They have also participated in the – childcare focused – Business Skills Course run by Small Business Gateway (SBG) in the Dumfries & Galloway area. Following that, they have received support from a SBG advisor in implementing – tailored to their needs – IT solutions for accounting and payroll; and are currently looking into the use of databases.

Talking about their experience, Gillian Vance said: *“It has been very positive. The IiP advisor has helped enormously over the last couple of years that we’ve been going through the IiP process. And, we hope that the Small Business Gateway involvement will be on-going.”*

“Especially in the early days when things were difficult, the financial element of the Training for Work programme has been of great help. Without it, we wouldn’t be here now.”

Gillian Vance

Southern Machars Playcare Ltd

CHILDCARE WORKS – IT REALLY DOES ...

A community based nursery in Gorbals, Bridge End Nursery started operating in June 2000, providing full day care for up to 36 children from six weeks up to 5 years of age.

Right from the start, the nursery decided to participate in Childcare Works – Intermediate Labour Market (ILM) programme. The first ILM workers were recruited in October 2000 and, since then, several worked and trained in the nursery and moved on to other employers. At the moment, out of the 13 strong staff team, one is an ex-ILM worker and 5 are current ILM workers with one about to take up a permanent post. And this is not the end, Rhona Quinn, the Nursery Manager, believes that there is a future in the programme and plans to continue with it. Talking about recruiting and managing ILM workers, Rhona said: *“We had our teething problems at the beginning because everything was new, the nursery and the workers. It has been a learning experience for all of us and we benefited a lot from it.”*

One of the success stories is that of Susan James, an ex-ILM worker who is now one of the nursery’s staff members. Following the closure of the crèche where she was doing voluntary work, Susan contacted her local JobCentre that directed her to the Gorbals Initiative and Childcare Works. She was one of the first ILM workers to join the nursery. And, at the end of her contract, having achieved an SVQ Level 2 in Early Years Care

and Education with additional first aid and HIV and Hepatitis modules, she was offered a full-time, permanent post. She said: *"I was not sure at first, but I've really enjoyed the programme. If my training was based in a college, I might have got bored and I wouldn't have known what is like to work with children all day, every day"*. Susan has just started working towards SVQ Level 3.

"Having the ILM workers helped progress the nursery as we were able to open more places than originally anticipated."

*Rhona Quinn, Nursery Manager
Bridge End Nursery*

"It was a good opportunity because I got training in the workplace and kept working, bringing in a wage."

*Susan James, Staff Member – Ex-ILM
Worker, Bridge End Nursery*

Appendix 1

TABLE 1

Local Authorities	Local Enterprise Companies	Page
Aberdeen City	SE Grampian	55
Aberdeenshire	SE Grampian	55
Angus	SE Tayside	58
Argyll & Bute	Argyll & the Islands Enterprise	16
City of Edinburgh	SE Edinburgh & Lothian	48
Clackmannanshire	SE Forth Valley	51
Dumfries & Galloway	SE Dumfries & Galloway	45
Dundee	SE Tayside	58
East Ayrshire	SE Ayrshire	43
East Dunbartonshire	SE Dunbartonshire	46
East Lothian	SE Edinburgh & Lothian	48
East Renfrewshire	SE Renfrewshire	57
Falkirk	SE Forth Valley	51
Fife	SE Fife	50
Glasgow City	SE Glasgow	53
Highland	Caithness & Sutherland Enterprise	18
	Inverness & Nairn Enterprise	21
	Lochaber Enterprise	23
	Moray, Badenoch & Strathspey Enterprise	25
	Ross & Cromarty Enterprise	28
	Skye & Lochalsh Enterprise	31
Inverclyde	SE Renfrewshire	57
Midlothian	SE Edinburgh & Lothian	48
Moray	Moray, Badenoch & Strathspey Enterprise	25
North Ayrshire	SE Ayrshire	43
North Lanarkshire	SE Lanarkshire	56
Orkney Islands	Orkney Enterprise	27
Perth & Kinross	SE Tayside	58
Renfrewshire	SE Renfrewshire	57
Scottish Borders	SE Borders	44
Shetland Islands	Shetland Enterprise	29
South Ayrshire	SE Ayrshire	43
South Lanarkshire	SE Lanarkshire	56
Stirling	SE Forth Valley	51
West Dunbartonshire	SE Dunbartonshire	46
Western Isles	Western Isles Enterprise	33
West Lothian	SE Edinburgh & Lothian	48

TABLE 2

Local Enterprise Companies	Childcare Partnerships –	Page
Highlands & Islands Enterprise	Local Authorities	
Argyll & the Islands Enterprise	Argyll & Bute	<u>16</u>
Caithness & Sutherland Enterprise	Caithness; Highland Council	<u>18</u>
	Sutherland; Highland Council	
Inverness & Nairn Enterprise	Inverness; Highland Council	<u>21</u>
	Nairn, Badenoch & Strathspey;	
	Highland Council	
Lochaber Enterprise	Lochaber; Highland Council	<u>23</u>
Moray Badenoch & Strathspey	Moray	<u>25</u>
Enterprise	Nairn, Badenoch & Strathspey;	
	Highland Council	
Orkney Enterprise	Orkney Islands	<u>27</u>
Ross & Cromarty Enterprise	Ross & Cromarty; Highland Council	<u>28</u>
Shetland Enterprise	Shetland Islands	<u>29</u>
Skye & Lochalsh Enterprise	Skye & Lochalsh; Highland Council	<u>31</u>
Western Isles Enterprise	Western Isles	<u>48</u>

