



National Day Nurseries Association

Plan for Jobs - Accessing Funding through Skills Initiatives

AGENDA

- **Tracey Theo** and **Teresa Culmer**, *Education and Skills Funding Agency* – Skills Opportunities e.g. Apprenticeships, Traineeships and more
- **Anna Sutton**, *Strategic Development Network* – T-Levels
- **Rekha Patel** - *Education and Skills Funding Agency* – Will be monitoring the chat box and answering your questions throughout

Please note that this session will be recorded and will be available on the NDNA website with the presentation slides.

★ **Brighter thinking
for early years**

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Attacking the Skills Opportunities - Department for Education Incentives Webinar

Tuesday 25 August 2020

Central Localities Team

National Apprenticeship Service - Department for Education

Presenters: Teresa Culmer and Tracey Theo

Attack the skills opportunity

A = Apprenticeships

T = T Levels

T = Traineeships

A = Academic route

C = Courses of high value

K = Kickstart from DWP

Please ask any questions within the chat window



Attack the Skills Opportunity

Reference/information sources:

- Plan for Jobs

<https://www.gov.uk/government/publications/a-plan-for-jobs-documents>

- Apprenticeship Programme Response to COVID-19 (version 7)

<https://www.gov.uk/government/publications/coronavirus-covid-19-apprenticeship-programme-response>

- Apprenticeships Funding Policy 2020/21

<https://www.gov.uk/government/publications/apprenticeship-funding>

- Apprenticeship Funding Rules 2020/21

<https://www.gov.uk/guidance/apprenticeship-funding-rules>

- Traineeships

<https://www.gov.uk/guidance/traineeship-information-for-employers>



Poll 1

How would you rate your current level of understanding of the new ESFA incentives?
(1 - Low, 5 - High)

1. - Low
- 2.
- 3.
- 4.
5. - High

Plan for Jobs

Apprenticeships, Traineeships, investment in the National Careers Service, and a new 'Kickstart Scheme' are the crucial elements of a new '[Plan for Jobs](#)' announced by the Chancellor, the Rt Hon Rishi Sunak MP.



Job Retention Bonus

A Job Retention Bonus will be introduced to help firms keep furloughed workers.

Employers will receive a one-off bonus of £1,000 for each furloughed employee who is still employed as of 31st January 2021.

Job Retention Bonus

2.2 The unprecedented Coronavirus Job Retention Scheme (CIRS) has so far supported over one million employers to protect over 9 million jobs. The scheme has been open since March, and will wind down flexibly and gradually, supporting businesses until October. It is important that people who have been furloughed are supported back to work. It is beneficial for everyone,

including the individual, to prevent skills from fading and to maintain strong employment relationships. Therefore, the government is introducing a new Job Retention Bonus to reward and incentivise employers who keep on their furloughed employees.

Policy decision

2.3 Job Retention Bonus – The government will introduce a one-off payment of £1,000 to UK employers for every furloughed employee who remains continuously employed through to the end of January 2021. Employees must earn above the Lower Earnings Limit (£520 per month) on average between the end of the Coronavirus Job Retention Scheme and the end of January 2021. Payments will be made from February 2021. Further detail about the scheme will be announced by the end of July.

Apprenticeships - incentives (pg.1 of 4)

<https://www.gov.uk/guidance/incentive-payments-for-hiring-a-new-apprentice> (10/08/20)

The Chancellor announced that for the next six months (1 August 2020 - 31 January 2021), the Government will pay businesses to hire apprentices, a new payment of £2,000 per apprentice for those under the age of 25 and £1,500 for those aged 25 and over.

Apprentices cannot be existing employees but can be existing apprentices who have been made redundant by another employer - allowing access to a wider talent pool

This money is in addition to the existing £1,000 payment the Government already provides for new 16-18 year old apprentices and those aged under 25 with an Education, Health and Care plan.

