

# Wexford County Childcare Committee

## Annual Report 2012



An Roinn Leanaí  
agus Gnóthaí Óige  
Department of  
Children and Youth Affairs



pobal

government supporting communities

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## Introduction

Looking back, 2012 was another busy but rewarding year. During this time WxCCC further consolidated its role as a critical support to childcare providers, childminders and parents, in addition to making significant progress in almost all of its Core Objectives.

Most of WxCCC's work in 2012 continued to be guided by government policy priorities and local childcare need, requiring it to focus primarily giving support to childcare providers in implementing the three national programmes: ECCE, CCS and CETS. This supported the achievement of one of the key priority action areas outlined by the DCYA, namely: *'Supporting the delivery of the three national programmes (ECCE, CCS, CETS) efficiently and effectively'*. The type and level of support delivered also linked with Objectives 1 and 3 of the National Strategic Plan (2011 – 2013), namely: *To consolidate investment in the sector in order to support the continuing development of a stable, integrated and sustainable infrastructure. 'To develop comprehensive ECCE supports, infrastructure and services where the holistic well-being of children and families are fundamental'*.

In the main, threats to the sustainability of childcare services continued to create a greater need for intense one-to-one support and mentoring. Although this has proved challenging in terms of staff time and resources, WxCCC has learned in the past that outsourcing consultancy/mentoring for such one-to-one support and/or group support has not always provided the best solution in terms of value for money and that using the capacity, expertise and experience within its own team often proved to be more effective.

In addition, case management meetings with Pobal on information gleaned from providers' financial impact returns provided further targeted and focussed support to the benefit of providers. The operation of a referral system to Wexford County Enterprise Board (CEB) also afforded providers other opportunities for support.

This type of collaborative work supported the implementation of Objective 5 of the National Strategic Plan (2011-2013), namely: *'To ensure effective and transparent collaboration, communication and consultation and optimum use of resources by all stakeholders in early childhood care and education'*.

In addition this type and level of support aligned WxCCC's work with one of the key priority action areas outlined by the DCYA, namely: *'Protecting the investment – supporting sustainability throughout the sector'*.

Further levels of support were also provided to community childcare providers through the CCS Network, which continues to experience high levels of engagement. Feedback from community providers indicates that the CCS Network, first set up in 2010, continues to provide them with an invaluable source of support in terms of group mentoring and peer support.

The success of the type of support described above is evidenced by the high level of participation in all three national programmes, namely: 96% of childcare services currently operating in the county are participating in the ECCE programme, 68% of community providers

are participating in the CCS Programme and 40% of services are participating in the CETS Programme. Such levels of participation contribute to achieving another of the key priority action areas outlined by the DCYA, namely: *'Measuring, monitoring and reporting the economic value of the childcare sector'*.

Ongoing communication and collaboration with childcare providers was also enhanced through the provision of additional information via text, email and regular website updates.

Childcare providers' emerging needs continued to be prioritised through the provision of a formal slot on the Board's six weekly agenda for Private and Community Provider representatives, affording them the opportunity to bring to the attention of Board and staff members, issues that providers are experiencing on the ground. This ensures that WxCCC is proactive in addressing and prioritising local childcare needs.

In support of quality, WxCCC continued to prioritise engagement with *Siolta: The National Quality Framework for Early Childhood Education* and *Aistear: the Early Childhood Curriculum Framework*, through the provision of three workshops. Work to support this action involved collaborating with other CCC's and the HSE's Pre-school Services Officer. Childcare providers' willingness and enthusiasm to engage with Siolta, albeit on an informal basis, is affirmed by the high levels of attendance at each workshop; 73 participants attended the first workshop; 52 participants attended the second workshop; 54 participants attended the third workshop. The success of this action over the last two years has been a highlight for WxCCC. Now that the solid foundations of Siolta and Aistear Frameworks have been laid, WxCCC feels it is timely to further expand this action in 2013 through the implementation of a pilot Siolta and Aistear programme.

The work with Siolta and Aistear contributed to achieving the outcomes of Objective 2 of the National Strategic Plan (2011-2013), namely: *'To enhance quality early childhood care and education and school-age.'*

Supporting the quality agenda also linked with yet another of the key priority action areas outlined by the DCYA, namely: *'Accessibility to quality childcare – aligned to Siolta and Aistear frameworks'*.

Progress with Childminders continues to be challenging and inconsistent in that some training events which WxCCC predicted would be successful had to be cancelled while engagement with other training events was higher than expected. For instance, 13 participants attended the QAP delivered in November and December, which is the highest level of attendance recorded since 2005.

