

# Care service inspection report

Full inspection

## Great Western OOSC @Holburn West Day Care of Children

Holburn West Church  
9 Ashley Park Drive  
Aberdeen



HAPPY TO TRANSLATE

Service provided by: Lorndale Aberdeen Limited

Service provider number: SP2013012192

Care service number: CS2013321313

Inspection Visit Type: Unannounced

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and set out improvements that must be made. We also investigate complaints about care services and take action when things aren't good enough.

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## 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

Quality of care and support	4	Good
Quality of environment	5	Very Good
Quality of staffing	5	Very Good
Quality of management and leadership	4	Good

### What the service does well

Children were happy and settled with the staff and enjoyed a variety of fun experiences. Staff were friendly and welcoming and interacted well with the children and their parents. Some children enjoyed time in the hall, running around and playing ball games with their friends, while others were busy with table games and other activities in the main playroom.

Parents and children were kept well informed with what happened within the service through the many display boards, and within their own private web page.

### What the service could do better

To contribute to children's safety and health, and to ensure appropriate action can be taken in an emergency, medication procedures should be reviewed and staff should ensure that any medication stored is within date and suitable for use.

To provide relevant and suitable information for staff, children's information

forms should be reviewed and amended to ensure that they direct staff and parents to provide information relevant to the children's ages and stages.

The service should consider how they can keep all parents and children up to date with staff changes and who is working with them.

### **What the service has done since the last inspection**

This was the first inspection for this service under their new registration. The service had been provided previously under a different legal entity, however the providers, management and some staff were the same. Most of the recommendations made in the report following the inspection of the service in 2012 had been addressed.

### **Conclusion**

Great Western Out of School Club @ Holburn West had a management and staff team committed to meeting the needs of the children, and in creating a welcoming and inclusive environment for all. Children attending had a lot of fun at the club and parents were generally pleased with the service provided.

# 1 About the service we inspected

Great Western OOSC @ Holburn West is provided by Lorndale Aberdeen Limited and is registered to provide a daycare service for a maximum of 33 children of primary school age. The out of school care service operates from 07:30 - 09:00 and 14:30 - 18:00 Monday to Friday during term time.

## Recommendations

A recommendation is a statement that sets out actions that a care service provider should take to improve or develop the quality of the service, but where failure to do so would not directly result in enforcement.

Recommendations are based on the National Care Standards, SSSC codes of practice and recognised good practice. These must also be outcomes-based and if the provider meets the recommendation this would improve outcomes for people receiving the service.

## Requirements

A requirement is a statement which sets out what a care service must do to improve outcomes for people who use services and must be linked to a breach in the Public Services Reform (Scotland) Act 2010 (the "Act"), its regulations, or orders made under the Act, or a condition of registration. Requirements are enforceable in law.

We make requirements where (a) there is evidence of poor outcomes for people using the service or (b) there is the potential for poor outcomes which would affect people's health, safety or welfare.

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

**Quality of care and support - Grade 4 - Good**

**Quality of environment - Grade 5 - Very Good**

**Quality of staffing - Grade 5 - Very 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.careinspectorate.com](http://www.careinspectorate.com) or by calling us on 0345 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

The Care Inspectorate is committed to improving the health and wellbeing of all children receiving a care service. We want to ensure they have the best start in life, are ready to succeed and live longer, healthier lives.

We check services are meeting the principles of Getting it right for every child (also known as GIRFEC). Set up by Scottish Government, GIRFEC is a national approach to working in a consistent way with all children and young people. It is underpinned by the principles of prevention and early intervention. The approach helps services focus on what makes a positive difference for children and young people - and what they can do to improve. Getting it right for every child is being woven into all policy, practice, strategy and legislation that affect children, young people and their families.

There are eight wellbeing indicators at the heart of Getting it right for every child. They are: safe; healthy; achieving; nurtured; active; respected; responsible; and included. They are often referred to as the SHANARRI indicators. We use these indicators at inspection, to assess how services are making a positive difference for children.

