Danderhall After School Club
Day Care of Children
Danderhall School
59 Edmonstone Road
Danderhall
Dalkeith
EH22 1QL

Inspected by: Karen Robertson
Type of inspection: Unannounced
Inspection completed on: 9 March 2012
Service provided by:
Danderhall After School Club

Service provider number:
SP2003003477

Care service number:
CS2003015237

Contact details for the inspector who inspected this service:
Karen Robertson
Telephone 0131 653 4100
Email enquiries@scswis.com
Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

We gave the service these grades

<table>
<thead>
<tr>
<th>Area</th>
<th>Grade</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quality of Care and Support</td>
<td>Adequate</td>
</tr>
<tr>
<td>Quality of Environment</td>
<td>N/A</td>
</tr>
<tr>
<td>Quality of Staffing</td>
<td>Unsatisfactory</td>
</tr>
<tr>
<td>Quality of Management and Leadership</td>
<td>Unsatisfactory</td>
</tr>
</tbody>
</table>

What the service does well

We found that staff were motivated to undertake training and with appropriate support provide a good quality service.

What the service could do better

We have identified several areas where the service must improve:

- Care plans needed to be developed for all children
- Recruitment processes needed to be improved and followed consistently
- Training for staff needed to be provided
- Notifications regarding changes to the service must be carried out in accordance with relevant legislation.

What the service has done since the last inspection

There had been no improvement to this service since the last inspection.

Conclusion

The findings of this report evidence an unsatisfactory service with regard to staffing and management and leadership. The Care Inspectorate are confident that the new manager of the club along with the staff group can make positive changes to this club.
This club will be closely monitored through the inspection process.

**Who did this inspection**

Karen Robertson  
**Lay assessor:** N/A
1 About the service we inspected

Social Care and Social Work Improvement Scotland (the Care Inspectorate) is the new regulatory body for care services in Scotland. It will award grades for services on the findings of inspections.

Before 01 April 2011 this service was registered with the Care Commission. On this date the new scrutiny body, the Care Inspectorate, took over the work of the Care Commission, including the registration of care services. This means that from 01 April 2011 this service continued it’s registration under the Care Inspectorate.

Danderhall After School Club, referred to as the club in this report, is provided by a parent committee. The current registration certificate states that the service operates a breakfast club during term time between the hours of 7.30am - 9am and after school care between 2.30pm - 5.45pm Monday to Thursday and 12.30pm - 5.45pm on Fridays. The service also operates during school holidays and in-service days between 7.30am - 5.45 pm Monday to Friday.

The club use a room within Danderhall Primary School in the small town of Danderhall, Midlothian. The club have almost exclusive use of the room which also provides a small kitchen area for making snacks. Children had access to a grassy area to the front of the service and the school gym hall.

The service had a leaflet that included a mission statement and aims and objectives. The leaflet stated:

“Danderhall After School Club provides a safe, caring and secure environment for all children who attend. Children aged between 4 to 16 years can be registered with the after school club. At the after school club we provide the following principles:

* Each child is respected and valued as an individual
* All play types are an important part in each child’s development
* Each child has the right to equal opportunities
* Every child has the right to play.”

Based on the findings of this inspection this service has been awarded the following grades:

Quality of Care and Support - Grade 3 - Adequate  
Quality of Environment - N/A  
Quality of Staffing - Grade 1 - Unsatisfactory  
Quality of Management and Leadership - Grade 1 - Unsatisfactory

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.
Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website www.scswis.com or by calling us on 0845 600 9527 or visiting one of our offices.
2 How we inspected this service

The level of inspection we carried out
In this service we carried out a high intensity inspection. We carry out these inspections where we have assessed the service may need a more intense inspection.

What we did during the inspection
We completed this report following an unannounced inspection. The inspection was carried out by the Care Inspectorate. Inspector Karen Robertson carried out the inspection on 09 March 2012 between the hours of 12:45pm and 3:00pm.