The completion of a FETAC Level 6 'Supervision in Childcare' Course and the completion of various modules at Level 5, all contributed to achieving the outcomes of Objective 4 of the National Strategic Plan (2011-2013), namely: *'Through ongoing professional development, to build on the capacity of the ECCE sector to enhance and develop quality ECCE services for children and their families'*.

As always, the long tradition of collaboration and networking in the childcare/community development sector continued to be a highlight and cornerstone of WxCCC's work. The successful implementation of many of WxCCC's actions was primarily due to this collaborative effort. Such collaboration contributes to realising another of the key priority action areas outlined by the DCYA, namely: '*Supporting the DCYA in implementing the National Strategy to Improve Literacy and Numeracy among children and young people 2011-2020*'. However, in times of limited resources it remains a challenge for WxCCC to source financial contributions towards actions, and WxCCC has had to be creative in seeking other types of beneficial support. Some specific examples of collaborative actions are outlined in more detail under Objective 5.

Perhaps one of the biggest and most influencing challenges facing WxCCC at the end of 2012 was the uncertainty about the HSE's intentions to continue to fund the position of the CMAO. As WxCCC remains committed to supporting childminders and keeping childminding on the childcare agenda this in addition to the HR implications is proving to be very challenging for the Board and staff alike.

Another influencing development impacting on CCC's during 2012 was and continues to be the development of the National Childcare Committees Ireland (CCI), formed in an effort to streamline services, develop national consistency of service delivery and maximise the use of resources. Work on the development of Childcare Committees Ireland has been ongoing and it is perceived that the real impact of this development will be translated in the implementation of CCC's 2013 LIPs.

A trend and challenge also emerging has been the directive approach given to CCC's in the delivery of priority action areas and the need to deliver more focussed and cost saving actions, which ultimately bind CCCs to a tighter brief. This coupled with the fact that WxCCC was directed to let go of some of its usual work (some of which it considered to be effective), it understands the need for this approach as a solution to needs based service delivery in a time of shortages.

In line with priority policy directives received from the DCYA, WxCCC took a decision to discontinue its funding to Childcare Network Loch Garman (CNLG) as and from the end of 2012. Although, this will pose some challenges for WxCCC, much of the work carried out by CNLG on behalf of WxCCC is not recognised by the DCYA as a priority action area.

As mentioned earlier in the report, a further trend continuing to emerge is the increased need for one-to-one support to providers. Although time consuming it is rewarding work which builds up trusting relationships with local providers and also keeps WxCCC informed of local issues facing providers in County Wexford.

*Progress made in the delivery of some specific actions under each individual objective is outlined below.*

## Summary Core Objectives

### Core Objective 1

*Under Core Objective 1, WxCCC aimed to develop comprehensive childcare supports, infrastructure and services where the holistic well-being of children and families are fundamental.*

Under this objective, one of WxCCC's priorities was to implement both an advertising campaign and deliver a workshop promoting WxCCC as a source of information for parents on the three national programmes (ECCE, CCS and CETS). However, despite wide advertisement the response to both efforts was poor and as a result the workshop was cancelled due to lack of interest. The positive side to this however, may be, that childcare providers and WxCCC are already providing parents with the information they need. As this action had a similar outcome in 2011, WxCCC considered it prudent not to include this action in the 2013 LIP.

In a continued effort to promote awareness of the existence and role of the parent representatives on the Board of WxCCC and to place parent related issues on the agenda, the parent representatives attended a number of Parent Network events throughout the County.

In order to continue responding to the emerging needs of the childcare sector, and in an effort to monitor the level of customer satisfaction, WxCCC distributed its stakeholder review questionnaires again this year. Amongst other things the results indicate a 90% level of customer satisfaction with WxCCC. This high level of customer satisfaction was also affirmed in the findings of Pobals Annual Beneficiary Questionnaire. However, it must be noted that the response rate to the questionnaire this year was disappointing. When the cost of postage, stamped addressed envelopes, stationery and staff time is taken into account, this action does not provide value for money, as a result WxCCC will implement this action in 2013 using 'SurveyMonkey'.

Child Protection training continued to be successful, with providers attending two 'Children First' Child Protection courses (HSE) and one Barnardos Child Protection course. However, childcare providers are still finding it a challenge to access places on Child Protection courses, as the supply does not meet the demand.