This report was written following unannounced inspection visits on 25 August 2015 and an announced visit on 26 August 2015.

During this inspection, evidence was gathered from a number of sources including:

- an annual return completed as requested by the Care Inspectorate
- a self evaluation document completed as requested by the Care Inspectorate
- discussion with staff members

- observation of practice
- observation of the environment and equipment
- discussion with children.

Examination of policies, procedures, records and other documentation, including the following:

- the self assessment form
- supporting evidence sampled relating to the quality statements inspected
- staff files
- records of staff training and the training programme
- records of staff appraisal
- records of staff meetings
- services questionnaires
- photographs
- notice boards
- parents' / carers information booklet
- newsletters
- information and other items on display.

### **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.firescotland.gov.uk](http://www.firescotland.gov.uk)

## 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.

We received a completed Care Inspectorate self assessment document from the service provider.

We noted that the Care Inspectorate self assessment document had a lot of information about the inputs (such as policies and procedures). We discussed this with management and were informed that this was submitted in this manner following earlier discussions with the Care Commission. We saw sight of previous self assessments which included more detail of what was provided and the outcomes for the children. We asked the service to consider including the additional information within any future Care Inspectorate self assessment documents. We acknowledge that this may be information which is contrary to previous guidance given. If this document is used to consider outcomes, this will help us to identify what the service is doing well and changes being made.

## Taking the views of people using the care service into account

Good interaction was observed between the staff and children, who appeared to be settled and content in the service.

We had the opportunity to speak to some of the children during our visit to the club. They told us that they had fun at the out of school club. They said they liked to go on the play station, and enjoyed their time in the hall or when they went to the playground of a neighbouring school.

Children told us the staff considered their ideas for games and activities, and they were usually able to do what they wished.

When asked what they thought of the club children told us:

- "I have fun".
- "It's good playing with friends and going to the big hall".
- "I like playing dodge ball".
- "I like to make cake, we do that sometimes".

One child suggested they would like more time on the computer, feeling the time restraint set was limiting to the enjoyment of the activity.

### **Taking carers' views into account**

Parent/carer Care Standards Questionnaires (CSQs) were sent to the service for distribution prior to this inspection. Eight were returned by parents to the Care Inspectorate for inclusion in this report. We also had the opportunity to speak with some parents as they collected and dropped off their children. Throughout the questionnaires and in discussion, responses from the parents/carers were generally positive. All parents indicated within the questionnaires that they 'agreed' with the statement "Overall, I am happy with the quality of care my child received in this service".

Comments included:

- "Generally very helpful. Happy staff and environment for the kids. No issues with the service. Shared facilities can sometimes restrict hall usage".
- "(My child) is happy , they are safe".
- "My child loves spending time with others from the school".
- "The service is great. The (staff) are approachable, and always fill me in with how (my children) have been that day. Staff are nice and children are happy to come".

Parents also told us Lynsey (manager) was helpful and they appreciated the work that she put in to ensure there was adequate childcare within the area. They told us children had opportunities for outdoor activities and enjoyed their time there.

We were also told that sometimes parents and children did not always know about staff changes. One parent was concerned that behaviour may not be managed well on route from school to club and they felt staff could be more interactive with the children. We did not see these concerns during our time with the club, but we did pass these comments on to management. They showed a commitment to look into these issues and make any changes necessary.

## 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: 4 - Good

#### 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 statement was examined as the participation of children and young people in their care and support is very important to achieving good outcomes for them. In 2015-16, all services are being inspected against this statement.

The staff continued to maintain the good participation strategy that they had shown during previous inspections carried out for the service.

Children and parents were provided with many opportunities to contribute to the assessment and improvement of the service. The management and staff used a variety of methods to ensure that parents and children could contribute to the development of the service. These included:

- parent's CSQs
- discussion with children
- observation of children
- suggestion box
- informal contact with parents
- compliment, comments and complaints box
- service's website, Puddlestomp.

