Bonnyrigg After School Club Expansion
Day Care of Children
Poltonhall Community Centre
Hopefield Park
Bonnyrigg
EH19 2NE
Telephone: 0131 663 2464

Inspected by: Nancy Wyse
Type of inspection: Unannounced
Inspection completed on: 24 May 2012
Contents

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Service provided by:
Bonnyrigg After School Club

Service provider number:
SP2003002903

Care service number:
CS2003012000

Contact details for the inspector who inspected this service:
Nancy Wyse
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

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What the service does well

The After School Club provides a warm, welcoming and flexible service to families. The club has developed positive relationships with parents, carers and children. The management continues to review the service and operate to National Care Standards, legislation and best practice.

What the service could do better

The club should take action to meet the requirements and recommendations made at this inspection. The club should continue to develop their existing good practice.

What the service has done since the last inspection

The club has continued to update their policies and procedures. The club has followed the new legislation to include personal plans for each child and to review these on a six monthly basis. The club has informed parents and developed a specific form to record this information. The club has developed an allotment garden. This project involved parents, children and staff and they planted a tree in memory of a valued member of staff who had passed away suddenly in 2010. Staff have attended training relevant to their work in the service. The club has taken action to meet the 1 requirement and the 5 recommendations made at the previous inspection.
Conclusion
The After School Club provides a warm, welcoming and flexible service to families. The club has developed positive relationships with parents, carers and children. The management continues to review the service and operate to National Care Standards, legislation and best practice.

Who did this inspection
Nancy Wyse
1 About the service we inspected

Bonnyrigg After School is registered to care for a maximum of 30 children of primary school age to 15 years.
The club operate within Poltonhall Community Centre between the hours of 2.30pm and 5.30pm Monday to Thursday and Friday 12.30pm to 5.30pm.

The Aims and Objectives of the service included;
“Provide affordable, quality care for children whose parents wish to return to work or study.
Operate responsibly and safely and implement registration procedures
Offer a programme which is exciting, stimulating and responsive to children’s needs
Offer a provision for children to spend their time quietly, if they wish, in reading or doing homework
Offer a non-sexist and non-racist environment
Encourage healthy eating habits by providing healthy snacks etc.”

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 - Grade 3 - Adequate
- Quality of Staffing - Grade 4 - Good
- Quality of Management and Leadership - Grade 4 - Good

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 low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

What we did during the inspection
We wrote this report after an unannounced inspection that took place between the hours of 3.00pm and 6.00 pm on Wednesday 2 March and a second visit which took place between the hours of 3.00pm and 6.00 on Thursday 10 March 2012 by Social Care and Social Work Improvement Scotland, Inspector Nancy Wyse.

As requested by us, the service sent us an annual return. They also sent us their completed self assessment document.

We sent twelve care standard questionnaires to the service to give to parents who used the service. Two completed questionnaires were returned to us before the inspection took place.

In this inspection we gathered evidence from various sources, including the relevant sections of policies, procedures, children’s records and other documentation. These included:
* Certificate of Registration
* Certificate of Public Liability Insurance
* The club’s most recent annual return and self assessment
* Samples of activity planning
* Newsletters
* Minutes of meetings
* Relevant policies and procedures
* Staff files and training plans
* Observation of the after school club environment both indoors and outdoors
* Observation of resources and play experiences available.
* Observation of interaction between staff and the children
* Discussion with staff
* Conversation with some parents and carers
* Conversation with some children

This information was taken into account during the inspection process and reported on.
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
What the service has done to meet any requirements we made at our last inspection

The requirement
There was evidence that the service’s recruitment and vetting procedures did not contain information with regards to seeking two references for candidates one which is from the immediate previous employer. We looked at staff files and found evidence to show that not all files contained two references one of which was from the immediate previous employer. It is required that the management committee seek two references for each employee one of which is from a previous employer this is in order to comply with: SSI 2202/113 Regulation 13 SSI 2002/114 Regulation 9 (1) Fitness of employees

What the service did to meet the requirement
We found that the club’s recruitment and vetting procedures had been updated to include information with regards to seeking two references for candidates one which is from the immediate previous employer. We looked at staff files and found evidence to show that our sampled files did contain two references one of which was from the immediate previous employer.

The requirement is: Met

What the service has done to meet any recommendations we made at our last inspection
We found the service had met the five recommendations from the previous inspection.