### Core Objective 2

*Under Core Objective 2, WxCCC aimed to enhance the quality of early childhood education and care and school age provision.*

Under this objective WxCCC continued to prioritise supporting childcare providers to operate effectively under the ECCE, CCS and CETS Programmes, in addition to supporting new providers to enter the programmes and supporting parents to access free or subvented childcare places.

Broadly speaking, another of WxCCC's priorities under this objective was to support the sustainability and development of the childcare infrastructure within the county. It was WxCCC's experience, through direct contact with providers during 2012 that the economic downturn continued to raise issues of sustainability across all areas of the sector, particularly in relation to changes in the numbers attending and the pattern of service uptake. WxCCC also found that supports in relation to business skills and managerial issues took on a far greater significance in its work than before. In response to these needs, WxCCC provided one-to-one support meetings, and offered targeted business mentoring sessions on a needs basis, in addition to further developing the CCS Network.

Due to the economic downturn and the subsequent reduction in demand for childcare places particularly full day care and after school places, coupled with the introduction of the 38 week ECCE Programme across all services, childcare providers now find themselves in a position where there may need to lay off staff for the summer months, and/or reduce staff hours. As a result, a number of providers made representation to WxCCC expressing a need for the provision of a group Q&A clinic or workshop to inform them of their HR and Employment Legislative obligations. In response to this, a tailor made workshop delivered by ISME was facilitated. Feedback on the workshop was exceptionally positive with 22 participants attending on the night.

Also, under this objective and in support of quality, WxCCC continued to prioritise the informal implementation of *Siolta: the National Quality Framework for Early Childhood Education*, Aistear the Early Childhood Curriculum Framework and Regulation 5: Child Care (Pre-School Services) (No 2) Regulations 2006, through the provision of support and workshops. To further support this work, a one page handout was also distributed at every training event facilitated by WxCCC outlining how the event linked with all three initiatives. A specific question on WxCCC's annual questionnaire was used to assess providers view on this approach. In general the response has been very positive, so WxCCC will continue with this approach and it is hoped that over time, these constant links will promote deeper engagement.

In 2013 further support for the quality agenda will take the form of a pilot project, which will include collaborating with other CCCs, HSE, NCCA and EYEP. The pilot project will involve among other things supporting and mentoring three service providers to implement *Siolta* on a day-to-day basis. At the end of the year the pilot project will be evaluated and the learning acquired will be applied to expanding this action in 2014 and will contribute to staff experience and expertise in the national roll out of same.

High attendance at CNLG's many tailored training events for childcare providers also provided evidence of provider's willingness to engage in continual professional development. 2011 saw WxCCC take over the facilitation of the Providers Network<sup>1</sup>. The first Network meeting of 2012, held in April was jointly hosted by WxCCC and the HSE with 34 participants attending. The Network events continue to be a valuable source of support as they afford providers the opportunity to access peer support and share information, in addition to providing them with a

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<sup>1</sup> CNLG was funded by WxCCC to facilitate the Provider's Network. However, a reduction in CNLG's funding deemed it necessary for them to discontinue this strand of work.

platform from which to voice their issues. A questionnaire distributed on the night indicated that the providers consider the network meetings to be very valuable and would like to see them continue.

WxCCC also focused on further developing the Childminding sector, as the economic downturn has seen an increase in demand for childminding services, resulting in a greater need for quality service provision. With a view to promoting quality childminding service provision, work has begun with two childminders to implement Siolta on a pilot basis.

Finally, it is WxCCC's opinion that the persistent promotion of its Information Centre as a support and information service for all early childhood education and care needs underpins all of the objectives.

### Core Objective 3

*Under Core Objective 3, WxCCC's priority was to consolidate investment in the sector in order to support the continuing development of a stable, integrated and sustainable infrastructure.*

In the past WxCCC issued carte blanche invitations to all childcare providers to avail of Business/HR mentoring. However, an increase in the demand for mentoring caused WxCCC to review this action and the associated costs. As a result WxCCC decided that it would be more cost effective to offer mentoring on a targeted basis only. This has proved to be very effective and ensures that those who really need mentoring receive it.

Due to the heavy workload and prioritisation of other actions WxCCC's Audit of Childcare Services did not take place.

### Core Objective 4

*Under Core Objective 4, WxCCC aimed through ongoing professional development, to build capacity of the ECCE sector to enhance and develop quality services for children and their families.*

Under this objective, WxCCC continued to support the implementation of the Work Force Development Plan through the facilitation of appropriate needs based training. In May 2012, a number of participants completed a FETAC Level 6 'Supervision in Childcare' Course, organised and subsidised by WxCCC.