This was the second inspection of this service and focused on Quality Themes Three - Quality of Staffing and Quality Theme Four - Management and Leadership. We did this in order to address concerns raised at the last inspection and a complaint investigation undertaken in October 2011.

As requested by us the service sent us a completed annual return. The self-assessment form was not completed prior to the inspection we have made comment about this in Quality Theme 4 Statement 4.

We issued 15 Care Standard Questionnaires to families using the club. Two families using the service returned the questionnaire.

In this inspection we gathered evidence from various sources, including relevant policies, procedures, records and other documents including:
Discussion with the new manager of the service
Policies and procedures
Evidence of recruitment practices

Grading the service against quality themes and statements
We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection
**Inspection Focus Areas (IFAs)**

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

**Fire safety issues**

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services’ responsibilities for fire safety at [www.firelawscotland.org](http://www.firelawscotland.org)
What the service has done to meet any requirements we made at our last inspection

The requirement
It is a requirement that the service provider obtains two written references for applicants. One of these must be from the applicants previous employer. This is to comply with Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) regulation 9 (1) Fitness of employees - A provider shall not employ any person in the provision of a care service unless that person is fit to be so employed. Timescale: immediately.

What the service did to meet the requirement
We found that references had been taken for the new manager of the service.

The requirement is: Met

The requirement
It is a requirement that the service’s recruitment procedure includes a statement of declaration from the candidate to confirm that they are physically and mentally fit to do the job they are employed to do. This is to comply with Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) regulation 19 (2)(a) Fitness of employees - The following persons are unfit to be employed in the provision of the care service: (a) a person who is not physically and mentally fit for the purposes of the work for which the person is employed in the care service. Timescale: immediately.

What the service did to meet the requirement
A declaration of fitness was obtained prior to the new manager starting in the service.

The requirement is: Met

The requirement
It is a requirement that the provider of the service introduce a personal plan for each child who attends the service. This must include the how they will meet each child’s health, welfare and safety needs. Plans should be completed within 28 days of the date on which the child first received the service. They should be reviewed at least once in every six-month period or when there is a significant change in a child’s health, welfare or safety needs or when requested to do so by the child or any representative. This is to comply with the SSI 2011/210 Regulation 5 - Personal Plans.
Timescale: the provider should confirm in writing to SCSWIS by 31 August 2011, how and when they will introduce personal plans for children.

**What the service did to meet the requirement**
The manager of the service had begun to develop a new registration form for all children. This work had not been completed at the time of inspection therefore this requirement was not met.

**The requirement is:** Not Met

**The requirement**
It is a requirement that the service adhere to safe recruitment procedures when employing a new member of staff. This is to comply with Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) regulation 9, Fitness of employees. Timescale: confirmation within 2 weeks of this report that safe recruitment procedures will be followed.

**What the service did to meet the requirement**
This requirement was not met as the recruitment procedure had not been followed for the recruitment of the new manager.

**The requirement is:** Not Met
The requirement
The provider must not employ any person in the provision of the service unless that person is fit to be so employed.

In order to achieve this, the provider must ensure that all staff working in the care service has an appropriate Protection of Vulnerable Groups (PVG) Scheme Membership, which includes an Enhanced Disclosure Scotland check prior to them working with people who use the service.

This is in order to comply with Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) regulation 9 (1) The provider must not employ any person in the provision of a care service unless that person is fit to be so employed; and takes account of the National Care Standards in Early Education and childcare up to the age of 16, Standard 12 Confidence in staff.

Timescale: With immediate effect as discussed with the manager on the 14 October 2011

What the service did to meet the requirement
This requirement was made a result of a complaint made in October 2011. No PVG check had been completed for the new manager.

The requirement is: Not Met

The requirement
The provider must follow the service’s Volunteer Policy and obtain an Enhanced Disclosure check prior to parent volunteers covering for staff absences.

