

Local Agreement for Early Years and Childcare Providers in Cambridgeshire

From September 2012

**Children and Young
People's Services – helping
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If you would like a copy of the text of this document in large print, Braille, audio tape or in another language, please email: eycinfo@cambridgeshire.gov.uk

Background

“The earliest years of a child’s life are absolutely critical. A child’s future choices, attainment, well-being, happiness and resilience are profoundly affected by the quality of the guidance, love and care they receive during these first years”

Dame Clare Tickell, 2011

What is the Local Agreement?

The Childcare Act 2006¹ and the Education Act 2011 place duties on local authorities in relation to early years and childcare provision. Local authorities must:

- improve the well-being of children and young people
- reduce inequalities between children and young people in their area
- improve the outcomes of young children from birth to five years
- ensure that there are sufficient, high quality early years places for 2, 3 and 4 year olds and childcare places for children aged 5 to 14 (or older if they have additional needs)
- provide information to families about local childcare provision and other families information.

Cambridgeshire’s Local Agreement for Childcare Providers outlines Cambridgeshire County Council’s responsibilities and the expectations that the County Council has of providers.

Who is it for?

- childminders
- day nurseries
- playgroups and pre-schools
- out of school childcare
- childcare on domestic premises.

And, where they manage early years and childcare provision, will include:

- local authority maintained nursery classes/schools
- children’s centres
- independent schools, academies and free schools

And could include:

- crèches
- nannies
- homecarers
- activity clubs (where more than two activities are provided).

¹ The Local Agreement for Childcare Providers in Cambridgeshire should be read in conjunction with The Childcare Act 2006 and the Education Act 2011

The Local Agreement

Through this agreement the County Council aims to:

- Ensure that its staff comply with the County Council code of conduct – Appendix B.
- Work with the early years and childcare sector to raise quality and improve outcomes for all children.
- Actively support provision and practitioners to narrow the gap in attainment between vulnerable children and their peers.
- Enable early years and childcare providers to work with other agencies to safeguard children.
- Provide observation and assessment guidance and recording templates to support the early years foundation stage statutory guidance.
- Support early years and childcare providers through the Ofsted registration² and inspection process.
- Provide / secure qualifications training and continuous professional development programmes in early years and playwork.
- Offer financial guidance and support in certain circumstances and manage Early Years Funding for eligible 2, 3 and 4 year old children.
- Intervene and provide support where there is a concern about the quality of early years and childcare provision. This could result in the withdrawal of funding.
- Collect child level and setting level data to support improved outcomes and comply with data protection legislation and information protocols.
- Update information about early years and childcare places and support parents/carers to find childcare through the Childcare Information Service (CIS) and the Families Information Service (FIS).
- Inform early years and childcare providers of relevant local and national changes.
- Consult early years and childcare providers about proposals and developments that could impact on their provision.
- Manage the childcare market to ensure that the needs of children, families and communities are met.

² Support through the registration process may only be available in areas of the county where the local authority has identified a need for additional childcare places.

Through this agreement Cambridgeshire early years and childcare providers will:

- Work collaboratively with County Council officers and commissioned partner agencies to improve the quality of provision.
- Ensure that all aspects of the Statutory Framework for the Early Years Foundation Stage are met (where applicable).
- Carry out ongoing self evaluation and be committed to delivering quality early years and childcare provision.
- Actively seek to improve outcomes for all children in order to narrow the attainment gap.
- Ensure that all children's individual needs are met and transitions are supported, using appropriate documentation.
- Ensure that children are protected from harm by following Local Safeguarding Children Board (LSCB) procedures.
- Respond positively to the needs of families through partnership working with children's centres and other agencies.
- Comply with all relevant legislation and notify the County Council of interaction with regulatory bodies.
- Identify and respond to staff training needs through effective supervision and performance management.
- Ensure children are supported by appropriately qualified staff and trained designated persons.
- Submit regular data returns, share information and comply with data protection legislation and information protocols.
- Ensure all staff are informed about relevant local and national changes.
- Consult other providers and the County Council when taking over, expanding and/or developing provision.
- Inform the County Council about acquiring, transferring or disposing of early years and childcare provision.
- Inform the County Council of any significant issues that threaten the operation and/or the continuous quality of the provision.
- Use any public funding appropriately, for its designated purpose and comply with any monitoring requirements.