The digital Apprenticeship Service (AS) is to be used to claim incentive payments for hiring a new apprentice from 1 September 2020 (Apprenticeship start date must be between 1st August 2020 and 31st January 2021 inclusive)

Apprenticeships - incentives contd.: (pg. 2 of 4)

Non-levy employers - can access the incentive payments via digital Apprenticeship Service for any new apprentice they recruit with a start date from 1 August 2020.

Increase in the number of reservations available per employer account from 3 to 10 for FY 20-21. This change will come into effect on Wednesday 15 July (subject to review based on monitoring of activity through the service).

Greater flexibility on transfers: Individual employers have control over where apprenticeship funds are spent to meet their current and future skills needs. **Combined Authorities, sector bodies and Local Enterprise Partnerships** can work with large employers to encourage more effective use of their uncommitted levy funds.

Levy-paying employers: can transfer up to 25% of the annual value funds in their apprenticeship service accounts to other employers, including Apprenticeship Training Agencies.

Support with AS account: Employer choice for level of involvement in AS to access incentives. Training providers can help SMEs do this.

Apprenticeships - incentives contd.: (pg. 3 of 4)

Employers can use the incentive funding to help meet any of the costs associated with supporting a new apprentice in their workplace: including facilities, uniforms, and apprentice travel.

It can also contribute towards meeting the costs of an apprentice's wages.

The money will be paid in two instalments, 50% of the total paid at roughly 90 days from the apprentice's start date, and the remaining 50% paid roughly 365 days from the apprentice's start date, subject to the apprentice still being in employment (with the same employer) and undertaking their apprenticeship at these times.

Payments are made about 4-6 weeks after the eligible date to allow for data and evidence checks. The first payments will be in January 2021.

Employers will be able to make a claim from 1 September 2020, and once there is a contract of employment and apprenticeship agreement in place, as for any other funding support we currently offer.

Only starts funded through the apprenticeship service will be eligible for this payment, so smaller employers who have previously accessed apprenticeship funding through legacy contracts will need to register for an account.

Apprenticeships - incentives contd.: (pg. 4 of 4)

Regardless of their levy-paying status, **all employers will be required to register their financial details in order to receive the two instalments directly.** Further information on the registration process will be available in due course.

There is **no overall limit to the number of payments each employer can claim for apprentices eligible to receive funding, provided each apprentice meets the criteria, including being a new employee.**

Apprenticeships - Information and contact

Apprenticeships - employer hub: Real stories

<https://www.apprenticeships.gov.uk/real-stories/employer#>

National Apprenticeship Service

Telephone : 08000 150 600

Monday to Friday: 8a.m. to 8p.m.

Upcoming Webinars:

<https://www.gotostage.com/channel/apprenticeshipservicewebinars>

Employers: How to apply for an incentive payment for hiring a new apprentice

Thu, Sep 10, 2020 11:30 AM - 12:30 PM BST

<https://register.gotowebinar.com/register/2121927008306839309>

Traineeships

The Government will provide an additional £111 million this year for Traineeships in England, to fund **high-quality work placements and training for 16-24 year olds. Employers will receive £1,000 per trainee.**

The Government will also **improve provision and expand eligibility** for Traineeships to those with **Level 3 qualifications and below**, to ensure that more young people have access to high-quality training.

The information on the next two slides **applies to all traineeships from September 2020**. Current traineeship rules apply until then.

Traineeships contd.

More placements to be made available for 16-24 year olds who are not ready or able to secure an apprenticeship or job, but who are looking for a work-based rather than classroom-based offer. The new additional funding will pay for 30,000 Traineeship work placements in 2020/21

Greater flexibility for the programme for learners, providers and employers: Increased maximum programme duration increased from 6 to 12 months, allowing learners more time to achieve a full qualification (a minimum of 6 weeks on programme and expectation of a 6 month minimum Traineeship programme still in place)

Reduction in required work experience from 100 to 70 hours (where a provider is satisfied learner has gained sufficient work skills) therefore appealing for more employers to offer a placement. The work placement element of a traineeship could last between min. 70 hours and max. 240 hours over the course of the traineeship.