This is in order to comply with Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) regulation 9 (1) The provider must not employ any person in the provision of a care service unless that person is fit to be so employed; and takes account of the National Care Standards in Early Education and childcare up to the age of 16, Standard 12 Confidence in staff.

Timescale: With immediate effect as discussed with the manager on the 14 October 2011.

What the service did to meet the requirement
This requirement was made as a result of a complaint made in October 2011. No volunteers were used in the club at the time of our inspection therefore this requirement could not be assessed.

The requirement is: Not Met
The requirement
The fitness of the provider must be ascertained without further delay.

In order to achieve this, the nominated Committee must submit a Change of Chairperson Form to the Care Inspectorate without further delay.

This is in order to comply with Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) regulation 6 (1) A person must not provide a care service unless the person is fit to do so; and takes account of the National Care Standards in Early Education and childcare up to the age of 16, Standard 14 Well-managed service.

Timescale: With immediate effect as discussed with the manager on the 14 October 2011

What the service did to meet the requirement
This requirement was made a result of a complaint made in October 2011. On arrival at the service we found that the chairperson had stepped down. The form to check their fitness was only received by the Care Inspectorate on February 2012. Out with the timescale allocated. No information had been given to the Care Inspectorate regarding the new chairperson at the time of the inspection.

The requirement is: Not Met

What the service has done to meet any recommendations we made at our last inspection
Recommendation made at the previous inspection remained outstanding.

The annual return
Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

Annual Return Received: Yes - Electronic

Comments on Self Assessment
Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate. The Care Inspectorate did not receive a completed self assessment document from the service provider. The self assessment had not been completed since September
This was discussed with the new manager who will address this for the next inspection.

**Taking the views of people using the care service into account**
We spoke briefly to a couple of children as they were going out to use the local library and go to the park. Children were relaxed and happy in the club. We saw that they had good relationships with the staff present.

**Taking carers' views into account**
Two parents returned the Care Standards Questionnaire. One indicated that they agreed with the statement: 'Overall, I am happy with the quality of care my child receives in this service.' The other parent disagreed with the statement. One parent commented on the lack of support for the committee by the school and local authority, lack of resources and importance of keeping the club open for working families.
3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

Quality Theme 1: Quality of Care and Support
Grade awarded for this theme: 3 - Adequate

Statement 1
We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.

Service strengths
This section takes account of Quality Statements 1.1 and 1.2.

We did not fully inspect this Quality Statement as the focus of this inspection was to follow up on concerns raised about this service. Specifically to do with staff recruitment and leadership and management.

Areas for improvement
Both parents who responded to the Care Standards Questionnaire disagreed with the statement: 'The service has involved me in developing the service, for example asking for ideas and feedback.'

We have not made recommendations in this Quality Statement as it will be fully assessed during the next unannounced inspection of the club.

Grade awarded for this statement: 3 - Adequate
Number of requirements: 0
Number of recommendations: 0

Statement 2
We enable service users to make individual choices and ensure that every service user can be supported to achieve their potential.

Service strengths
We did not assess strengths of this Quality Statement as we focused on the club’s progress in meeting the requirement made at the last inspection.

Areas for improvement
We found that the manager had begun the process to review and change the registration forms. This was to enable a fuller range of information to be gathered.
and to ensure that individual care plans, where they existed, could be followed in the club. (See requirement 1.)

**Grade awarded for this statement:**  3 - Adequate

**Number of requirements:**  1

**Number of recommendations:**  0

**Requirements**

1. It is a requirement that the provider of the service introduce a personal plan for each child who attends the service. This must include the how they will meet each child’s health, welfare and safety needs. Plans should be completed within 28 days of the date on which the child first received the service. They should be reviewed at least once in every six-month period or when there is a significant change in a child’s health, welfare or safety needs or when requested to do so by the child or any representative.

This is to comply with Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) regulation 5 - Personal Plans.