Section 1

Advice, information, support and challenge services to providers

Section 1 must be read in conjunction with the Statutory Framework for the Early Years Foundation Stage 2012

Support for early years and childcare providers will come from teams within:

- Early Years Service
- Infrastructure Service
- Networking and Partnerships Service
- Support for Learning
- Commissioned partner organisations

Advice, information, support and challenge is provided to improve outcomes for all children by:

- ensuring safety
- raising the quality of provision
- improving equality of access and opportunity
- improving practice, and
- complying with regulatory requirements

Contacts for all teams and services can be found in Appendix A.

The Early Years Service

This Service has overall responsibility for:

- narrowing the gap between those children who do well and those who do less well in the early years
- quality improvement
- quality monitoring
- support and challenge

Services are delivered through Area Teams managed by an Area Senior Adviser.

Early Years Foundation Stage Advisers (EYFSA) are the first point of contact for early years settings in the Private, Voluntary and Independent (PVI) sector.

Each out of school childcare provider is allocated a Childcare and Playwork Adviser (CAPA). They are the first point of contact for childcare settings for school aged children.

Nursery schools, nursery clusters and Reception classes in the maintained sector are allocated an Early Years Adviser.

Each Children's Centre is allocated a Children's Centre Quality Improvement Adviser.

Childminders are supported through our commissioning arrangements with the National Childminding Association (NCMA).

Targeted support is provided by an Area Improvement Adviser where necessary.

Using a range of criteria the Early Years Service will determine what level of support will be offered to individual providers.

Settings will be audited regularly to ensure an appropriate level of support and challenge is being provided.

There are three types of support:

- Intensive
- Targeted
- Universal

All providers who sign the Local Agreement will receive access to training and will be expected to be part of a local forum.

Foundation Years Forums run termly and include representation from all members of the early years sector:

- Children's centres
- Schools
- Early years and childcare providers

They provide an opportunity to share good practice and support joint working.

Early Years and Childcare Workforce Development Team

The Early Years and Childcare Workforce Development Team provides qualification and continuous professional development training as an accredited training provider. They also provide recruitment and career guidance support.

Early Years and Childcare Sufficiency Team

The Early Years and Childcare Sufficiency Team is responsible for managing the childcare market, ensuring that there is sufficient childcare in Cambridgeshire for all parents who need it to enable them to work or train. The team also supports childcare providers with management, business and governance issues.

Promoting Childcare

The local authority will engage in activity that raises awareness of:

- careers in childcare
- the benefits of quality early years and childcare provision
- access to early years and childcare provision

The Early Years and Free Twos Funding Team

The Early Years and Free Twos Funding Team manages the administration and distribution of Early Years Funding for eligible children. This is available to providers who are included on the Cambridgeshire Directory of Providers.

Inclusion

Each geographical area has an Early Years Support for Learning team. Area SENCos and Sector Support Workers work with staff in early years settings to develop inclusive practice. Early Years Specialist Support Teachers, Educational Psychologists and other specialists may also work with settings to support identified children with severe and complex needs.

Childcare settings for school aged children receive support regarding inclusive practice from their Childcare and Playwork Adviser.

The County Council provides additional support through a number of contractual arrangements with partner organisations.

Safeguarding

The Local Safeguarding Children Board (LSCB) helps to ensure that children and young people are safeguarded properly by supporting key agencies to work effectively together. All early years and childcare providers are expected to understand and follow LSCB guidance. Support and advice are available from the Early Years Safeguarding Manager.

Section 2

Raising the quality of provision

Quality support

Providers will receive quality-monitoring visits. Providers and their adviser/officer will work together to evaluate their practice against set quality standards. An action plan will be created and ongoing support and challenge provided either directly by the adviser/officer or by appropriate colleagues within the County Council. Childminders will receive a quality-monitoring visit as part of a four-year cycle.

Providers who cause significant concern and are therefore unable to sustain quality will be provided with focussed support. Focussed support brings together teams from within the County Council to enable a coordinated response to help providers overcome their difficulties. This process is supportive but can escalate, according to levels of provider engagement, and may ultimately lead to the withdrawal of funding and support. See Appendix D.