Prior attainment flexibility: Post September 2020, **Young People who already have a Level 3 qualification are eligible for the programme if they require support to access apprenticeships or employment (this was previously set at prior attainment at Level 2)**

Employer incentives: New or expanding employers can claim incentive payments of £1,000 for up to 10 learners to help with employer costs (such as administration, equipment, set up costs for example)

Traineeships contd.

Traineeships have positive outcomes. Evaluation (2019) found that:

- 75% of trainees started in further learning, employment or an apprenticeship within 12 months of starting the traineeship;
- 33% of trainees started an apprenticeship within 12 months of starting a traineeship, compared with 7% of a matched group.

We are also upgrading the content of Find A Traineeship so that young people can search for Traineeships that best suit them.

The new incentive payment will only apply during the 2020/21 academic year.

Traineeships - Information and contact

<https://www.gov.uk/guidance/traineeship-information-for-employers>

Contact the National Apprenticeship Service (NAS)
nationalhelpdesk@findapprenticeship.service.gov.uk
Telephone 0800 015 0600 for advice and support on traineeships.

The NAS can help you set up a traineeship and put it on [Find a traineeship](#).

You can [contact a local training provider](#) directly to design a traineeship. The training provider will publicise the traineeship for you.






Kickstart Scheme

The Kickstart scheme is for those **aged 16-24, claiming Universal Credit and at risk of long-term unemployment.**

It is worth £2 billion and will give hundreds of thousands of young people, in every region, the best possible chance of getting on and getting a job. There is no cap on the number of places per employer.

Funding available for **each six month job placement will cover 100% of the National Minimum Wage for 25 hours a week and employers will be able to top this wage up.**



	Cost to Employer 	Incentives 	Training 	Duration 	Eligibility 
Apprenticeships	Wages of the apprentice 5% of the cost of training for 19+ apprentices (note this can be supported by a levy transfer)	<u>Available until 31 January</u> £3,000* - 16-18 £2,000 - 19-24 £1,500 - 25+ No Employer NI contributions for 16-24 <small>* Inc existing 16-18 incentive</small>	20% of on an Apprenticeships content is training away from the workplace	At least 12 Months	Any Age, must be a new hire to be eligible for the incentive
Traineeships	No cost	<u>From September 2020</u> £1,000 (limit of 10 Traineeships per employer)	Employability Training, help with Maths and English	Minimum 70 hours work experience. Duration can be between 6 weeks and 12 months	16-24 with a level 3 or below
Kickstart	No Cost	100% of wages are subsidised at NMW for up to 25 hours, NI contributions and auto enrolment cost	TBC	26 weeks work placement	Receiving Universal Credit and at risk of Long Term unemployment

Plan for Jobs - other aspects

The Chancellor highlighted:

- £17 million of funding to triple the number of sector-based work academy placements in 2020-21
- Almost £900 million to double the number of work coaches in DWP to 27,000
- National Careers Service - over a quarter of a million more young people to benefit from an extra £32 million investment

Department of Health and Social Care (announced 10/08/20)

- £172m additional funding for up to 2,000 Nursing Degree apprenticeships. £8.3k/apprentice/year over 4 years

The Apprenticeship Programme response to COVID-19 & guidance (version 7 30th July'20)

Apprenticeship Programme response to COVID-19: Latest Changes

Re-opening educational settings

- From 13th July 2020, in addition to the limited number of 16-19 apprentices attending on-site delivery, providers can now make arrangements for 19+ apprentices to return to onsite delivery, where this can be safely accommodated. From September 2020 there will be no limit on who can attend.

Universal Credit (UC) for apprentices

- Confirmation that where an apprentice has been made redundant, but is continuing their apprenticeship study, they can claim UC as long as they satisfy all eligibility criteria.

Updated guidance to include the temporary flexibility to allow apprenticeship certificates to be sent to an alternative address

Apprenticeship Programme response to COVID-19: Latest Changes

End point assessment (EPA) flexibilities are extended until the end of the year.