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 received a completed self assessment document from the service provider.
Taking the views of people using the care service into account

During the inspection we found the children were happy to speak with us. Children’s comments included:

“I think the club is fun. I like to go outside we get to dig and play in the dens. We have planted flowers and vegetables and fruit. We planted potatoes, tomatoes, pumpkins, beetroot, carrots and pea pods. We will be able to use these for our snacks. We get to play in the garden and make dens. We get to play and don’t have to work like school. If you are bad then you take a seat and think about what you have done. We agree it is fair as we think about what we have done. The adult keep us safe we are not allowed in the kitchen. The adults are nice. The adults are ok, they look after me good and treat me good. The adults are good, they let us play and help us. They look after you if you are ill. I make dens, chat to my friends. I like the hamma beads, playing outside and the play station 2. I like to play pool, lego and the Wii. I am happy at the club and I feel safe. I like outside when the parachutes are up and I like planting vegetables. I like the road and the cars. I like the kitchen, I brought it into the club. It’s a good place, you can play with everything. I like playing with my friends. For snack we can choose, crisps or biscuits and fruit.”

We found that all the children were busy with their chosen activities. They appeared to be relaxed in the care of the staff.

Taking carers’ views into account

Before the inspection took place we sent out twelve care standards satisfaction questionnaires to the service to give to parents, carers, guardians, relatives, friends and advocates. Two questionnaires were returned to us. One parent agreed and one disagreed with the statement “Overall, I am happy with the quality of care my child receives in this service”.

One parent expressed concerns which we did address with the manager.

We also spoke with six parents during our visit. Parent’s comments included:

“It is a good service. If I did have any concerns then I would speak to staff but I am happy with the service. I was given an information pack when my child started using the service. My child settled well. I have been asked to complete accident forms when my child has minor accidents.”
It is a good service and the children are safe. They are well looked after by staff who are very approachable.
Everything at the club is fine. It is a flexible service. I am able to speak with Anne the manager. My child settled well and I have had no problems.
The staff are really friendly and tell me if there are any problems and all the things my child has been doing.
I am happy with the service. The staff are approachable and I can talk to the manager as well. I had information about the AGM and I receive newsletters.
The management do seek our opinions on developments of the service like the Waverly.
The management have an open door policy and any issues would be dealt with."
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**

The service provided good examples of how they met this Quality Statement.

The service had developed a number of ways of gaining the views of parents and children and keeping them informed they included the following:

- Newsletters
- Questionnaires
- Effective use of notice boards
- Informal meetings
- Consultation meetings
- Management committee meetings
- Fundraising events
- Daily observation and discussion with children

A Parental Involvement policy was in place to support partnership working.

We viewed samples of completed questionnaires which were used to gain feedback about the club these included children’s questionnaires.

The parents’ notice board gave relevant information with regards to the services Certificate of Registration, Aims and Objectives and Policies and Procedures. In addition, there was community information and events displayed.

The After School Club published regular informative newsletters these included information on upcoming events including fundraising, activities, and committee meetings. In addition, they were used to ask parents and carers to chat to their child about any ideas they had to improve the service.
On the day of the inspection we saw staff talking to parents informally and updating them on their child’s care. We could see the relationships with parents and carers were positive.

Parents confirmed an open door system was in place to allow them to discuss their child’s care needs and any issues or concerns they may have.

A child participation policy was in place. The policy stated that “Children should have a view on the programme of activities within their club.”

**Areas for improvement**
The service should continue to provide and explore other ways to allow parents and carers to participate in assessing and improving the quality of care and support, the quality of environment, quality of staffing and quality of management and leadership.

There was an ideas book in place however this only contained one comment from a child on 16 March 2012. We discussed ways in which this idea book could be developed and used to support participation.

We made a recommendation about this:
See recommendation 1

During the older children’s snack time all the children were asked by staff if they had any news they would like to share with the group. We observed how news time disturbed the rest of the group who were already involved in other activities for example drawing and hamma beads. Not many children took part in news time.

We made a recommendation about this
See recommendation 2

**Grade awarded for this statement:** 4 - Good

**Number of requirements:** 0

**Number of recommendations:** 2

**Recommendations**

1. It is recommended that the service should review the systems in place to gain children’s ideas, comments and views on assessing and improving the quality of care and support provided.
   National Care Standards early education and childcare up to the age of 16 Standard 4: Engaging with children

2. It is recommended that the staff should review children’s news time to allow all children the opportunity to take part and to value their contributions.
National Care Standards early education and childcare up to the age of 16
Standard 4: Engaging with children

Statement 3
We ensure that service user’s health and wellbeing needs are met.