Narrowing the gap

Providers are required to narrow the gap between those children who do well and those who do less well in the early years. Providers can contribute by:

- Identifying and supporting vulnerable children
- Understanding the needs of children likely to be in the lowest achieving 20% and providing appropriate provision
- Having high expectations for all children
- Working effectively with parents to support their child's learning and development
- Monitoring attendance and communicating with families when children do not arrive
- Implementing effective strategies such as Every Child a Talker (ECaT).

Ofsted

Ofsted registers and inspects early years and childcare providers. Providers are required to deliver services in accordance with prescribed regulatory requirements.

Adults/children/young people may inform County Council staff of concerns about the service delivery offered by providers. Where necessary, regulators including Ofsted will be informed.

Registered providers are required to notify Ofsted of:

- changes to their registration details
- intentions to extend or close provision
- significant incidents

And are expected to notify the Early Years Service of:

- changes to their registration details
- intentions to extend or close provision
- significant incidents
- Ofsted visits.

Ofsted notifies the local authority about inspection outcomes and changes to registration.

Some childcare is exempt from compulsory Ofsted registration. Where this type of childcare is managed by a school, the County Council should be notified about

- Ofsted visits
- intention to open, extend or close provision
- setting details in order to inform the Childcare Information Service.

Training and workforce development

The Early Years and Childcare Workforce Development Team produces an annual training programme with details of the qualification training in childcare and playwork that is available throughout the county. It also includes details of professional development courses provided by the Early Years and Childcare Workforce Development Team that can be accessed by practitioners working within early years and childcare in Cambridgeshire.

Each childcare provider on the Ofsted Early Years Register and the Childcare Register (compulsory) must have a designated person who has attended training that is updated every three years and approved by the Early Years and Childcare Workforce Development Team for:

- special needs (Special Educational Needs Coordinator – SENCo)
- equalities (Equalities Named Coordinator – ENCo)
- child protection (Child Protection Designated Person – CPDP)
- Common Assessment Framework (CAF Designated Person – CAFDP)

All staff should also access regular child protection training, approved by the Early Years and Childcare Workforce Development Team, to keep up to date with changes to policy and practice.

Where early years and childcare provision is managed by a school, a system must be in place that links to the school's policy and procedures.

In the case of Approved Childminding Networks, the Network Coordinator will be the Special Educational Needs Coordinator (SENCo) and Equalities Named Coordinator (ENCo)

Settings must also ensure, where applicable, that requirements are met for:

- behaviour management (EYFS 2012)
- qualifications and training
- first aid
- food hygiene
- health and safety
- staff supervision and performance management (EYFS 2012)

There are differentiated course fees depending on what type of setting/school the attendees come from. There is a cancellation policy and a charge for courses that is non-refundable. Settings and staff that repeatedly do not attend courses without cancelling their places or accrue bad debts may be denied access to further training.

Withdrawal of funding

There is an expectation that early years and childcare providers will follow the guidance set out in the Local Agreement regarding the obligations placed on them.

Childcare providers that do not comply with the requirements of the Local Agreement will become the subject of focussed support. This could result in the withdrawal of:

- **funding**
- **access to advice, information, and support, including training, and**
- **advertising through the Childcare Information Service (CIS) and the Families Information Service (FIS).**

Notification of improper use of funding or a poor quality service may be brought to the attention of the County Council by members of the public, provider employees, County Council employees, County Council (Audit), other agencies and/or Ofsted. The notification will activate an investigation by the appropriate manager within the County Council.

The County Council will require the cooperation of the childcare provider in conducting its investigation. If the investigation identifies genuine misunderstanding of requirements, which is corrected following advice, the process will be concluded and no further action taken. However, in the event of misuse this process may require the return of some or all funding and legal action if deemed necessary.

Section 3

Collecting data and information sharing

The County Council will collect the following data from providers regularly:

- childcare place data and occupancy levels
- financial and management information
- contact details of registered person (where applicable) and setting management
- workforce development information
- equalities data
- data to support model of differentiated support
- individual child data, including progress data, where funding is in place
- summative assessment data.

The local authority has a statutory duty to collect early years foundation stage profile data. Where children are not in maintained provision at this time, private voluntary and independent providers are required to submit this information.