Level 2 suspension extension

- The temporary flexibility suspending the funding rule requiring level 2 apprentices to study towards, and attempt, level 2 functional skills assessments has been extended until 31st December 2020

Support service for redundant apprentices (referenced in V7 - detail 1st August 2020)

Supporting Redundant Apprentices

Service to support redundant apprentices launched on 1 August 2020.

Three elements:

- advice and guidance
- signposting to other services
- vacancy sharing service.

We need the support of employers to make the vacancy sharing service work and for businesses to register vacancies.

Simple online form to be completed.

Employer incentive applies to hiring redundant apprentices.

Supporting Redundant Apprentices

We will be sharing the first wave of vacancies with redundant apprentices who have registered for the service on 17 August.

To be included in the first set of vacancies, employers need to log opportunities by 12 August.

Subsequently, we will share new vacancies every 2 weeks.

<https://apprentice-support.apprenticeships.education.gov.uk/employer>

Good early response from large and SME employers.

Poll 2

How useful did you find today's webinar?

1. Extremely useful
2. Somewhat useful
3. Neutral
4. Somewhat not useful
5. Extremely not useful

T LEVELS AND INDUSTRY PLACEMENTS IN THE EDUCATION AND CHILDCARE SKILLS AREA

August 2020

CONTENTS

- 1 What are T Levels?**
- 2 What are industry placements?**
- 3 What are employers asking about Education and Childcare placements?**
- 4 Models and options for Education and Childcare placements**
- 5 How to get involved and what support is available**
- 6 Questions**

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***WHAT ARE
T LEVELS?***

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THREE EDUCATION AND TRAINING OPTIONS, POST-GCSE

A LEVELS

Subject-based qualifications

two years at local college or school

T LEVELS

2-year technical programmes at Local colleges, schools, training providers
80% classroom based
20% in a placement

Includes **Industry Placements** to build attitudes and behaviours and to develop practical skills

APPRENTICESHIP Level 2/3

at least 12 months work-based training

80% on the job
20% off the job

Followed by possible progression to :

Higher Education

Skilled Employment

Higher level Apprenticeship / technical training

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WHICH T LEVELS WILL THERE BE, AND WHEN?

AUTUMN 2020

- Design, surveying and planning for construction
- Digital production, design and development
- **Education and childcare**

AUTUMN 2021

- Building services engineering for construction
- Digital business services
- Digital support and services
- Health
- Healthcare science
- Onsite construction
- Science

AUTUMN 2022

- Accounting
- Design, development for engineering and manufacturing
- Engineering, manufacturing processing and control
- Finance
- Maintenance, installation and repair for engineering and construction
- Management and administration

AUTUMN 2023

- Animal care and management
- Agriculture, land management and production
- Catering
- Craft and design
- Hair, beauty and aesthetics
- Human resources
- Legal
- Media, broadcast and production

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THE T LEVEL PROGRAMME

2 years

80%

Up to 1400 hours

TECHNICAL QUALIFICATION

Core

English and maths

Occupational specialism

Other requirements

20%

At least 315 hours
350 hours average

Technical skills and knowledge

Practical skills for employment

Meaningful contribution in the workplace

INDUSTRY PLACEMENT

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**WHAT ARE
INDUSTRY
PLACEMENTS?**

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WHAT ARE INDUSTRY PLACEMENTS?

- Time spent by a 16-19 year old student, learning and working in an organisation
- **In a real environment** – with an employer making a meaningful contribution to the organisation
- **750 hours** for Education and Childcare industry placements
- **Occupationally-specific** – developing students' practical and technical skills

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WHAT ARE EMPLOYERS ASKING ABOUT INDUSTRY PLACEMENTS IN EDUCATION AND CHILDCARE?

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WHY OFFER AN INDUSTRY PLACEMENT?

- Enhancing diversity
- Develop your talent pipeline
- Increased creativity and ideas
- Create partnerships with local colleges
- Opportunities for existing staff



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***WHAT IF WE DON'T HAVE
TIME TO SUPERVISE
STUDENTS?***

***WHAT IF ALL STAFF NEED TO
WEAR A UNIFORM?***

WHAT ARE EMPLOYERS ASKING ABOUT INDUSTRY PLACEMENTS?