Service strengths
The service had systems in place to ensure the health and wellbeing of the children attending.

Registration procedures were in place to support children and their families into the service. A registration booklet was given to parents and carers during the registration process. The booklet contained information with regards to the services Child Protection and Complaints procedures. Parents were asked to complete information with regards to their child’s medical information, GP, Allergies and dietary requirements before their child took up a place in the club.

Children’s personal plans had recently been developed and information on children’s care needs was being recorded. Each child had a file to gather relevant information with regards to each child’s personal care and support needs. We viewed a sample of children’s individual care plans.

The snack menu was displayed in the club. Children told us the club had participated in a health week and they had made healthy popcorn.

We found good hygiene practices were being carried out in relation to children’s hand washing before snack and after toileting.

Procedures were in place to administer medication to children. These included gaining permission from parents or carers. In addition, accidents and incidents procedures were in place.

We saw a range of policies were in place to support this quality statement. These included: Administration of Medication, Health and Safety, Infection Control, Food Hygiene, Risks Assessment, and Child Protection.

Children have regular access to the clubs outdoor allotment area which is adjacent to the hall.

Areas for improvement
We found on arrival that one staff member was left on their own in the club with three children. We saw the other staff member leave the club with two children to pick up another child from a local school.
We made a requirement about this
See requirement 1
There were no specific risk assessments used to check the outdoor area before children had access.
We made a recommendation about this
See recommendation 1

We observed children being offered crisps, biscuits and fruit for their early snack. The majority of children chose crisps and biscuits and the fruit was left.
We made a recommendation about this
See recommendation 2

We found there were no book or quiet areas available for the children.
We discussed this with the staff who told us the children had access to a book area on a Friday.
We made a recommendation about this
See recommendation 3

Grade awarded for this statement: 3 - Adequate

Number of requirements: 1
Number of recommendations: 3

Requirements
1. It is required that the provider ensures there are enough staff in the service at all times. This includes during the times when children are being picked up from school.
   This is in order to comply with The Social Care and Social Work Improvement Scotland (requirements for Care Services) Regulations 2011, SSI 2011/210, regulation 4(1) (a) - requiring proper provision for the health, welfare and safety of service users.
   This was required at the time of the inspection.

Recommendations
1. It is recommended that the provider ensures the outdoor area is risk assessed and detailed written records are kept.
   National Care Standards Early Education and Childcare up to the age of 16 Standard 3 Health and wellbeing

2. It is recommended that the provider reviews the snacks offered to the children to encourage healthy options.
   National Care Standards Early Education and Childcare up to the age of 16 Standard: 3 Health and wellbeing.

3. It is recommended that the provider ensures there is a book area and a quiet area available to allow children to access books and to rest.
Quality Theme 2: Quality of Environment

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 environment within the service.

Service strengths
The information contained in Quality Statement 1.1 applies to this Quality Statement.

The service provided adequate examples of how they met this Quality statement.

Before they decided to take up a place in the service families were able to view all areas of the building used by their children. There was an opportunity to express views on the environment through discussion, and committee meetings.

Ongoing fundraising events which involved parents, carers, children and staff were held to buy more resources for the club. Children told us they had been consulted on resources they would like. This included an iPad.

The services questionnaires provided parents and carers with the opportunity to make comment on the After School Club environment.

Areas for improvement
Through observation on our first visit we found there was a lack of play resources and equipment available to challenge the children. We discussed this with the play worker at the time of our visit.

During our inspection and our discussions with children they suggested that they would like more equipment for the club including construction and better footballs. This information was fed back to the staff and management.

We made a recommendation about this
See recommendation 1

We observed the staff introducing the new I pad to the children. The staff told children they would need to set rules with them before they used the I Pad. They staff also asked the children for their ideas of any games they would like made available for the I pad. Although children verbally gave ideas and raised their hands to take part in both these activities they were not followed through by the staff. We found this activity was not organised in a manner that supported, encouraged or valued the children’s contributions.

We made a recommendation about this
See recommendation 2
Grade awarded for this statement: 3 - Adequate

Number of requirements: 0

Number of recommendations: 2

Recommendations

1. It is recommended that the provider reviews the play equipment and resources available for the children at all times to ensure there is enough challenge for all the children.
   National Care Standards Early Education and Childcare up to the age of 16
   Standard 11 Access to resources

2. It is recommended that the staff should interact with the children in a way that builds their confidence, extends their learning and encourages and values their contributions.
   National Care Standards Early Education and Childcare up to the age of 16
   Standard 4 Engaging with children
   Standard 5 Quality of experience

Statement 2
We make sure that the environment is safe and service users are protected.

