



PHOENIX  
EDUCATION  
DAY  
NURSERY

## PROSPECTUS

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## Welcome



We offer full and part time day care for children aged 3 months to 5 years.

We are open Monday to Friday from 07:30 to 18:00 hrs, 51 weeks per year, closing only for the week between Christmas and New Year.

We are extremely proud of the quality of care we offer. Our nursery is light and spacious with a large outdoor play area which we use rain or shine. It is a welcoming environment for children where they can be relaxed, happy and safe.

As a parent, you can be assured that your child will enjoy a wide range of stimulating activities and learn the social skills that they need to progress into independent and confident individuals.



With us, children develop relationships with both carers and other children through play and learning. All children are allocated a 'key person' who not only provides the love and attention they need, but also continuity in the care they receive and constant monitoring of their development and progress.

Staff give individual attention and time to each child, they listen to them and treat them with equality, respect and compassion. We aim to make each child feel special.

We would love to show you around our nursery. We don't require that you make an appointment to come and visit us and meet our staff, please just turn up and see us as we are. We think you'll love our nursery and its open and welcoming atmosphere

### ***Caring for each child, sharing in their future***

*We, the staff of Phoenix Education Day Nursery, aim to provide, in partnership with parents, a safe and secure environment wherein the social, emotional, cognitive and physical needs of children will be met.*

*We strive to foster positive attitudes towards learning through engagement in creative play and opportunities designed to stimulate interest and imagination. By celebrating the individuality of every child and simultaneously recognising their differing needs, we intend to create a nurturing educational context within which all children may achieve their full potential.*

## Care Environment

### Puffling & Puffin Rooms 3 months to 2 yrs

Two bright rooms that are friendly and nurturing areas for your baby to explore. Toys and resources are accessible for children to self-select and we offer a variety of activities from baby gyms and walkers to messy craft, soft play, music, dance, story time and sensory fun. A cosy open plan sleep area ensures full supervision at all times.



There is a focus on encouraging communication & language and physical development as children start to find their feet and are able to explore and grow in confidence as they progress through these two rooms.

Regular access to our large garden is always exciting!

### Penguin Room 2 to 3 yrs

A creative environment enabling your child to explore and build on their independence. This room offers ever changing activities to stimulate and enhance their imagination and creativity.



During your child's time in this room they will become more independent and show increased confidence in themselves and start to form relationships. At this stage children will progress from nappies to toilet and we will work alongside you during this transition.



### Parrot Room 3 to 5 yrs

A large open plan exciting area with access to the nursery garden that is active and fulfilling for your pre-schooler. There is a wider focus on developing areas of learning such as maths, understanding of the world and expressive arts & design.



Activities keep your child busy with role play, construction, mark making and music & movement. Children are encouraged to be inquisitive and their relationships with friends will grow, enabling them to learn and develop the social skills needed for a smooth transition to primary school.

### Outdoor Areas



Our large gardens are accommodating for all age groups with both grass and Astroturf for outdoor play in all weather. We have a large outdoor mud kitchen, nature area, bikes and scooters, chalk boards, vegetable patch and plenty of space for free play. We also have an areas dedicated to the use of younger children.

## Staff

We pride ourselves on having a high quality team of dedicated staff, most of whom hold an NVQ Level 3 childcare qualification and are fully and continuously vetted as suitable to work with children. Many staff also hold food hygiene and paediatric first aid certificates. We have a low staff turnover which is important when children form close bonds with their key person. We have a good mix of young and mature staff who work together to create a happy atmosphere.



From left to right

### **Laura Hill – Nursery Manager**

*"I have worked here at Phoenix since it opened in 2005, giving me over 17 years' experience of working within a nursery. I have a BTEC National Certificate in Early Years and Advanced Level Apprenticeship in Management. Most importantly I have plenty of experience in looking after children, having 3 young boys of my own."*

### **Johanna Smith – Deputy Manager**

*"I also have over 17 years' experience of working within the childcare profession, having been a registered child minder for 8 years, then moving on to become Baby Room Leader and subsequently Deputy Manager here at Phoenix. I have a BA (Hons) in Early Childhood Education & Care. I also have 3 children of my own and 4 grandchildren."*

### **Maria Currey – Nursery Manager**

*"I have worked for Phoenix since 2001 and joined the nursery here at its current site in 2005 as the manager with Laura. I have a BTEC Diploma in Advanced Nursery Management and I am a qualified NVQ Assessor. Outside of nursery I have 2 young girls to keep me busy."*

## Learning



The Early Years Foundation Stage (EYFS) is how the Government and Early Years professionals describe the time in your child's life between birth and age 5. It is a framework setting the standards for learning, development and care for children during this period. During your child's time with us we will nurture and record your child's development and milestones using this framework.