***HOW WILL I PROVIDE 750
PLACEMENT HOURS?***

***WILL I NEED TO PAY
STUDENTS THEIR TRAVEL
EXPENSES?***

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PRACTICALITIES

Such as...

- Safeguarding
- Technology
- Equality
- Health and safety

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WHAT DO I NEED TO OFFER?

- Projects and tasks for students that will help them to learn practical and technical skills
- A safe work environment
- Equipment and resources for the work
- Induction
- Someone to supervise and someone to mentor
- Feedback and review

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EXAMPLES OF SUITABLE INDUSTRY PLACEMENT TASKS

CHILDCARE CENTRE

- In line with EYFS curriculum, devise and deliver a play based activity for the pupils
- Understand and review relevant legislation and policies and how they are used in the setting
- Run regular singalong sessions supporting children's development in speech, language and communication

LEARNING ASSISTANT SUPPORT

- Supervised learning assistant one to one support for SEND pupils
- Maintain educational resources
- Contribute to the evaluation of the SEND support programme

EARLY YEARS

TEACHING ASSISTANT SUPPORT

- Set up resources for pupils appropriate to their learning objectives
- With supervision, assess work completed and provide feedback to children
- Help to supervise child led play and outdoor learning experiences

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QUESTION?

When thinking about your business what are your top three concerns about offering an industry placement?

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INDUSTRY PLACEMENTS MODELS AND OPTIONS



WHICH PLACEMENT MODELS MIGHT WORK FOR YOU?

MODEL	When this model might work	Example role
DAY RELEASE	<ul style="list-style-type: none"> Where regular support would be useful as your pattern of work is steady and regular Where you have a variety of tasks that need doing regularly, Where the mentor or line manager would prefer to limit their supervision time during a given week 	Nursery school – assistant
BLOCK	<ul style="list-style-type: none"> Where concentrated work over an extended period is needed to achieve project deadlines Where students can be aligned to projects, events or annual business processes To allow managers to schedule and plan for groups of students 	Technology in primary school project assistant
MIXED	<ul style="list-style-type: none"> Where a student's course becomes more specialized Where regular and project activities can make up a placement Where there are several workplaces within a single employer allowing the student to experience more than one 	Termly event support in school



NEXT STEPS AND SUPPORT



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SUPPORT WITH:

- Understanding and deciding whether to offer industry placements
- Planning industry placements
- Delivering industry placements

employerindustryplacements.co.uk

- Tools
- Events
- Advice



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employerindustryplacements.co.uk

Tools **Access** practical, self-service tools

Events **Book** onto webinars and workshops to learn more and talk to other employers

Advice Request

- Email for specific queries
- 1-2-1 phone call (up to 1 hr) with an expert
- On-line group session (up to 2 hours) to work with your team or other partner employers



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WEB-PORTAL


employerindustryplacements.co.uk

- Where tools, resources and case studies are hosted
- Where you can book onto workshops / webinars
- Where you can access hands-on support

A screenshot of the T-LEVELS website homepage. The header includes the T-LEVELS logo and navigation links: HOME, INTRO & CASE STUDIES, TOOLKIT, WEBINARS & WORKSHOPS, TALK TO A SPECIALIST, CONTACT, and a LOG IN button. The main content area features the text "EMPLOYER SUPPORT FOR INDUSTRY PLACEMENTS" next to a video player showing a chef in a kitchen. Below this is a section titled "NEW TO INDUSTRY PLACEMENTS?" with a "START HERE" button. Further down is a section titled "HELP TO PLAN AND PREPARE" with three columns: "GUIDANCE AND TOOLS" (with a "CLICK HERE" button), "WEBINARS AND WORKSHOPS" (with a "CLICK HERE" button), and "TALK TO A SPECIALIST" (with a "CLICK HERE" button). At the bottom, there is a section titled "I'M READY TO OFFER INDUSTRY PLACEMENTS" with a corresponding button.