WxCCC also continued to support the professional development of the sector through its ongoing consultative relationship with Wexford Campus (Carlow IT). In 2010 WxCCC was involved in the Campus's HETAC Review, and in 2011 and 2012 WxCCC participated in the External Examination process of the BA Honours: Early Childhood Education and Care Degree Programme.

As WxCCC was informed in 2012 that the delivery of accredited training was not a priority area of implementation for CCCs a decision was taken not to deliver the FETAC Level 6 'Supervision in Childcare' course planned for the autumn as WxCCC could not commit to finishing the course in 2013.

### Core Objective 5

*Under Core Objective 5, WxCCC aimed to ensure effective and transparent collaboration, communication and consultation, and optimum use of resources by all stakeholders in early childhood care and education.*

The long tradition of collaboration and networking in the childcare/community development sector continued to remain a priority during 2012. Such a collaborative approach clearly leads to a sharing of expertise, knowledge and resources to the benefit of all organisations/ agencies and the number of collaborative actions carried out during 2012 is a testament to the success of this collaborative process.

Some of the collaborative actions completed include:

- Collaboration with DESSA in the delivery of two workshops for childcare providers entitled 'Developing Individual Education Plans for Children with Additional Needs'.
- Collaboration with the HSE and FDYS Bunclody Project in the facilitation of a four week workshop for parents of Traveller children, which focussed on an 'Introduction to Child Development' and promoting open-ended play.
- Collaboration with the Pre-School Services Officer in the identification and delivery of workshops.
- Collaboration with the HSE in the delivery of a workshop on Managing Infectious Diseases.
- Collaboration with the HSE in the delivery of a Speech and Language workshop.
- Collaboration with Childcare Network Loch Garman in the delivery of training to childcare providers and the Parents Network.
- Collaboration with CTEC in the delivery of FETAC Level 5 and FETAC Level 6 Childcare Courses.
- Collaboration with Barnardos in the delivery of a Child Protection Course.
- Collaboration with a number of CCC's in staffing the CCC marquee in Bloom.
- Collaboration with Waterford City and County CC's and Kilkenny CCC in the delivery of a regional seminar entitled 'Fantastic Fun'.
- Collaboration at national level to develop Childcare Committees Ireland (CCI).
- Collaboration with Sports Active in the delivery of the Buntus Programme.
- Collaboration with the RSA in the distribution and provision of training for Simon and Friends.

A highlight for WxCCC under this objective was the development of the National Childcare Committees Ireland, which was formally established in June 2012. Childcare Committees Ireland has met three times as the national Network during 2012. The new national Network

operates within agreed terms of reference. An eight person representative group meets on behalf of CCI with the Department and Pobal on a bi-monthly basis to discuss particular issues of concern to CCCs collectively.

In addition to this DCYA & Pobal have established a new Programme Planning Operation Sub Group (PPOS) to ensure better planning and co-ordination of three national programmes. CCI has submitted proposals around the three programmes and specific recommendations to DCYA.

CCI have supported a number of other specific initiatives this year, to include:

- Submission to DCYA on Capital Programme 2013
- Proposal to DCYA on Collaborative projects 2013
- Submission to DCYA & Pobal on administrative issues concerning the three funding programmes
- CCI representative group recently conducted a skills audit of CCC staff nationally, 33 CCC's were contacted to date 29 (87%) responded to the survey. The Final report was compiled following a request by DCYA.

*The tabulated report presented in the latter half of this document outlines the specific details of the outputs each individual action within the plan all of which reflect high levels of engagement with the local childcare sector.*

## Report on Standard Programmatic Activity

By the end of 2012 WxCCC had 145 pre-school services operating within the county. This consisted of 44 community services and 101 private services. 96% of pre-school services were operating within the ECCE programme, and 40% within the CETS programme. 68% of community services were also operating within the CCS programme. In addition Wexford had 5 school aged childcare only services operating within the county which represented an increase compared to 2011 (4 services in operation). The school aged only services comprised of 4 community and 1 private service; currently 3 of these services operate within the CETS, programme and 4 within the CCS programme.