We use 'ParentZone' an innovative smartphone app where you can log on or enable real time notifications to see what your child has been doing and see pictures and descriptions of their progress, You can even add your own comments and photos and communicate directly with your child's key worker. You will never miss a moment of your child's progress and you will be able to see what they enjoy doing most.



## Meals



Our experienced cook offers a healthy and well balanced award-winning menu, prepared daily from fresh produce. We do not add salt or sugar to our food and we can cater for most special dietary requirements including vegetarians and most allergies. Your child's full dietary requirements will be discussed during your settling in session, when we will discuss your child's needs fully and complete a thorough care plan.



We follow the Children's Food Trust 'Eat Better, Start Better' and First Steps Nutrition Trust guidelines, promoting health and wellbeing from weaning and beyond. We are extremely proud to have been awarded the Gold Healthy Early Years Award for our commitment to giving children the most enjoyable introduction to healthy, tooth-friendly food and for building lifelong good habits around food, physical activity and wellbeing.

We fully support you in the process of weaning your baby and they will have food from our menu pureed, or an alternative cooked separately if it is unsuitable.

We provide first stage infant formula milk for babies under 12 months. We do ask that you supply 'follow on' formula milk if you wish your child to have this.





**Eat better,  
start better**



## Phoenix Education Day Nursery Breakfast & Snack Menu



From an early age it is important to educate children and encourage healthy food choices. To support this successfully children need to be able to see a variety of foods and be encouraged to try new products via a positive sensory experience. Children are encouraged to choose their food and to try new items during their week by; seeing, touching, smelling and tasting (this begins with a touch on the lips).

Breakfast & snack times are an aided self serve system .

Daily options are selected to compliment the food groups offered in our main meals menu.

We follow portion guidance from the first steps nutrition trust.

### Breakfast Bar

#### Cereals (low salt & sugar):

- Porridge
- Wheat biscuits
- Malt wheats
- Rice crispies
- Corn flakes

#### Breads:

- Toast
- Fruit bread
- Crumpets
- Bagels

Fruit bowl on offer with a selection of fruit accompanied with a range of yogurts and dairy free alternatives.

Milk and water are always available.

### Snack Bar

#### Fruit and vegetables:

- Apples
- Bananas
- Pears
- Melon
- Kiwi
- Grapes
- Berries
- Oranges
- Satsumas
- Carrots
- Peas
- Sweetcorn
- Pepper
- Cucumber
- Tomatoes

Milk & water are always available.

#### Breads & crackers:

- Bread
- Pitta
- Breadsticks
- Rice cakes
- Water biscuits
- Wholemeal crackers
- Crackerbreads

#### Dairy & Dairy free alternatives:

- Cottage cheese
- Cheese selection

#### Meats & other protein:

- Chicken
- Ham
- Eggs

We offer whole milk to children under the age of two years old & semi-skimmed to those over two. We offer oat and soya milk as dairy free alternatives.

**Eat better,  
start better**



## Phoenix Education Day Nursery Menu Spring & Summer Menu



Week 1

Vegetable & lentil lasagne with carrot & cucumber side salad  
Fruit fingers with yogurt dip  
Bread selection  
Sliced ham

Chicken casserole with boiled potatoes and steamed broccoli florets  
Tropical fruit with Greek yogurt  
Tri-colour fusilli  
Salmon flakes

Vegetable pasta bake with fresh salad  
Sugar free jelly  
Fluffy jacket potatoes  
Grated cheddar cheese

Homemade fishcakes with brown rice & mixed vegetables  
Strawberries with fromage frais  
Lightly spiced couscous  
Chicken breast pieces

Pan-fried lambs' liver & bacon with creamy mash, green cabbage & gravy  
Banana with custard  
Pitta pockets  
Sliced boiled eggs