Providers are required to supply data returns according to deadlines set.

Providers are required to complete summative assessment for children aged 24 – 36 months and at the point of transition to school. Documents and guidance to support this alongside ongoing formative assessment are available on the County Council website: www.cambridgeshire.gov.uk/eyc (follow link in the left-hand menu to 'Curriculum and practice').

In order to work together effectively, advisers and officers employed by the County Council directly, or indirectly through contracted partner organisations, need to share information.

Early years and childcare providers should be aware that information given to an adviser or officer may be shared where this is of benefit to children and young people. Consent will be sought unless the safety of a child or adult is compromised.

The County Council will ensure parents, carers and providers receive relevant information about childcare services, including availability of childcare across the county, information about paying for childcare and other relevant information under Section 12 of The Childcare Act 2006.

Managing the childcare market

Childcare Sufficiency

Local authorities have a duty to secure, as far as is practicable, sufficient childcare to meet the requirements of parents in order for them to undertake training or work. Cambridgeshire's Childcare Sufficiency Assessment (CSA) is available on the Cambridgeshire County Council website www.cambridgeshire.gov.uk/eyc (follow links to 'Business and management' then 'Childcare supply and demand'). The Early Years and Childcare Sufficiency Team use the CSA as well as using demographic data to identify areas where there may be gaps in provision. Providers interested in expanding or creating new provision are advised to source information regarding gaps in provision via the County Council website. New providers and existing providers who wish to expand or create places without public funding are asked to inform the local authority of their intentions.

Cambridgeshire County Council may occasionally advertise opportunities to open new provision or to expand existing provision. These will be advertised via the Council's procurement pages and the Childcare Information Service. The appropriate contact for information will be detailed within any advertisement.

Consultation process for new childcare places

1. If a new or existing provider wishes to expand or develop new provision in an area where need for further provision has been identified, a Childcare Sufficiency Coordinator will work with them to support the development. The Coordinator will consult with other advisers and officers about the proposed development/expansion and any application for funding. The provider should ensure that the need for the proposed provision has been carefully researched and evidenced.
2. The provider is required to send a consultation letter to all early years and childcare providers within their area. Providers are required to show evidence of consultation before a bid for public funding can be submitted to the Grants Panel. The Childcare Sufficiency Coordinator can provide a template consultation letter and support the process.
3. If there are objections to a proposed development/expansion these will be reviewed by the Grants Panel.
4. If the panel decides that expansion could prejudice existing early years and childcare provision the County Council will not be able to support the application and the provider will be advised of this.

See Appendix D

Team and service contacts

Early Years Service

Address: Box CC1012, Castle Court, Castle Hill, Cambridge, CB3 0AP
Email: eycinfo@cambridgeshire.gov.uk
Web: www.cambridgeshire.gov.uk/eyc
Tel: Please ring the appropriate Early Years Service Area Team, as follows:

- **Cambridge City and South Cambridgeshire** 01223 699732
- **Huntingdonshire** 01223 699752
- **East Cambridgeshire and Fenland** 01223 699720

Early Years and Childcare Sufficiency Team

Address: Box CC1209, Castle Court, Castle Hill, Cambridge, CB3 0AP
Email: childcaresufficiency@cambridgeshire.gov.uk
Tel: 01223 507125

Childminding Support and Development Team (National Childminding Association / NCMA)

Address: Box CC1012, Castle Court, Castle Hill, Cambridge, CB3 0AP
Tel: 01223 714657
Email: childminding@cambridgeshire.gov.uk

Early Years and Free Twos Funding Team

Address: Box CC1209, Castle Court, Castle Hill, Cambridge, CB3 0AP
Tel: 01223 699805
Email: nef@cambridgeshire.gov.uk

Workforce Development Team – Training and Qualifications

Address: Box CC1012, Castle Court, Castle Hill, Cambridge, CB3 0AP
Tel: 01223 706349
Email: eyctraining@cambridgeshire.gov.uk

Workforce Development Team – Childcare Careers

Address: Box CC1012, Castle Court, Castle Hill, Cambridge, CB3 0AP

Tel: 01223 706395

Email: childcarecareers@cambridgeshire.gov.uk

Early Years Safeguarding Manager

Address: Box CC1012, Castle Court, Castle Hill, Cambridge, CB3 0AP

Tel: 01223 714760 / 07876 038762

Childcare Information Service (run by Young Lives)