We looked at some of these methods to see how this helped the providers, manager and staff, assess and improve the service. Children were included because staff were good at including children and using their observations of them to assess, evaluate and improve the service they provided. Inclusion of children and discussion with them were used to inform the staff of future developments required. For example, a recent project of 'Charlie and the chocolate factory' had come about following a conversation where a child wanted to build a factory. The staff worked with the children to create a floor book of ideas and suggestions of what they would like. This resulted in the creation of chocolate factory within the service. A noticeboard in the playroom shared the development of the project with other children and parents, and showed how the staff's observation had helped to provide a fun, learning and creative activity for the children.

Parents told us their views were regularly sought and ideas taken account of. We could see they responded to comments through the 'You said, We did' notice board. Comments made by parents, and children were addressed and information shared through this board. For example, menus had been developed for breakfast following good practice guidance when a parent had asked for healthier choices. We also saw that the service had addressed a request for new toys and more for older children with a good selection of new equipment including games appropriate for the older children. The service continually sought ideas and suggestions from resources such as their secure website, Puddlestop and the suggestion box situated in the main playroom. All of this contributed to parents and children being valued and listened too and helped the service to develop to meet the each of their needs.

Good information was on display within the service for parents and children to examine, making them aware of some procedures and information about the service. Most parents/carers indicated that they were kept informed about what was happening in the service.

Based on the findings of this inspection the service has been awarded a grade of Very Good under Quality Theme 1 - Statement 1.

## Areas for improvement

Some of the parents were concerned about the amount of staff changes. They said they would like to be kept more informed when staff left or started working in the club. During feedback, we spoke to the manager about the importance of keeping parents informed of staff changes as this will support parents to establish rapport with the staff and reassure them of who is caring for their children.

## Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## Statement 3

"We ensure that service users' health and wellbeing needs are met."

## Service Strengths

We looked at this statement as it was important to identify how the children's needs were met in the setting. The staff demonstrated that they were aware of, and met the children's needs and they shared information with parents through daily discussion and six monthly reviews. We checked to see how children's health and wellbeing was being supported, which included considering food provision, and the storage and administration of medication where required. We observed how the staff cared for the children; we also reviewed written documents and considered outcomes for children.

Children were cared for by staff who were nurturing and responded to them in a warm, comforting and sensitive manner. Staff chatted with the children, joined in their play, ran around, laughed and had fun with them. They praised positive behaviour, dealing gently with children throughout the sessions. They encouraged the children to make good relationships, be kind and help one another. They provided good role models for the children and in turn children were respectful and behaved in a responsible manner to each other and their environment.

Children's care needs were known to the staff because registration forms with relevant care information were completed prior to children starting with the service. All about me forms were completed by or for children. Information was checked regularly and chronologies completed providing an update on how the child was within the service. This ensured that staff had access to up to date information for all children.

Children were kept safe from access to inappropriate food choices as the service had clear display notices within the kitchen area which reminded staff of any allergies and food choices. The manager was in the process of updating these with a method which makes it easier for staff to differentiate between food allergies and food preferences by introducing a colour coded notice, which will include photos of the children involved. This will further assist all staff, including new staff to have clear information to be able to provide well for them.

Children were provided with opportunities for physical play as they accessed the large hall within the service to play physical and energetic games. Whilst children had opportunities to run about and play, staff remained vigilant overseeing their safety through supervision and joining in, playing along with them. Children had been made aware of any rules and expectations prior to using the service. This contributed to the children being well informed and clear about expectations on behaviour and respecting each other and the environment. Children also benefitted from accessing the playground to a local primary school giving them opportunities to run around in the fresh air.

Children's health and independence was promoted during the afternoon sessions as children became familiar with hand-washing routines. Children washed their hands before sitting down to snack. This was not consistent within the morning session, see areas for improvement.