Week 2

Baked fish with a herb crust, seasoned potato wedges and garden peas  
Mixed berries with natural yogurt  
Tortilla wraps  
Sliced boiled eggs

Bacon & mushroom 50/50 wholemeal/white pasta with tomatoes  
Courgette cake  
Baby potatoes  
Chicken breast pieces

Mild vegetable and chickpea curry with courgettes & white rice  
Banana with Greek yogurt  
Soft bread rolls  
Sliced ham

Creamy kale & mixed mushroom tagliatelle  
Apple & rhubarb granola crumble  
Lightly spiced rice  
Salmon flakes

Minced beef cobbler with herb scones, mixed vegetables & gravy sauce  
Sugar free jelly  
Bagels  
Sliced cheese selection

Week 3

Cheesy pasta penne with salmon & dill  
Melon fingers with yogurt dip  
Wholewheat couscous  
Grated cheddar cheese

Vegetable & chicken fajitas with a spinach, tomato & mixed bean salad  
Fruit cocktail medley with custard  
Fluffy jacket potatoes  
Sliced ham

Spaghetti Bolognese with 50/50 wholemeal/white spaghetti  
Beetroot cake  
Tortilla wraps  
Sliced turkey

Coriander chicken with couscous & steamed broccoli florets  
Sugar free jelly & mandarins  
Bread selection  
Crunchy coleslaw

Potato, cheese & spinach bake with diced carrots and sweetcorn  
Rice pudding with blackberries  
Bean & rice salad  
Tuna fish

Week 4

Chicken, potato and vegetable bake  
Peaches with soya yogurt  
Pitta pockets  
Sliced beef

Pea & mint wholemeal spaghetti with side salad  
Sugar free jelly  
Bean & rice salad  
Sliced turkey

Chorizo & chicken paella with sugar snap peas  
Raspberries with Greek yogurt  
Bagels  
Cottage cheese

Macaroni cheese with garden peas and leeks  
Fruit kebabs  
Baby potatoes  
Sliced boiled eggs

Mackerel & tomato fishcakes with brown rice & green beans  
Raspberries & natural fromage frais  
Penne pasta  
Sliced ham

All our meals are homemade to make sure they are lower in salt & sugar but still as tasty as ever. We only use free range eggs.

### Freshly prepared lunch & dessert

Tea each day features an own choice salad & vegetable bar with added daily choices to boost a healthy range of carbohydrates (wholewheat & high fibre options), proteins and dairy (or dairy alternatives) in the daily diet. There is a range of fresh fruits and yogurts for the children to choose from to supplement their meal.

We make sure our breakfast, snack and main menus work in harmony to fulfil required nutritional needs throughout the day. They are also balanced across the week. We follow portion guidance from the first steps nutrition trust.



**Eat better,  
start better**



## Phoenix Education Day Nursery Autumn & Winter Menu



Week 1

Tuna and sweetcorn wholemeal pasta bake with salad  
Raspberries with natural yogurt  
Boiled potatoes  
Chicken breast pieces

Quorn & vegetable potato pie with steamed cabbage and gravy  
Banana slices with fromage frais  
Lightly spiced Cous Cous  
Sliced boiled eggs

Beef and vegetable casserole with couscous  
Sugar free jelly with mandarin segments  
Farfalle pasta  
Cottage cheese

Chicken supreme with vegetable rice  
Fruit kebabs  
Soft bread rolls  
Sliced ham

Vegetable & lentil lasagne with Side salad  
Melon with Greek yogurt  
Bean & rice salad  
Salmon flakes

Week 2

Spaghetti Bolognese with 50/50 wholemeal/white spaghetti 'hidden vegetable' sauce  
Tropical fruit with soya yogurt  
Bagels  
Tunafish

Home made fish pie with garden peas  
Fruit fingers with yogurt dip  
Pitta bread pockets  
Chicken breast pieces

Caribbean mango and coconut curry with rice  
Cherry berry oat crumble  
Jacket potatoes  
Sliced ham

Lamb cobbler and herb scones with carrots  
Sugar free jelly  
Mixed pepper cous cous  
Cheese selection

Tuna and butter bean pie with green beans  
Rice pudding with apricots  
Bread selection  
Beef slices

Week 3

Three bean chilli con carne with rice  
Strawberries and Greek yogurt  
Tri-colour fusilli  
Sliced ham