Service strengths
On the day of our visit we found the club’s buzzer entry system to be secure. Clear procedures were being followed by staff in signing children in and out of the club at the end of the session.

On the day of our visit we found the club to be clean and well maintained. This included children’s toilet facilities. Toilet checks were in place.

The club was bright, warm and had attractive displays of children’s art and theme work.

Daily safety checklists were in place and were being recorded. Staff confirmed they reported any maintenance issues to the caretaker and that he kept maintenance records.

Areas for improvement
During our visit we found the stage area was being accessed by the children. We found this area was not well organised and there were health and safety issues including loose cables, stacked furniture and equipment lying on the floor. We also found the doors of a store cupboard in the passage area leading to the stage would not close. This was a hazard to the children. We spoke with the play worker at the time to make them aware of our concerns. We requested the passage way and the stage areas were not used until these issues had been dealt with.
We made a requirement about this
See requirement 1

We found there were no cleaning records in place for the cleaning of toys and equipment.
We made a recommendation about this
See recommendation 1

Although staff were aware of the procedures to report any maintenance issues they did not keep any records of issues being passed to the caretaker.
We made a recommendation about this
See recommendation 2

Grade awarded for this statement: 3 - Adequate

Number of requirements: 1
Number of recommendations: 2

Requirements

1. It is required that the provider ensures the children do not have access to the passage way leading to the stage or the stage area until all identified health and safety issues are addressed.

   This is in order to comply with The Social Care and Social Work Improvement Scotland (requirements fro Care Services) Regulations 2011, SSI 2011/210, regulation 4(1) (a) - requiring proper provision for the health, welfare and safety of service users
   This was required at the time of the inspection.

Recommendations

1. It is recommended that the provider ensures written records are kept when toys and equipment are cleaned.
   National Care Standards Early Education and Childcare up to the age of 16 Standard: 2 A safe environment

2. It is recommended that the provider ensures written records of maintenance issues raised with the caretaker are kept to ensure they are appropriate and action is taken within a reasonable timescale.
   National Care Standards Early Education and Childcare up to the age of 16 Standard: 2 A safe environment
Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 4 - Good

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

**Service strengths**
The service provided good examples of how they met this Quality statement.

The information contained in Quality Statement 1.1 and 2.1 applies to this Quality Statement.

The management committee were involved in the interviewing panels during the recruitment of new staff. The clubs recruitment policies and procedures were easily accessible for all parents and carers to view.

Parents and carers were kept up to date with staff training through the clubs newsletters and the managers AGM report.

**Areas for improvement**
A complaints policy was in place and was contained within the services Registration pack. However this had not been updated to include Care Inspectorate details. We made a recommendation about this
See recommendation 1

**Grade awarded for this statement:** 4 - Good

**Number of recommendations:** 1

**Number of requirements:** 0

**Recommendations**
1. A complaints policy was in place and was contained within the services Registration pack. However this had not been updated to include Care Inspectorate details.
   We made a recommendation about this
   See recommendation 1

**Statement 3**
We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice.
Service strengths
The manager told us that the staff were kept informed about new legislation and best practice guidance through discussion and presentations during staff meetings.

We found most staff were qualified and the others were working towards gaining qualifications. The manager and the senior play worker were registered with the Scottish Social Services Council. The services Codes of Practice were displayed within the club for parents and staff to view.

Staff confirmed they had received First Aid, Child Protection and Infection Control/ Food Hygiene training. Staff told us that training opportunities in the club were good. We found recent in service training had included: Risk Assessment and Infection Control. A staff qualifications audit, learning and development policy and training programme were in place. We viewed some staff files and found their training records and personal development plans were contained within their file.

We saw samples of records which identified the calendar dates for in-service training and staff meetings. Staff told us they were responsible for knowing when the training they were involved in was taking place.

We found the following policies were in place to support this Quality Statement; Staff Recruitment and Vetting, Confidentiality, Whistle Blowing, Equal Opportunities and Child Protection. These were contained within the club’s policy and procedures booklet. We found the staff induction procedures had recently been reviewed.

A clear staff structure had recently been developed and staff were aware of their roles in the club. Staff confirmed that regular staff and senior staff meetings take place. Staff told us the management were approachable and that they felt supported and valued.