Food was provided by the service. Four week snack menus were in place, and showed that they had considered guidance such as setting the table. In general menus are followed, however, during the morning other food was provided to give more choice. (See area for improvement). Children enjoyed a range of snacks, which included fruit regularly. Account was taken of children's dietary needs so that food provided met with their own requirements. Children had access to drinks (water or fruit juice) throughout the session. This meant

children could remain hydrated throughout their time in the service.

The staff administered medication to children when required. The medication policy and recording templates supported good practice, that said, the staff should ensure that medication stored on behalf of children is in date and protocols are kept along with medication for ease of reference in an emergency (See areas for improvement).

Based on the findings of this inspection the service has been awarded a grade of Good under Quality Theme 1 - Statement 3.

### Areas for improvement

Children's health and wellbeing could be better supported. We found that medication procedures did not support safe practices. We found a medication was out of date, which was in place for a child who may have require emergency administration of medication. We advised the manager to address this as a matter of priority and can confirm that this was sorted immediately by the staff ensuring there was suitable medication in place the next time the child attended. We also found that although the service had a protocol for administering the medication this document was stored in the child's file not alongside the medication, meaning in an emergency staff would need to access information from different areas. To ensure staff can deal with this quickly copies of protocols could be kept alongside the medication. We asked the manager to consult document 'Management of medication in daycare of children and childminding services' and to ensure that all good practice procedures are followed, and regular monitoring of any medication is carried out to prevent this happening again **(please see Requirement 1)**.

Children's information folders had a number of documents for parents/staff to complete to support the children's health and wellbeing. We found one of these forms was not suitable for the age and stage of children as it was originally written to support pre school children. We also found some of the information about the children for example, 'all about me' forms were kept in a separate folder, meaning staff would need to access many different areas to gather all information about a child. We suggested the service consider how they could improve on this and make all information more easily accessible and meaningful.

The service had produced menus for snacks and breakfasts which were shared with parents. These had been developed following comments from parents that they would like to see more healthier breakfasts, and were developed taking account of guidance in good practice document, 'Setting the table'. However, food provided did not always match what was stated. For example, breakfast time on the day of visit was to be yogurt and fresh fruit. On that morning children were provided with a wide choice including, cereal, toast, breakfast bars, and yogurt. There was no fruit offered. Although most of the food provided would contribute to a healthy diet, and the staff told us cereal was a favourite and always asked for by the children, this was not as parents had been advised. We asked the manager to consider how they could ensure that parents were clear as to the food provided, whilst ensuring healthy choices were available.

Hand hygiene was not consistently reinforced throughout the service. Children attending the breakfast club were not encouraged or reminded to wash hands prior to eating. The service should ensure that there is a consistent approach to hand hygiene in order to ensure the health and wellbeing of all attending **(please see Requirement 2)**.

### Grade

4 - Good

### Requirements

#### Number of requirements - 2

1. To ensure children's safety whilst attending the club, medication policy and procedures should be reviewed in line with best practice as detailed in the Care Inspectorate guidance documents 'The Management of Medication in Daycare and Childminding Services'. This should include the recording of medication received, regularly reviewing protocols and information regarding long term medication stored in the service.

National Care Standards early education and childcare up to the age of 16. Standard 3: health and wellbeing.

The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 SSI 2011/210 Regulation 4(1)(a) Welfare of users.

**Timescale: by 30 October 2015.**

2. To contribute to the health and wellbeing of all children attending, the service should ensure there is a consistent approach to hand hygiene before eating. This should include children being encouraged and supervised to wash hands thoroughly before sitting down to snack or breakfast.

The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 SSI 2011/210 Regulation 4(1)(a) Welfare of users.

**Timescale: by 15 September 2015.**

**Number of recommendations - 0**

## Quality Theme 2: Quality of Environment

Grade awarded for this theme: 5 - Very Good

### Statement 2

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

#### Service Strengths

We inspected the service against this statement, as it is essential all children are cared for in a safe environment where they are welcomed and protected by the staff who care for them. The staff provided good evidence to support this statement. The environment was safe and the staff adhered to current legislation and best practice to ensure risks for children were minimised.