Chinese chicken with noodles  
Melon medley with soya yogurt  
Bread selection  
Salmon flakes

Butternut squash and macaroni cheese bake  
Peaches with fromage frais  
Tortilla wraps  
Chicken breast pieces

Gnocchi, spinach & mozzarella bake with carrot salad  
Courgette cake  
Baby potatoes  
Sliced turkey

Gammon, boiled potatoes and vegetables  
Sugar free jelly  
Wholewheat cous cous  
Scrambled eggs

Week 4

Cheese & potato pie, garden peas and carrots  
Banana with fromage frais  
Bread selection  
Salmon flakes

Lasagne with fresh salad  
Sugar free jelly  
Fluffy jacket potatoes  
Sliced ham

Sicilian squash and chickpea stew with wholemeal couscous  
Carrot and courgette muffin  
Sliced boiled eggs  
Grated cheddar cheese

Mackerel fishcakes and mixed vegetable rice  
Mixed berries with Greek yogurt  
Pitta bread pockets  
Chicken breast pieces

Turkey casserole with mashed potatoes & steamed cauliflower  
Apple and sultana granola crumble  
Penne pasta  
Sliced beef

All our meals are homemade to make sure they are lower in salt & sugar but still as tasty as ever.

Freshly prepared lunch & dessert  
Tea each day features an own choice salad & vegetable bar with added daily choices to boost a healthy range of carbohydrates (wholewheat & high fibre options), proteins and dairy (or dairy alternatives) in the daily diet. There is a range of fresh fruits and yogurts for the children to choose from to supplement their meal.

We make sure our breakfast, snack and main meals menu work in conjunction to fulfil the needed nutritional requirements throughout the day and are balanced across the week. We follow portion guidance from the first steps nutrition trust.

## Fees

We are open Monday to Friday 07:30 to 18:00hrs, 51 weeks per year, closing for the week between Christmas and New Year and all bank holidays.

We require a one-off registration fee of £75 to secure a place for your child. This fee secures a space for your child on your chosen start date, a full settling-in plan and registration onto our ParentZone software.

Our prices are fully inclusive of all meals and formula milk. We offer the following choice of sessions and require that you select a minimum of 10 hours per week (you can bring and collect your child any time during each session that you have booked). Fees are calculated as a monthly averaged figure over the year and can be calculated as follows:

$$\frac{\text{Weekly Fees} \times 51 \text{ (weeks we are open in the year)}}{12 \text{ (months)}}$$

Fees applicable from 01 September 2023 and next reviewed September 2024:

	Times	Duration	Daily Charge
<b>Full day</b>	07:30 to 18:00	10.5hrs	£65
<b>Morning session</b>	07:30 to 13:00	5.5hrs	£40
<b>Afternoon session</b>	13:00 to 18:00	5hrs	£40

Apply the following adjustments if applicable, in order:

- 15hrs or 30hrs of funded childcare
- 10% sibling discount to the eldest child if siblings attend
- 5% discount for full time placement

## Funding



Government funded childcare is available to eligible parents. This funding can be used to significantly help save money towards your sessions. Once you have checked your eligibility please get in touch and we will be able to give you a forecast of your reduced fees based on the sessions you require.

**Please visit [childcarechoices.gov.uk](http://childcarechoices.gov.uk) to check the options available to you to reduce your childcare costs. This includes your eligibility for 'Tax Free Childcare' and any funding entitlement.**

When claiming 15hrs or 30hrs of Government funding for 38 weeks, we 'stretch' your claim over 12 months of the year that we are open, this equates to 11hrs or 22hrs per week or 47.5hrs or 95hrs per month of funded care. The difference that you pay is comprised of care provided outside of the 38 weeks of term time at our private rate and incorporating additional charges. Please refer to our admissions policy and request a copy of our Funding Leaflet.

Please note: Refunds are not given for sickness or absence. We are closed on all Bank Holidays (normal charges still apply). Invoices are due for payment in advance by the 1<sup>st</sup> of each month

We accept all forms of childcare vouchers and tax free childcare payments as full or part payment of fees

## Registration Form

A non-refundable registration fee of £75.00 is required to secure your child's place and guarantee your start date. You will receive a Parent Information Pack telling you everything you need to know about bringing your child to nursery and be offered two 'settling in' sessions. You will also be introduced to your child's keyworker and registered onto our ParentZone software.