Since the introduction of the ECCE programme in 2009 and the CETS programme in 2010, WxCCC has constantly made strides to increase the efficiency of how it manages and administers the three programmes. In order to ensure Childcare Providers receive prompt and consistent responses to queries, in 2012 the responsibility of the three programmes was allocated in the main to the two Development Officers, with additional support available at critical periods from the rest of the team. Again in 2012 the administrator was designated as the first point of contact for all documentation regarding the three programmes (fees policies, calendars, contracts etc), which when received in reception are immediately registered in writing and subsequently forwarded to the Development Officers. The development of an effective system for the administration of the three programmes is constantly being enhanced. The establishment of an efficient recording system within the CCC has proven to be invaluable in ensuring that all documents received from childcare services are recorded and accounted for. In addition the team developed a coding system for Zeno to effectively log all calls and emails etc, to ensure transparency and consistency when dealing with WxCCC's client group.

The Development Officers work in close proximity with one another and meet frequently in order to forward plan in an effective manner. The entire team also meets frequently during which peak administrative times are highlighted for each programme in order to ensure that a co-ordinated approach to planning and implementation of the programmes is achieved.

Since 2011, CCC staff have continued to make a concerted effort to reduce the cost of paper based communication in relation to all three programmes. This resulted in the continued use of SMS text messaging and email to relay messages and provide childcare services with important updates. To ensure WxCCC is keeping up to date with social media, in 2012 WxCCC established a Twitter account, and use this medium also to relay important updates. The WxCCC website is also administered in house meaning updates can be instantly posted in relation to all programmes.

In general; the administration of the three programmes works very well at local level and has lead to an increased level of trust and strengthened the relationship not only between the CCC and the Childcare Service Provider, but also the CCC and DCYA. It must be acknowledged that the CCC's role in relation to all of the programmes has at times been ambiguous. However 2012 saw a concerted effort to streamline administration of the programmes nationally so that the

roles of all concerned were clarified and solidified. This was evidenced for example by the DCYA allocating CCC's a certain number of FTE places within the CETS programme, this meant that the CCC could allocate places locally without delay, and closely monitor places. Another example was the ECCE/CCS combined fees policy, in 2012 the document was expanded to include community providers annual costs, this assisted the CCC in ascertaining whether the services cost price was in fact realistic. This in turn impacts on supporting services re: sustainability and identifying services in need of support locally, and may lead to a decrease in services experiencing financial crisis at the case load review meetings. In order to capitalise on the progress that has been made thus far in relation to administration of the three programmes, access to payment records for services would be beneficial for CCC's, WxCCC finds that services request this information on a regular basis, access to this information would not only furnish the provider with the information immediately but would also alleviate the necessity to contact the DCYA for clarification.

Based on WxCCC's experience in 2012 it would be beneficial in future if all services operating within the programmes could have all of their necessary documentation submitted, and approved where necessary, in relation to the three programmes by the end of June. In addition it would be imperative that no major changes in relation to the programmes happen between the end of June and Sept, affording consistency and transparency for both childcare providers and parents.

Support to WxCCC's client group, which includes providers, parents and childminders, in relation to the three national programmes (ECCE, CCS & CETS) is multi faceted; generic support takes the form of letters, SMS texts, group e mails, local media advertisement and updates through the WxCCC website and bi-annual newsletter. The dissemination of information leaflets for parents centred on each programme at events such as the National Ploughing Championships in 2012 also creates local awareness, and provides local support around the programmes to WxCCC's client base. However support to providers, parents and childminders in relation to the three national programmes is in the majority of cases given on a one to one basis via telephone.

In addition there are specific supports given to some providers outside of one to one support via telephone and e mail, for example in relation to the ECCE programme WxCCC supported several providers to make their on line e return both in the WxCCC offices and over the phone. The Case Management Review meetings with Pobal also highlight CCS services in need of immediate support and assistance, WxCCC respond by concentrating on these groups for the period between the Case management review and the following review. Again forms of support include, on site meetings, meetings out of office hours, and telephone and email support. In some cases WxCCC offer these groups targeted one to one mentoring support where WxCCC feel the group would benefit from specific expertise.

The CCS Network is another example of targeted needs based support for community providers participating in the CCS Programme. WxCCC also gave one to one support to the majority of CCS providers (34 in total when preschool CCS services are counted with the school aged only

CCS services) in the development of their Fee Policies, this culminated in the deficit some groups were experiencing being significantly reduced.

*See Objective 1 and Objective 2, in the 'Report by Breakdown of Actions' for specific details by line in excel format).*

## Conclusion

In this, its eleventh Annual Report, WxCCC looks back on what was again a very successful year and considers that significant progress has been made in all of the Core Objectives, resulting in high levels of engagement with the local childcare sector, in addition to alignment with national and local government policy priorities.