Children were cared for within the Holburn West church hall, which had two rooms, and a kitchen. One was a large hall which had space to run around and play more energetic games. This was used when available. The other was a smaller room which the club had access to during all opening times. Rooms were laid out in a manner which provided the children with space. Staff ensured children's safety by keeping each area free of hazards and encouraging children to do the same and by monitoring adults who entered the premises.

Children were respected as they were cared for in accommodation which was safe, bright, and pleasant with suitable lighting, heating and ventilation. The premises were well laid out and equipment was clean and well maintained ensuring it was suitable for children's use. Staff also complete risk assessments each day to ensure the environment remained suitable and safe, and areas for repair were identified quickly.

Accidents and incidents were recorded using an appropriate system. The staff took appropriate action to care for children who were hurt or upset. Parents were advised of how staff supported their child and any actions arising from accidents or incidents.

All parents/carers responding through the CSQs indicated that they 'agreed' with the statements that the service is a safe, secure, hygienic, smoke free, pleasant and stimulating environment.

Based on the findings of this inspection the service has been awarded a grade of Very Good under Quality Theme 2 - Statement 2.

## Areas for improvement

To support children's health, wellbeing and safety, toilet brushes stored within the toilet cubicles should be removed during the operation of the club. We also found that the hand towel dispensers were situated high up, and although staff had provided a small step, smaller children would not have been able to access these.

## Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## Statement 5

"The accommodation and resources are suitable for the needs of the service users. "

## Service Strengths

We selected this statement, as we wanted to determine what action the staff and providers took to provide suitable resources in the setting. We also considered the play accommodation and how the environment supported children's needs.

Children were provided with a good selection of activities and resources which allowed them to be active throughout their time at the service. They had access to areas of the church hall which allowed for quiet games and areas where they could run around and be more active.

The service was set up with a range of activities for children arriving, as well as that children could request to get further toys, games and activities out, which

meant they were included in providing for their day. They were aware of the activities available and told us that staff were always happy to help them find what they were looking for, and would change any activity to one they preferred.

In the afternoon some children were having fun with home-made dough and others were playing well with dolls houses and twister. A few of the girls were at the craft table and staff had ensured that they had a good supply of materials which supported them being busy there. Morning children were also well supported provided with a good variety of activities to choose from.

Children also made good use of the hall for physical activities. Staff were eager to ensure that all children had good access to active play, recognising that children needed time to run around and release some energy before and after school.

Based on the findings of this inspection the service has been awarded a grade of Very Good under Quality Theme 2 - Statement 5.

### Areas for improvement

The service's development plan showed a commitment to reviewing outdoor play opportunities, recognising that exercise within the fresh air was a great benefit to children. We support this development and would like to see outdoor activities embedded within the regular programme for the children.

### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 5 - Very Good

### 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

We examine this statement as there was significant numbers of staff employed in the service. We explored staff recruitment processes and asked newer staff about their induction process. The information was analysed so that we could ascertain if the staff had been recruited safely. We found that the service was working to a very good standard in the areas covered by this statement.

Children were cared for by staff who had undertaken a thorough recruitment process. Staff were not recruited into the service until appropriate references and a satisfactory PVG (protecting vulnerable groups) check was received. Where references had lacked information the service had sought further references from other sources to reassure them they were suitable for the position.

The providers further support their recruitment process by undertaking medical references for potential staff to ensure that they are fit to provide care to children before taking up a position in the company.

Most staff were also registered with the Scottish Social Services Council (SSSC). This confirms that the applicant has been found fit to work in social services, and has met or is committed to meeting the necessary qualifications determined for the role they undertake. This further protects children and contributes to children being cared for by people who have the necessary skills. Management confirmed it oversees and supports staff with SSSC applications to ensure they are registered within the required timescales.

Staff were given access to the service's secure website, Puddlestop which provided them with access to information about the club and policies and procedures, which supported the service. There was also a checklist, which staff needed to complete during their induction period. This was completed with the support of a club supervisor.