Child's name: \_\_\_\_\_

Date of birth: \_\_\_\_\_

Parent/Carer name(s): \_\_\_\_\_

Home address: \_\_\_\_\_

Post Code: \_\_\_\_\_

Telephone: \_\_\_\_\_

E-mail: \_\_\_\_\_

Invoices will be emailed to the above person unless otherwise stated here:

Bill Payer (name/address/email/telephone): \_\_\_\_\_

**Start date required:\*** \_\_\_\_\_

I/we wish to register my/our child for the following sessions (please tick as appropriate and ensure you select sessions amounting to a minimum of 10hrs per week or 11hrs if claiming funding):

	Monday	Tuesday	Wednesday	Thursday	Friday
<b>Full Day (10.5hrs)</b>					
<b>Morning Session (5.5hrs)</b>					
<b>Afternoon Session (5hrs)</b>					

I/we apply for a place at Phoenix Education Day Nursery.

I/we enclose a non-refundable registration fee of £75.00 to secure a place.

I/we have read, understand and accept the Terms and Conditions.

I/we understand that the setting will hold, process and may share personal data under GDPR with essential third parties such as the local authority, healthcare professionals and other educational providers.

Signature of Parent/Carer: \_\_\_\_\_

Date: \_\_\_\_\_

***\*I/we understand by signing that a place will be reserved and fees will become due from the start date given.***

***For office use only:***

- Registration fee*
- Welcome email*
- Connect registration*
- Birth certificate*
- Funding Code*
- Parent Info Pack*
- ParentZone invitation*



# Terms and Conditions

We ask that you sign to confirm your acceptance of the following Terms and Conditions. By signing, you also indicate acceptance of our policies. These are available to view in our reception area and are reviewed and updated regularly.

## 1. Arrivals and collection

- 1.1 You may arrive at any time during the session that you have paid for.
- 1.2 You must collect your child by the end of the session that you have paid for. Any parent arriving after the end of the session that they have paid for will be charged an initial fee of £25 for late collection up to and including the first 10 minutes, followed by £5 per five minutes or part thereof. This fee is payable to the member of staff on duty at the time.
- 1.3 If you wish a person other than a parent or main carer to collect your child you must provide prior written permission of this arrangement and a password, mutually agreed between the parents/carers and this must be used upon each collection. We may require proof of identity. If we are not reasonably satisfied that an individual is allowed to collect your child, we will not release the child into their care.

## 2. Absence and illness

- 2.1 You must inform the nursery if you do not intend to bring your child in for a session that you have paid for e.g. due to illness or holiday. You must inform us as far in advance as possible of any dates your child will not be attending.
- 2.2 If your child is ill you must not bring them into nursery. Following any of the following symptoms children must be kept at home for a minimum of 24 hrs before returning to nursery: sickness and/or diarrhoea, eye infections or elevated temperature.
- 2.3 In cases of Impetigo and chicken pox, we require that the infected area or blisters are dry before returning to nursery.
- 2.4 If you bring your child to the nursery and in the opinion of the manager, your child is not fit or is too unwell to remain at nursery, you will be asked to collect your child immediately. Whether your child can remain at nursery is entirely at the manager's discretion.
- 2.5 If your child becomes ill whilst in our care, we will endeavour to inform the parent/carers as soon as possible. With your permission, a trained member of staff may administer one dose of paracetamol suspension (Calpol). Should your child remain unwell and/or a high temperature persists, you will be required to collect your child.
- 2.6 Prescription medication will be administered at the discretion of the manager. Prescription medication must be clearly labelled with dosage instructions and the name of whom it has been prescribed for.
- 2.7 You must ensure that staff are informed of any medication you wish to be administered to your child. You must complete and update the necessary forms on a regular basis to give permission for this.
- 2.8 You must immediately inform us if your child contracts a contagious disease. You must not bring your child into nursery if they have contracted such a disease; this is for the benefit of other children within the nursery.
- 2.9 All accidents occurring at nursery will be reported on an accident form. You will be required to sign this form detailing the events upon collection of your child. Please refer to our accident policy for further information.

## 3. Confidentiality

- 3.1 We will take precautions to preserve the confidentiality of information relating to parents/carers and children. We do however have a legal obligation to report to the necessary authorities, any instances where we consider a child is at risk e.g. through neglect or abuse. We may report such information without your consent and without informing you.