Tel: 0345 04 54 014

Email: childcare@young-lives.org.uk

Web: www.familiesandchildcare.org.uk

Early Years Support for Learning Area Teams (0 – 5yrs)

- **Cambridge City and South Cambridgeshire**

Address: Babbage House, Castle Park, Castle Hill, Cambridge, CB3 0AT

Tel: 01223 728311

- **Huntingdonshire**

Address: 7 The Meadow, Meadow Lane, St Ives, PE27 4LG

Tel: 01480 373470

- **East Cambridgeshire and Fenland**

Address: March Business Centre, Dartford Road, March, Cambs, PE15 8AN

Tel: 01354 750269

Cambridgeshire County Council Code of Conduct

Employees must:

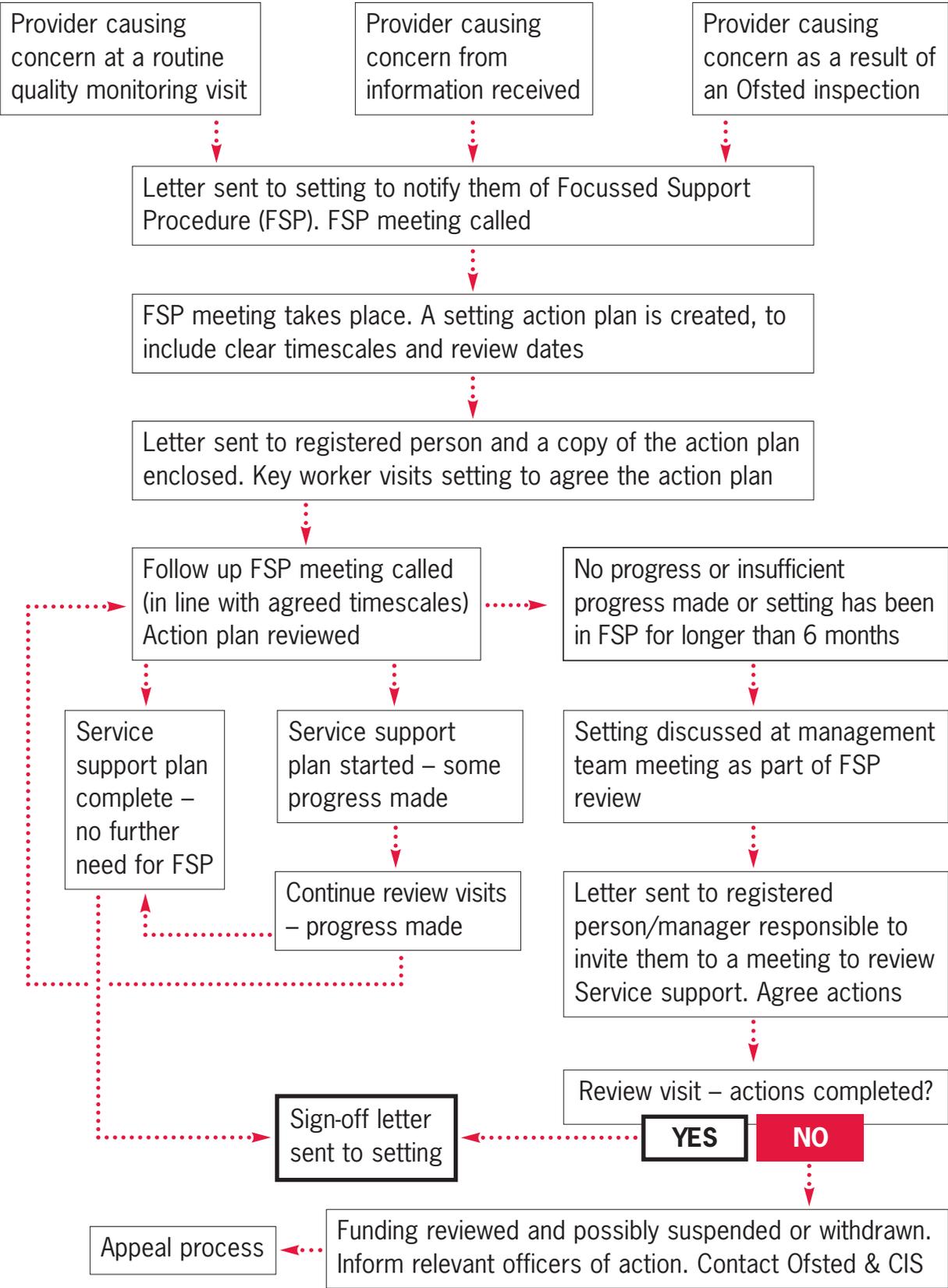
- Be open, fair and show respect at all times in dealings with the public, councillors, contractors and colleagues.
- Act honestly at all times and within the law.
- Attend work when they are supposed to and work to the best of their ability when they are there.
- Take pride in working for the Council.
- Treat Council property and equipment with respect.
- Comply with the Council's Health and Safety Policy and work safely at all times.
- Comply with the Council's disciplinary rules.