The manager confirmed the service had retained a few long serving staff which were based within the main club and two sister clubs. Staff were provided with the opportunity to complete an exit questionnaire when they left the club.

Areas for improvement
The club should continue to develop their current good practice.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

Statement 4
We ensure that everyone working in the service has an ethos of respect towards service users and each other.
Service strengths

We found the club was brightly displayed with posters and children’s art and craft work. These included themed work on; Children’s Rights, Children’s Charter, Bullying, Club Rules, Good Manners and a Worry Tree. The tree gave children the opportunity to display any worries or feelings they may have. Staff would follow these up in a positive manner by having individual and group discussion with the children.

The children told us that the adults encouraged children’s friendships by providing them with opportunities to work together in groups. They described making dens and staff encouraging them not to leave people out. They also said the adults encouraged them to chat together.

Equal Opportunities, Behaviour Management and Positive Behaviour polices were in place to support this Quality Statement. Children described how children were made to sit down if their behaviour is not acceptable. They told us they were seated for five minutes to think about their behaviour then they were encouraged to apologies and say sorry if appropriate.

Areas for improvement

The club should continue to develop their current good practice.

Grade awarded for this statement: 4 - Good
Number of requirements: 0
Number of recommendations: 0
Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 4 - Good

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
The service provided very good evidence of how they met this Quality statement.

The information contained in Quality Statement 1.1, 2.1 and 3.1 applies to this Quality Statement.

The parent involvement policy outlined the need for parents to be informed of the clubs Management Committee and how they should be given the opportunity to join. It also outlined the need for parents to understand the importance of their input to ensure a better service. We found newsletters were informing parents and carers of the dates committee meetings were to be held.

Parents and carers were actively involved in the management committee. Regular meetings were held to discuss the direction of the service. The manager confirmed she and her senior worker attended these meetings to give updates on the service and that they received continued support from the Committee.

The manager allocated time weekly for consultation on a Tuesday evening. These consultation evenings were held at the main club in the community wing of Bonnyrigg Primary School. These sessions allowed parents to drop into the club to discuss any issues or improvements that they wished the manager to take to future committee meetings.

The staff confirmed that they felt supported and valued by the senior play leader and Manager. The told us the manager promotes an ‘open door’ and is very approachable.

Senior staff meetings were held to support the overall management of the service.

The services questionnaires gave parents and carers the opportunity to make comment on the management and leadership of the club.

The manager confirmed one of the long term committee members had been involved in the completion of the clubs self assessment document.
Areas for improvement

The club should continue to develop their current good practice.

Grade awarded for this statement: 5 - Very Good

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 service had clear Aims and Objectives and these were displayed on the parents’ information board and contained within the services Registration Pack and Staff Handbook.

The staff had been involved in developing the services ‘Vision Statement’ and ‘Operational Framework’.

Operational and Business plans were in place to support the future delivery and improvement of the service. In addition, a Quality Assurance audit had been developed and contained information with regards to how the management committee, management, staffing and children had been involved in the consultation and evaluation process for the service. Staff appraisals formed part of the services quality assurance.

An annual AGM and regular committee meetings took place and minutes were recorded.

Through observation and discussion with staff and children it was evident that their views were valued and formed part of the evaluation process. For example in January 2012 the children had written and presented the management committee with a report for the Annual General Meeting. The report included the activities and toys the children enjoyed. It also contained information on the activities, toys and trips they would like more of.

The club were affiliated to Youth Scotland.

Areas for improvement

The club had added some additional policies to their policy booklet these included: an Internet Safety policy. However we found that many of the clubs policies had not been updates since 2006. We made a recommendation about this. See recommendation 1.
There was no evidence to show how playroom or staff practice within the club was being audited. We made a recommendation about this. See recommendation 2

**Grade awarded for this statement:** 4 - Good

**Number of requirements:** 0

**Number of recommendations:** 2

**Recommendations**

1. It is recommended that the club’s policies and procedures should be reviewed. National Care Standards early education and childcare up to the age of 16 Standard 14 Well-managed service.

2. It is recommended that the provider should keep evidence to show how staff practice in the playrooms is being audited and written records should be kept. National Care Standards early education and childcare up to the age of 16 Standard 14 Well-managed service.
4 Other information

Complaints
No complaints have been upheld, or partially upheld, since the last inspection.

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

Additional Information

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

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6 Inspection and grading history

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<td></td>
<td>Environment 5 - Very Good</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Staffing 4 - Good</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Management and Leadership 5 - Very Good</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.
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Telephone: 0845 600 9527
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