**Timescale:** 01 May 2012.
Quality Theme 2: Quality of Environment - NOT ASSESSED
Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 1 - Unsatisfactory

Statement 1
We ensure that service users and carers participate in assessing and improving the quality of staffing in the service.

Service strengths
This section takes account of Quality Statements 3.1, 3.2 and 3.3.

We did not fully inspect this Quality Statement as the focus of this inspection was to follow up on concerns raised about this service. Specifically to do with staff recruitment and leadership and management.

We found that plans to form a new committee were well underway. Help had been sought from a development officer from the local authority.

Areas for improvement
Comments made in Quality Statement 1.1 apply to this Quality Statement also.

Grade awarded for this statement: 3 - Adequate

Number of recommendations: 0

Number of requirements: 0

Statement 2
We are confident that our staff have been recruited, and inducted, in a safe and robust manner to protect service users and staff.

Service strengths
At the last inspection of the service the newly developed staff recruitment policy was assessed as fit for the purpose.

Areas for improvement
The manager had recently been appointed to the post. She started the same week as our inspection of the service. We found that although she was a member of the Protection of Vulnerable Groups Scheme, which is used to check that people are suitable to enter that workforce, an update had not been received. (See requirement 1.)

The named Chairperson, who is involved in the recruitment of care staff had not submitted a change of Chairperson form (confirming ‘fitness’) to the Care Inspectorate, which includes obtaining an Enhanced Disclosure check as part of this
The current staff recruitment policy had not been followed by the provider when employing the new manager of the service. (See requirement 3.)

Appraisals for staff had not been carried out. This was in the process of being addressed by the manager of the service. (See recommendation 1.)

Some personnel files were incomplete or could not be found. (See recommendation 2.)

**Grade awarded for this statement:** 1 - Unsatisfactory

**Number of requirements:** 3

**Number of recommendations:** 2

### Requirements

1. **The provider must not employ any person in the provision of the service unless that person is fit to be so employed.**

   In order to achieve this, the provider must ensure that all staff working in the care service has an appropriate Protection of Vulnerable Groups (PVG) Scheme Membership.

   This is in order to comply with Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) regulation 9 (1) The provider must not employ any person in the provision of a care service unless that person is fit to be so employed; and takes account of the National Care Standards in Early Education and childcare up to the age of 16, Standard 12 Confidence in staff.

   **Timescale:** With immediate effect as discussed with the manager on the 09 March 2012.

2. **The fitness of the provider must be ascertained without further delay.**

   In order to achieve this, the nominated Committee must submit a Change of Chairperson Form to the Care Inspectorate without further delay.

   This is in order to comply with Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) regulation 6 (1) A person must not provide a care service unless the person is fit to do so; and takes account of the National Care Standards in Early Education and childcare up to the age of 16, Standard 14 Well-managed service.
3. It is a requirement that the service adhere to safe recruitment procedures when employing a new member of staff. In order to evidence that this requirement is met the service must develop a tracking system for recruitment checks.

This is to comply with Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) regulation 9, Fitness of employees.

Timescale: A copy of recruitment check list must be sent to the Care Inspectorate by 01 May 2012.

**Recommendations**

1. The manager of the service should carry out her plan to implement effective appraisals for staff to identify professional strengths and areas for development.

   National Care Standards for Early Education and Childcare up to the age of 16.

   Standard 12 - Confidence in staff and Standard 14 - Well-managed service.

2. The service should ensure that they improve the records kept in relation to recruitment and staff files. They should ensure that they evidence that they have followed safe recruitment procedures.

   National Care Standards for Early Education and Childcare up to the age of 16.

   Standard 12 - Confidence in staff and Standard 14 - Well-managed service.

**Statement 3**

We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice.

**Service strengths**

We found that although there had been a lack of professional support for staff they were motivated to provide a good quality service for children.

The new manager was suitably qualified to run the service. She had previous experience as a manager of a busy after school club and had begun the process of registering with the Scottish Social Services Council.

The manager had arranged dates with all staff so that they could have a one to one chat and share ideas and concerns.