Employees must not:

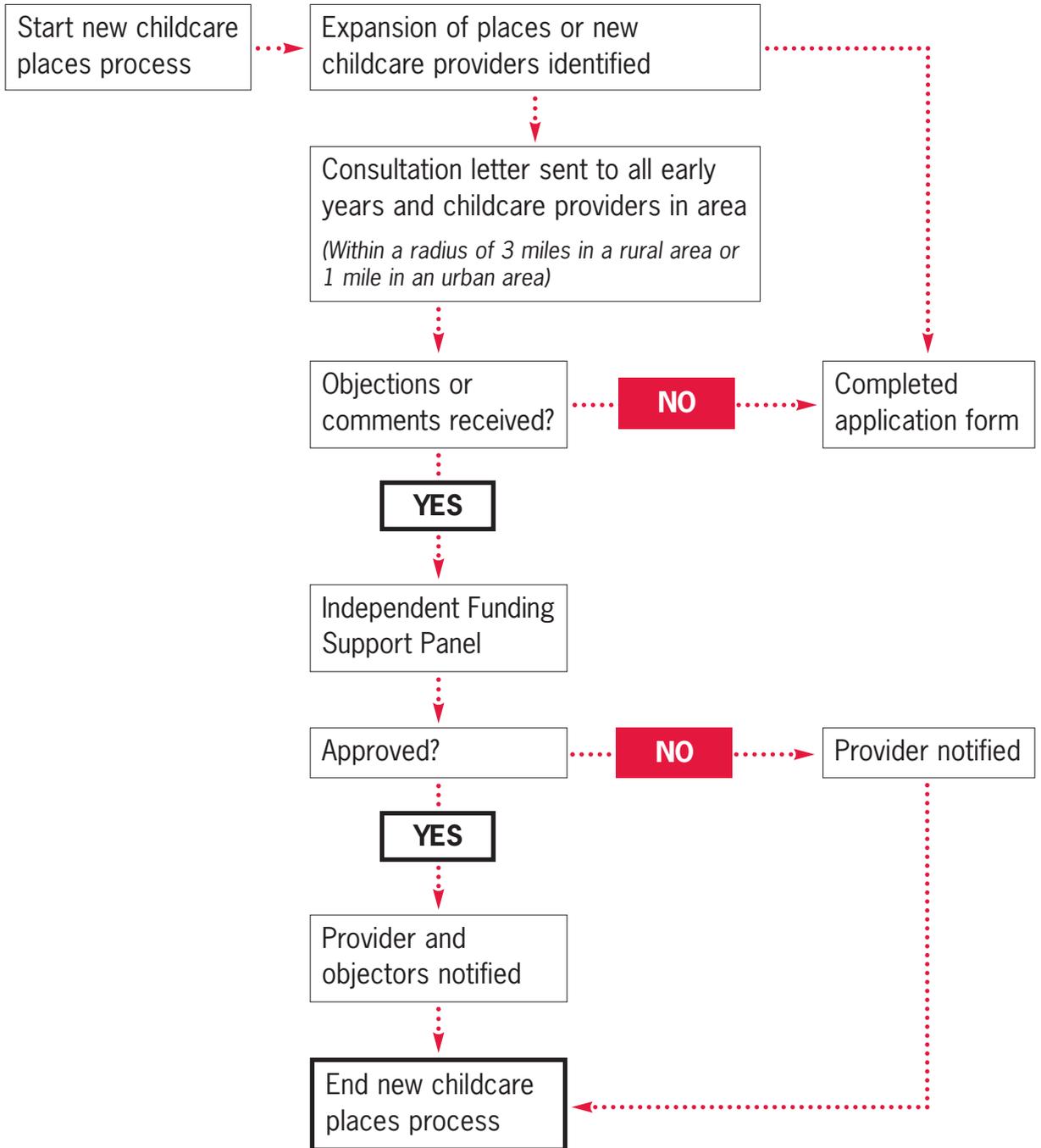
- Abuse their position as a Council employee to take advantage of, victimise, harass or discriminate against anyone or to seek benefits and/or favours for themselves or their family, in whatever form, e.g. gifts/hospitality, financial benefits and/or appointment to Council jobs.
- Abuse any access they have as a Council employee to confidential and/or sensitive information or to Internet/e-mail systems.
- Bring the Council into disrepute by anything that they say or do.