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T-LEVELS HOME INTRO & CASE STUDIES TOOLKIT WEBINARS & WORKSHOPS TALK TO A SPECIALIST CONTACT LOG IN



TOOLS AND GUIDANCE

This toolkit is a bank of practical tools and resources to help you understand, decide, plan and prepare to offer industry placements.

To access tools for the Skill Area you have selected, please select either 'Raising awareness', 'Taking first steps' or 'Planning and preparation' under the 'Your journey' filter.


Government Industry Placement guidance published in July 2020 is now available here.

--SELECT YOUR JOURNEY STAGE-- --SELECT YOUR ROLE-- --SELECT YOUR SKILL AREA-- GO

RAISING AWARENESS AND UNDERSTANDING

<p>Making the case for industry placements in my organisation</p> <p>This PowerPoint presentation helps you brief colleagues on T-Levels and industry placements and seek their buy-in. There are notes to guide you in the...</p> <p>CLICK HERE</p>	<p>Myth busting – questions and answers</p> <p>This tool answers common employer questions about industry placements.</p> <p>CLICK HERE</p>	<p>Which industry placement models could work for you?</p> <p>This tool helps you understand the pros and cons of a student coming to you a day a week, in a block or a mixture...</p> <p>CLICK HERE</p>
<p>How sole traders, micro businesses or freelancers can get involved in industry placements</p> <p>This tool gives you hints and tips to make industry placements work in a smaller business.</p> <p>CLICK HERE</p>	<p>The benefits and costs of industry placements</p> <p>This tool helps you understand the costs and benefits of industry placements to your organisation.</p> <p>CLICK HERE</p>	<p>Roles and responsibilities – supporting learners on their placement</p> <p>This tool helps you understand and allocate responsibilities for industry placements to different members of staff/ departments in your organisation.</p> <p>CLICK HERE</p>

T-LEVELS HOME INTRO & CASE STUDIES TOOLKIT WEBINARS & WORKSHOPS TALK TO A SPECIALIST CONTACT LOG IN



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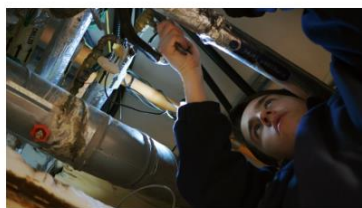
Government Industry Placement guidance published in July 2020 is now available here.

--SELECT YOUR JOURNEY STAGE-- --SELECT YOUR ROLE-- EDUCATION AND CHILDCARE GO

FILTER RESULTS: 7

<p>Which industry placement model is best for you – Education and Childcare</p> <p>This tool describes and gives examples of placement models in the Education and Childcare skill area.</p> <p>CLICK HERE</p>	<p>Specific requirements in the Education and Childcare skill area</p> <p>This fact-sheet describes specific requirements that may apply to industry placements in the Education and Childcare skill area.</p> <p>CLICK HERE</p>	<p>Selecting projects and activities – Education and Childcare</p> <p>This guide gives you examples of tasks you could allocate to industry placement students in Education and Childcare.</p> <p>CLICK HERE</p>
<p>Benefits and costs – Education and Childcare</p> <p>This tool helps you understand the costs and benefits of Education and Childcare industry placements to your organisation.</p> <p>CLICK HERE</p>	<p>Challenges and solutions – Education and Childcare</p> <p>This tool helps you understand some of the challenges and solutions for employers offering Education and Childcare industry placements.</p> <p>CLICK HERE</p>	<p>Case study film (Childcare) – Nightingales Nursery</p> <p>In this five minute case study video, Nightingales Nursery talks about the industry placements they have hosted, how they designed and delivered the placement.</p> <p>CLICK HERE</p>

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TALK TO A SPECIALIST

If you'd like hands-on support from a specialist, we can help.

We will answer your queries and help you with your planning, preparation and delivery of industry placements. There is no charge for this service.

This page allows you to submit a request for support. Any enquiry will be responded to within one working day.