Again, the strength of the plan lay in its broad range of actions and the fact that it was sufficiently flexible from the outset to respond to changing local needs. While at the same time managing to maintain a strong focus on national objectives and emerging policy developments.

Since its inception WxCCC's brief has expanded on an annual basis to involve an increasing number of broad inter-agency actions within the county. However, some of this work did not have a clear shared purpose, was difficult to measure and had no lasting impact. Although the current change in the work priorities laid down by the DCYA binds CCCs to a tighter brief, it is welcomed by WxCCC. Despite the fact that WxCCC has had to let go of some of its usual work (some of which it considered to be effective), it understands the need for a new approach as a solution to needs based service delivery in a time of shortages. This will lead to more tangible outcomes that will have a meaningful impact on childcare providers and children.

Further learning was acquired during the compilation of the short term results and the KPIs of this annual report. This exercise demonstrated that the impact of some of the short term results were hard to measure, prompting WxCCC to realise that when planning the annual LIP it should first consider if the action is realistic to measure in terms of impact before committing to implementing the action. This will in the future encourage WxCCC to devise realistic and tangible actions, leading to better planning and therefore better outcomes for the sector and fulfilment of government policy objectives.

The lack of response to both an advertising campaign and an information workshop on the three national programmes leads WxCCC to believe that parents are well informed on the three programmes. The most likely explanation for this is that childcare services and CCCs are already offering parents the support and information they need.

WxCCC has also learned that outsourcing consultancy/mentoring for one-to-one support and/or group support has not always provided the best solution in terms of value for money and that using the capacity, expertise and experience within its own team often proves to be more effective. This in conjunction with the ability to offer targeted professional business and HR mentoring where necessary, particularly in situations outside of WxCCC's expertise, means providers gain a holistic approach to their issue.

In the past WxCCC issued carte blanche invitations to all childcare providers to avail of Business/HR mentoring. However, an increase in the demand for mentoring caused WxCCC to review this action and the associated costs. As a result WxCCC decided that it would be more

cost effective to offer mentoring on a targeted basis only. This has proved to be very effective and ensures that those who really need mentoring receive it.

Providers willingness to engage with *Siolta: The National Quality Framework for Early Childhood Education* and *Aistear: the Early Childhood Curriculum Framework* continues to be a highlight for WxCCC.

Although WxCCC's work over the last year has been challenging in terms of workload and limited resources the mood is positive amongst staff. The last couple of years have proved rewarding in terms of acquiring new skills, greater levels of expertise and building many positive relationships with members of the sector. The added workload has also had positive outcomes on WxCCC's administrative staff who now have increased contact with providers, while supporting some of them with financial returns, devising spreadsheets etc. This level of commitment and flexibility amongst the staff team is one of WxCCC's greatest assets and is well recognised and acknowledged at Board level. However, this positive climate and mutual respect would not be possible without the commitment and leadership of the Board, clearly evidenced by the low turnover of Board members, consistent attendance at Board meetings and the strategic leadership provided by the Sub Committees.

WxCCC looks forward to applying the learning acquired during 2012 to its LIP 2013.

## Acronyms / Abbreviations

❑ ACP	Association of Childcare Professionals
❑ CCC	City/County Childcare Committee
❑ CCI	Childcare Committees Ireland
❑ CCS	Community Childcare Subvention Programme
❑ CDB	County Development Board
❑ CEB	County Enterprise Board
❑ CETS	Childcare Education and Training Support Programme
❑ CMAO	Childminding Advisory Officer
❑ CNLG	Childcare Network Loch Garman
❑ CTEC	Community Training and Education Centre
❑ DCYA	Department of Children and Youth Affairs
❑ ECCE	Early Childhood Care and Education Programme
❑ EYEPU	Early Years Education Policy Unit
❑ FETAC	Further Education and Training Awards Council
❑ HSE	Health Services Executive
❑ NCCA	National Council for Curriculum and Assessment
❑ NCIP	National Childcare Investment Programme

- ❑ NVCO National Voluntary Childcare Organisations
- ❑ PESC Project Evaluation Sub-Committee
- ❑ SIM Social Inclusion Measures Working Group
- ❑ TIG Traveller Interagency Group
- ❑ VEC Vocational Education Committee
- ❑ WLD Wexford Local Development
- ❑ WxCCC Wexford County Childcare Committee