Appendix C

Focussed support procedure



Consultation process



Agreement to conditions for Early Years and Free Twos Funding

Cambridgeshire Local Authority has developed its local conditions with due regard to the Statutory Guidance for Local Authorities on the Delivery of Free Early Education for Three and Four Year Olds and Securing Sufficient Childcare which was released for September 2012.

If you are in receipt of Early Years Funding, the Provider Agreement in force in previous years has now been included in the Local Agreement. By signing the Local Agreement, you are agreeing to Cambridgeshire's conditions of entry onto the Directory of Providers. This agreement will include your compliance with the Statutory Guidance and with Cambridgeshire's local conditions which are set out in the annual administrative guidance. Updates to any conditions are given in the twice termly bulletins.

1. Conditions of entry onto Cambridgeshire's Directory of Providers

- 1.1 Offer the free entitlement to eligible children for up to 570 hours per annum.
- 1.2 Provide parents with clear written information about fees charged and charges for additional services.
- 1.3 Ensure that parents' bills are set out clearly so that parents can easily recognise and understand what hours they have accessed in relation to the free entitlement and how any fees relate to additional services or hours.
- 1.4 Ensure that parents are not charged for any part of the free entitlement, either directly or indirectly.
- 1.5 Providers should not impose on parents conditions of access to which they must agree in order to take-up their free hours nor stipulate that a parent must access their full entitlement at their provision only.
- 1.6 Parents must not be obligated to purchase additional hours or pay lunch time charges in order to secure free provision.
- 1.7 Providers must not charge parents in advance for free entitlement hours and refund those fees at a later date.
- 1.8 Providers must establish and maintain registration with Ofsted (if they provide childcare that requires registration).
- 1.9 Submit claims for payment in accordance with published timetables.

- 1.10 Keep the Early Years Funding Team informed of all changes of provider and contact details and changes which affect Ofsted registration.
- 1.11 Work in partnership with the Council to gather and share information, to include but not limited to, childcare sufficiency information, Early Years Cost data and Early Years Census data.
- 1.12 Provide any information requested which relates to claims for which funding has been provided or is being asked for and cooperate with the Early Years Funding Team to resolve any dispute over claims.
- 1.13 Comply with audit requirements of the Early Years Funding Team and / or the Audit Service of the Council.
- 1.14 Maintain accurate attendance records for children receiving the free entitlement and make that information available to the Council on request.
- 1.15 Comply with local conditions and administrative guidance as given in twice termly bulletins and annual administrative guidance and updates.

2 Withdrawal / withholding / reclaiming of Early Years Funding

The Council will withdraw, withhold or reclaim Early Years Funding as appropriate in the circumstances below.

Should you wish to appeal against withdrawal, withholding or reclaiming of Early Years Funding by the Council or submit a complaint, please contact the Early Years and Free Twos Funding Team.