TABLE 3

Local Enterprise Companies	Childcare Partnerships –	Page
Scottish Enterprise	Local Authorities	
SE Ayrshire	East Ayrshire	43
	North Ayrshire	
	South Ayrshire	
SE Borders	Scottish Borders	44
SE Dumfries & Galloway	Dumfries & Galloway	45
SE Dunbartonshire	East Dunbartonshire	46
	West Dunbartonshire	
SE Edinburgh & Lothian	City of Edinburgh	48
	East Lothian	
	Midlothian	
	West Lothian	
SE Fife	Fife	50
SE Forth Valley	Clackmannanshire	51
	Falkirk	
	Stirling	
SE Glasgow	Glasgow City	53
SE Grampian	Aberdeen City	55
	Aberdeenshire	
SE Lanarkshire	North Lanarkshire	56
SE Lanarkshire		
SE Renfrewshire	East Renfrewshire	57
	Inverclyde	
	Renfrewshire	
SE Tayside	Angus	58
	Dundee City	
	Perth & Kinross	

Appendix 2

ENTERPRISE NORTH EAST TRUST

Enterprise North East Trust has offices throughout the North East of Scotland.

Inverurie Office (Main Office)

Thainstone Business Centre
Thainstone
INVERURIE AB51 5TB
Tel: 01467 621166
Fax: 01467 621919

Aberdeen Office

6 Albyn Grove
ABERDEEN AB10 6SQ
Tel: 01224 252168
Fax: 01224 584488

Aboyne Office

Unit 1, Aboyne Business Centre
Huntly Road
ABOYNE AB34 5HE
Tel: 013398 87222
Fax: 013398 85271

Ellon Office

Ellon Business Centre
Broomiesburn Road
ELLON AB41 9RD
Tel no: 01358 723223
Fax No: 01358 727806

Huntly Office

Huntly Business Centre
Gordon Road
HUNTLY AB54 8ES
Tel No: 01466 795300
Fax No: 01466 796315

Peterhead Office

The Business Centre
Glebefield
21 Links Terrace
PETERHEAD AB42 2XA
Tel: 01779 472224
Fax: 01779 478897
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Westhill Office

Westhill Business Centre
Arnhall Business Park
WESTHILL AB32 6UF
Tel no: 01224 330550
Fax No: 01224 330551

LOCAL DEVELOPMENT COMPANY DIRECTORY

Castlemilk Economic Development Agency

Glenwood Business Centre
Glenwood Business Park
21 Glenwood Place
Glasgow G45 9UH
Tel: 0141 634 1024
Fax: 0141 634 2275
Areas covered: G45
Website: www.ceda.org.uk
Email: glenwood.ceda@btinternet.com

Glasgow North Ltd.

St Rollox House
130 Springburn Road
Glasgow G21 1YL
Tel: 0141 552 5413
Fax: 0141 552 0886
Website: www.glasgownorth.org
Email: info@glasgownorth
Areas covered: Balornock, Barmulloch, Blackhill, Cowlares, Garngad, Hamiltonhill, Milton, Parkhouse, Possilpark, Port Dundas, Provanmill, Robroyston, Royston, Ruchill, Springburn, Wallacewell, Germiston, Keppochill, Westercommon.

Drumchapel Opportunities

The Open Gate
44 Hecla Square
Drumchapel
Glasgow G15 0NH
Tel: 0141 949 4949
Fax: 0141 944 5251
Areas covered: G15
Website: www.drumchapel.org.uk
Email: info@drum-oppo.org.uk

East End Partnership Ltd.

East End Enterprise Centre
78–80 Tollcross Road
Parkhead
Glasgow G31 4XA
61 CHILDCARE STAFF AND BUSINESS DEVELOPMENT GUIDE

Tel: 0141 554 8656

Fax: 0141 556 1977

Website: www.eastend.org.uk

Email: info@eastend.org.uk

Areas covered: Ballieston, Bridgeton, Calton, Carntyne, Dennistoun, Garrowhill, Haghill, Parkhead, Dalmarnock, Shettleston

Greater Easterhouse Development Company

Westwood Business Centre

69 Aberdgie Road

Easterhouse

Glasgow G34 9HJ

Tel: 0141 781 2000

Fax: 0141 781 2010

Website: www.gedc.org.uk

Email: westwood@gedc.org.uk

Areas covered: Barlanark, Bishoploch, Blairummock, Craigend, Commonhead, Cranhill, Easthall, Garthamlock, Kildermorie, Lochend, Provanhall, Queenslie, Rogerfield, Ruchazie, Wellhouse

Greater Pollok Development Company

Unit 6

Pollok Shopping Centre

45 Cowglen Road

Pollok

Glasgow G53 6QR

Tel: 0141 638 1128

Fax: 0141 638 5080

Website: www.gpdc.org.uk

E-mail: info@gpdevco.org.uk

Areas covered: Pollok, Crookston, Corkerhill, Craigbank, Househillwood, Priesthill, Nitshill, South, Nitshill, Parkhouse, Arden, Deaconsbank, Carnwardric

Gorbals Initiative

Adelphi Centre

12 Commercial Road

Glasgow G5 0PQ

Tel: 0141 429 6314

Fax: 0141 429 2649

Areas covered: G5, G42

Website: www.gorbals-init.org.uk

Email: gorbals@gorbals-init.org.uk

Govan Initiative

Fairfield House

Ibrox Business Park

1 Broomloan Place

Glasgow G51 2JR

Tel: 0141 445 4554

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Fax: 0141 445 2024

Website: www.govan-initiative.co.uk

Email: info@govan-initiative.co.uk

Areas covered: The greater Govan area.

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