**Areas for improvement**

There had been a lack of training offered to staff to ensure that they continued with their professional development. The manager had identified that most staff needed to do child protection training as soon as possible. There was no staff training plan in place to enable the manager to assess what skills and expertise were already held by staff and where the gaps in training were. (See requirement 1.)
We found that staff had not been involved in the development of the service. Policies and procedures had been reviewed however staff did not know this or where they were kept. The manager highlighted this as an example of the staff not being given responsibility to help them develop professionally. (See recommendation 1.)

The manager had not received appropriate induction for her new role. (See recommendation 2.)

**Grade awarded for this statement:** 3 - Adequate  
**Number of requirements:** 1  
**Number of recommendations:** 2

**Requirements**

1. The manager must develop a training plan for staff to ensure that they are suitably qualified and competent to work in the care service. This is in order to comply with Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) regulation 15. (a)(b).

   Timescale: A written training plan must be submitted to SCSWIS by 01 May 2012.

**Recommendations**

1. The manager should implement her plans to ensure that all staff are included in the development of the service. National Care Standards for Early Education and Childcare up to the age of 16. Standard 14 - Well managed service.

2. A comprehensive induction process should be developed for all staff positions. Induction of managers should be carried out by the provider of the service. National Care Standards for Early Education and Childcare up to the age of 16. Standard 12 - Confidence in staff.
Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 1 - Unsatisfactory

Statement 1
We ensure that service users and carers participate in assessing and improving the quality of the management and leadership of the service.

Service strengths
This section is based on Quality Statement 4.1 and 4.4.

We did not fully inspect this Quality Statement as the focus of this inspection was to follow up on concerns raised about this service. Specifically to do with staff recruitment and leadership and management.

Areas for improvement
Comments made in Quality Statement 1.1 apply to this Quality Statement also.

Grade awarded for this statement: 3 - Adequate
Number of requirements: 0
Number of recommendations: 0

Statement 4
We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide.

Service strengths
The new manager of the service had, in the one week that she had been in post, made a good start in assessing the considerable amount of work to be carried out in this service.

The new manager and chairperson had sought assistance from the local authority to support the committee in becoming familiar with their role.

Areas for improvement
We found that there had been a change of manager. The previous manager or chairperson of the service had not informed the Care Inspectorate of this change. The new manager had called the Care Inspectorate to ask for some advice and to inform the Care Inspectorate of the change. (See requirement 1.)

When we arrived at the service we found that there was a new chairperson. The Care Inspectorate had not been notified of this change by the outgoing chairperson. (See requirement 2.)
We found that the club had been providing care to a child out with their conditions of registration. This practice had now stopped. We also found that the previous manager had been informed a variation was needed to vary the times of operation. This had not been carried out by the previous manager. An application to vary the times of operation had been received from the manager therefore we have not made a requirement with regard to this.

We discussed with the manager that no self assessment for the Care Inspectorate had been completed for the club since September 2010. The manager said that she would give the assessment of the service overall some priority to enable her to identify areas that needed to improve.

**Grade awarded for this statement:** 1 - Unsatisfactory

**Number of requirements:** 2

**Number of recommendations:** 0

**Requirements**

1. The provider of the service must notify the Care Inspectorate of the change of manager.

   In order to achieve this the chairperson must submit a notification form and change of manager form.

   This is in order to comply with Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) regulation 17(2) Where a provider appoints a person to manage the care service, the provider must immediately give notice to SCSWIS of - (a) the name of the person so appointed; and (b) the date on which the appointment is to take effect.

   Timescale: With immediate effect.

2. The fitness of the provider must be ascertained without further delay.

   In order to achieve this, the nominated Committee must submit a Change of Chairperson Form to the Care Inspectorate without further delay.

   This is in order to comply with Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) regulation 6 (1) A person must not provide a care service unless the person is fit to do so; and takes account of the National Care Standards in Early Education and childcare up to the age of 16, Standard 14 Well-managed service.