- 2.1 If, following investigation by the Council, a provider fails to meet any of the conditions set out in the Local Agreement.
- 2.2 If Ofsted judges the provision as Inadequate (2) the Provider will be removed from the Directory of Providers.
- 2.3 If Ofsted judges the provider as Inadequate (1) and/or the Provider is subject to Focussed Support and no progress or insufficient progress is made, the Council reserves the right to withdraw funding.
- 2.4 If the provider ceases to operate and fails to transfer any funding due to another to the provider.
- 2.5 If the provider acts in a fraudulent manner, has an action for fraud brought against their business or is convicted of fraud by a recognised court of law.
- 2.6 If the provider in the reasonable opinion of the Council becomes unable to meet its debts as they fall due or enters liquidation or bankruptcy.
- 2.7 If the provider fails to co-operate in the investigation of a complaint against them by any party.

Grants available 2012

Funding to support the availability of early years and childcare places

Limited grant funding is available to support providers to establish new early years and childcare provision or to expand childcare places in existing provision, or for those experiencing sustainability issues. Support can be requested from the Early Years and Childcare Sufficiency Team with the application process. Providers will need to check with the team whether they are eligible to apply. All applications for funding are presented to a Grants Panel for assessment. More details about grants are available on the Early Years and Childcare Sufficiency Team web pages at www.cambridgeshire.gov.uk/eyc (follow links to 'Business and management', then 'Setting up and expanding childcare').

New Childcare Places

Where there is a proven need for new early years and childcare places, providers may be eligible to apply for funding to support the opening of those new places. Evidence of any unmet demand will be required as part of the application process. Where providers open up new childcare places against the advice of the Early Years and Childcare Sufficiency Team, future support to the provider may be limited or not available at all.

Sustainability Grant

The County Council operates a limited fund to support early years and childcare providers in short-term financial difficulty. For more information about the sustainability grant criteria, please contact the Early Years and Childcare Sufficiency Team.

Transition Grant

This grant may be available to support settings facing significant issues where closure is likely and it has been identified that a change of management structure will:

- prevent the creation of gaps in the childcare market.
- support improvements recommended by Ofsted.

Funding to support access to early years and childcare places

Early Years and Free Twos Funding (EYEF)

Early years providers who are included on the Cambridgeshire Directory of Providers can access funding to provide free early years places to all eligible children.

Social Inclusion Grant

Early years and childcare providers (offering 2 hrs+ per day) who have signed the Local Agreement can apply for funding to support a childcare place for a child facing social exclusion. Applications are considered against criteria set out under the following headings

- child protection
- socio/economic
- health/medical
- anti social behaviour
- family concerns.

Moderate needs funding 0-14+

Funding may be available as part of a support package to support children and young people with special needs to access an early years and childcare setting.

Funding to support workforce development

Graduate Leader Project

The Graduate Leader Project supports early years settings in the private and voluntary sector to improve the quality of their provision by employing or developing staff to graduate level and to achieve Early Years Professional status.

The Early Years Workforce Development Team (EYWFD) requires providers to sign an additional contractual agreement with Cambridgeshire County Council that outlines the terms of the grant and how it can be spent.

Qualification Funding

Providers can apply for financial support towards qualification training fees if funding is not available from any other source.

Recipients must be employed in a childcare setting and the qualification must be appropriate to their job role.

Funding to support childminders

Childminder Set Up Grant

In Cambridgeshire a package of training and business support for childminders is available. The 'Ready to Mind' training pack consists of:

- information sharing briefings
- first aid training
- child protection
- CACHE level 3 unit: Understand how to set up a home based childcare service
- *NCMA quality start package (optional).

**consisting of NCMA publications, the Quality Standards Workbook, one year's NCMA Membership and Public Liability Insurance.*

Childminder Additional Services Grant

Childminders who provide additional services can apply for this grant. Additional services could include:

- Baby care (under 1)
- Overnight care
- Care for children with additional needs
- Weekend care or unsociable hours (between 6pm and 8am)
- Out of school holiday care (aged 5 and over).

Childminder Sustainability Grant

Childminders may be able to apply for this grant if they are:

- experiencing problems, which could cause them to close
- needing to take action following an Ofsted inspection
- experiencing a short-term financial pressure (e.g. unfilled vacancy)
- experiencing long-term problems with their business (e.g. advertising and marketing)
- needing help in meeting the costs of training
- incurring costs that link to the development of the quality of provision.

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