LEVELS OF SUPPORT

EMAIL

Do you have a question about industry placements?

Send us your question - one of our specialists will reply to you within one working day.

[CLICK HERE](#)

ONE-TO-ONE PHONE CALL

Do you have a specific issue that you want to chat through on the phone?

Submit a request form with a bit more detail and, if appropriate, we'll arrange a call between you and one of our specialists.

[CLICK HERE](#)

ONLINE GROUP SESSION

Do you have several colleagues or partner organisations who need help understanding, planning or delivering industry placements?

Submit the request form with a bit more detail and, if appropriate, we'll arrange an online meeting for your group, with one of our specialists.

[CLICK HERE](#)

If you're not sure where to start, [contact us](#) and we'll direct you to the most appropriate area of support.

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QUESTION?

If you chose to offer a work placement what timescale do you think this might be within?

1. Already offering
2. 3-6 months
3. 6-12 months
4. After 1 year

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IF YOU'RE READY TO TAKE ON A STUDENT...

For help finding local students for industry placements:

NATIONAL APPRENTICESHIP SERVICE

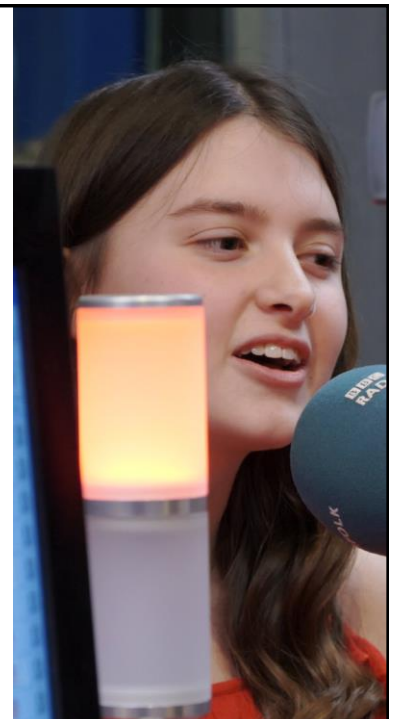
08000 150 600 (choose option 4)

tlevel.placement@education.gov.uk

YOU MIGHT ALSO TALK TO:

- Local colleges or schools
- Business organisations
- Other businesses

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UPCOMING WEBINAR

What might industry placements look like for education and childcare roles in your organisation?

Hosted by: Department for Education (DfE) and the Strategic Development Network (SDN)



10/09/2020 8:30 am



1 hour



Online

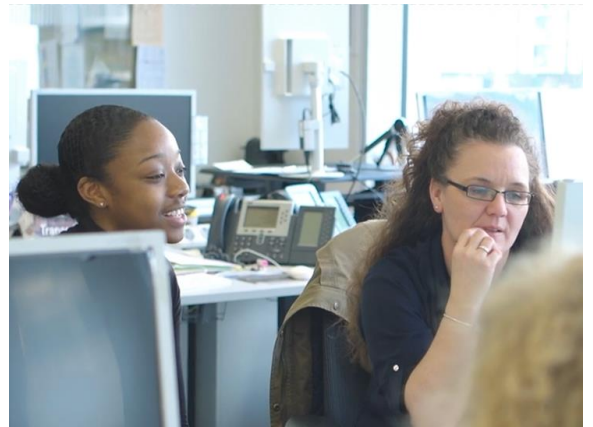
Register at:

https://employerindustryplacements.co.uk/webinar_events

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THANK YOU



employerindustryplacements.co.uk

Disclaimer

This advice is general guidance and is not legal advice. It should not be acted on without a full understanding of your current situation. You can access the latest government guidance on industry placements at www.tlevels.gov.uk. SDN Enterprises Ltd (trading as SDN) has tried to ensure that the information and advice we give is accurate. However, SDN will not accept liability for any loss, damage or inconvenience arising as a consequence of any use of or the inability to use any information or advice given.

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National Day Nurseries Association

Final Questions

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**★ Brighter thinking
for early years**