   Timescale: With immediate effect.
4 Other information

Complaints
Information regarding upheld or partially upheld complaints can be found on the Care Inspectorate website at: careinspectorate.com.

Enforcements
We have taken no enforcement action against this care service since the last inspection.

Additional Information
At the last inspection of the club the manager indicated that the opening times were incorrect. They were advised to submit a variation form. This was not received by the Care Inspectorate. A variation form had been received from the new manager and the process was now underway to change the hours of operation.

Action Plan
Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in SCSWIS re-grading the Quality Statement within the Management and Leadership Theme as unsatisfactory (1). This will result in the Quality Theme for Management and Leadership being re-graded as Unsatisfactory (1).
## 5 Summary of grades

<table>
<thead>
<tr>
<th>Quality of Care and Support - 3 - Adequate</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statement 1</td>
</tr>
<tr>
<td>3 - Adequate</td>
</tr>
<tr>
<td>Statement 2</td>
</tr>
<tr>
<td>3 - Adequate</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quality of Environment - Not Assessed</th>
</tr>
</thead>
</table>

<table>
<thead>
<tr>
<th>Quality of Staffing - 1 - Unsatisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statement 1</td>
</tr>
<tr>
<td>3 - Adequate</td>
</tr>
<tr>
<td>Statement 2</td>
</tr>
<tr>
<td>1 - Unsatisfactory</td>
</tr>
<tr>
<td>Statement 3</td>
</tr>
<tr>
<td>3 - Adequate</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Quality of Management and Leadership - 1 - Unsatisfactory</th>
</tr>
</thead>
<tbody>
<tr>
<td>Statement 1</td>
</tr>
<tr>
<td>3 - Adequate</td>
</tr>
<tr>
<td>Statement 4</td>
</tr>
<tr>
<td>1 - Unsatisfactory</td>
</tr>
</tbody>
</table>

## 6 Inspection and grading history

<table>
<thead>
<tr>
<th>Date</th>
<th>Type</th>
<th>Gradings</th>
</tr>
</thead>
<tbody>
<tr>
<td>25 Nov 2011</td>
<td>Re-grade</td>
<td>Care and support</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Environment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Not Assessed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Staffing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 - Weak</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Management and Leadership</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 - Weak</td>
</tr>
<tr>
<td>24 May 2011</td>
<td>Unannounced</td>
<td>Care and support</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Environment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Not Assessed</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Staffing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 - Adequate</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Management and Leadership</td>
</tr>
<tr>
<td></td>
<td></td>
<td>3 - Adequate</td>
</tr>
<tr>
<td>29 Oct 2009</td>
<td>Unannounced</td>
<td>Care and support</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Environment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>5 - Very Good</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Staffing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>4 - Good</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Management and Leadership</td>
</tr>
<tr>
<td></td>
<td></td>
<td>2 - Weak</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Not Assessed</td>
</tr>
<tr>
<td>Date</td>
<td>Method</td>
<td>Category</td>
</tr>
<tr>
<td>------------</td>
<td>---------------</td>
<td>---------------------------</td>
</tr>
<tr>
<td>17 Jul 2008</td>
<td>Unannounced</td>
<td>Care and support</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Environment</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Staffing</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Management and Leadership</td>
</tr>
</tbody>
</table>

All inspections and grades before 1 April 2011 are those reported by the former regulator of care services, the Care Commission.
To find out more about our inspections and inspection reports
Read our leaflet 'How we inspect'. You can download it from our website or ask us to send you a copy by telephoning us on 0845 600 9527.

This inspection report is published by SCSWIS. You can get more copies of this report and others by downloading it from our website: www.scswis.com or by telephoning 0845 600 9527.

Translations and alternative formats
This inspection report is available in other languages and formats on request.

Telephone: 0845 600 9527
Email: enquiries@scswis.com
Web: www.scswis.com