## 4. Payment of fees

- 4.1 Your fees are payable monthly in advance to reach the nursery's account by the 1<sup>st</sup> of the month. You need to allow at least 3 working days from the money leaving your account to reach the nursery's account in time.
- 4.2 We calculate the amount payable by you each month as a monthly fee annualised over 51 weeks.
- 4.3 You are not charged for the period that the nursery is closed between Christmas and New Year.
- 4.4 No refund is given for times when your child does not attend the nursery for example due to holiday, isolation or illness.
- 4.5 The nursery is closed on all bank holidays and normal charges will apply for these days.
- 4.6 We may review our fees at any time and shall inform you of the revised amount at least one month in advance of them taking effect. If you do not wish to pay the revised fee you may end this agreement by providing one month's written notice.
- 4.7 Payment of fees is via cash, card payment or bank transfer. Cheques are not accepted.
- 4.8 You may pay all or part of your bill using childcare vouchers or tax free childcare. It is your responsibility to ensure that payment or part payment of your fees through this method reaches the nursery's account by the 1<sup>st</sup> of the month.
- 4.9 If you request extra sessions at short notice, the extra fee is payable immediately by cash or card payment to the manager.
- 4.10 If you fail to make payment in full by the due date we reserve the right to charge an interest rate of 2% above the base rate for every day that the invoice remains unpaid, along with an administration fee of £20.

- 4.11 We reserve the right to cancel any child's sessions without notice if fees are not paid in accordance with our terms and conditions.

## **5. Government Funded Childcare**

- 5.1 When claiming 15hr and 30hr government funding on your behalf, you understand that your funding claim for 38 weeks is being stretched over the 51 weeks of provision that we provide and that we do not offer term time only care.
- 5.2 You accept that you will be invoiced for sessions you select that incorporate any government funded care. Additional charges for sessions are to cover consumables and activities not provided for by the government funding. This will be your choice to accept such sessions and you agree that you are at liberty to select another childcare provider to claim your funded childcare who may offer term time only care or have more availability for funded only sessions with or without additional charges. We will be transparent about additional charges and by claiming our funding through us you are choosing to purchase this additional provision.
- 5.3 Where you are required to supply us with a code from the government to enable us to claim funding, it is your responsibility to ensure that this code remains valid at all times. Should it become invalid and in the event we are unable to claim funding for your child, you will be liable to pay the nursery fees for childcare you have taken or are booked to take at the full rate.

## **6. Liability and insurance**

- 6.1 We do not accept responsibility for accident, injury or loss of possessions whilst on our premises, unless this is caused through our negligence.
- 6.2 We maintain to keep insurance policies prescribed by law.

## **7. Termination or suspension**

- 7.1 You may end your agreement with us by providing at least one month's written notice.
- 7.2 We may end this agreement immediately if you fail to pay your fees or if you have breached any of the terms and conditions. We may also end the agreement immediately if you behave unacceptably towards our staff or if your child's behaviour is unacceptable and endangers the safety and wellbeing of our staff or any other children at the nursery.

## **8. Emergency closure**

- 8.1 If we take the decision to close due to events or circumstances that are outside our control (e.g. extremes of weather), we shall be under no obligation to provide alternative childcare facilities to you. If the closure exceeds 3 days in duration (excluding any days in which the nursery would ordinarily be closed) we will refund your fees for the number of days the nursery is closed in excess of 3 days.

## **9. Employment of Staff**

- 9.1 If, during this agreement and for a period of 6 months after the termination of this agreement you (directly or indirectly) employ or otherwise engage in childcare services of any member of our staff who has had contact with your child under these terms and conditions in the last 6 months, then you shall pay to us a figure representing 20% of the relevant member of staff's gross annual salary at the time they left our employment. This figure represents the costs to us of recruiting a suitable replacement member of staff.
- 9.2 We do not condone the employment of staff for childcare outside of the setting nor for babysitting services and request that you do not approach staff with such requests.

## **10. General**

- 10.1 It is your responsibility to inform the nursery manager of any known allergies or intolerances that your child may have.
- 10.2 You may change your child's attendance sessions, subject to availability, with written notice to the manager. This notice must be given one month in advance of when you wish the change to take effect. Your invoice for the following month will be adjusted accordingly.