Based on the findings of this inspection the service has been awarded a grade of Very Good under Quality Theme 3 - Statement 2.

### Areas for improvement

The service should continue to develop the very good practice evidenced within this statement ensuring the continued outcomes for the children.

### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

### Statement 3

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

### Service Strengths

This statement was examined as we felt it was important to identify if the staff had the necessary knowledge, experience and skills to carry out their roles effectively in the setting. All of the staff were enthusiastic; some had more experience than others and some were very new to the setting, some also worked in other service's within the organisation. The staff demonstrated that they were caring employees who had the children's best interests in mind.

The manager of the service is peripatetic and oversees other services within the organisation. As such she is in attendance at the club on a shared basis. The service has supervisors, at present one for the morning and another for the afternoon. They help to support the staff and oversee leadership whilst the service is operating. At the time of visiting, the afternoon supervisor was

relatively new to post and was in the process of establishing herself as a line manager with the support of the service manager.

Children were cared for by staff who were professional, polite and pleasant in their interactions with them, their parents/carers and each other. Staff were helpful throughout this inspection process and we found them to be knowledgeable and caring in their approach to planning and meeting children's needs. They were reactive to meeting children's needs, they quietly observed children at play, got involved and had fun with the children. They played with them and included themselves in the sports hall, messed around with dough, had fun with the children and supporting them throughout the session.

Staff knew about and took account of the National Care Standards and other good practice documents which supported children's care and learning. They were put into place within the service contributing to children being cared for in a safe, stimulating environment, by staff who were knowledgeable about what was best for the children.

The manager had undertaken one-to-one support meetings with all staff. This was assisting in providing time to discuss their progress and work within the service. She told us that she was yet to carry out appraisals and this would be the first appraisal for many staff. This helps the manager and staff member to review their practice, identify development needs and develop a plan which will help staff to improve their practice.

The providers ensured that there was training and learning opportunities for staff which supported the care of the children. Some staff we met had taken advantage of this training, others were waiting on suitable courses being made available. Some staff had undertaken a task on preparing a "Be the best that I can be" work sheet, where they consider how they can improve. This is displayed within the service and can be referred to at one-to-one support meetings and during appraisals.

Based on the findings of this inspection the service has been awarded a grade of very good under Quality Theme 3 - Statement 3.

## Areas for improvement

During our visit we found that morning and afternoon session had different supervisors, although both were present for the morning session. We felt the manager should now be supporting the supervisors to establish their roles, so that each are clear as to their roles and responsibilities within the club and for the organisation. Better working together and sharing of responsibilities will provide better consistency in the provision.

## Grade

5 - Very 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 2

"We involve our workforce in determining the direction and future objectives of the service."

#### Service Strengths

This statement was examined as we felt it was necessary to look at how the providers and manager involve staff in the development of the service. We considered ways in which the manager involved staff and how they were supported to lead any changes. The staff demonstrated that they provided stable and reliable care for the children who attended the service. The management demonstrated a determination to provide the best for the children.

Staff were regularly involved and encouraged to contribute to the development of the service as a whole. In the past year the service's development plan showed a clear commitment to ensuring staff were fully involved in the development of the service, as such they had undertaken a study through paper "a better place to be". This provided staff, as well as parents to provide some feedback on where they thought the service was and how it could improve.

We found that the service was responsive to ideas from staff, for example, the introduction of the 'Your ten minutes' strategy came about because staff wanted more contact with senior management. This led to the management team organising time with each staff member, where they got to know each other better and could share ideas and suggestions for change. It was clear that the management was committed to involving staff and staff in turn felt committed to them.

Based on the findings of this inspection the service has been awarded a grade of Very Good under Quality Theme 4 - Statement 2.

### **Areas for improvement**

Development plans at the moment are strategic and are based around the organisation rather than the individual service. We thought the 'Best that I can be' was a positive step for the staff, helping them focus on themselves and how they could improve. We discussed with the manager how this idea could be adapted to draw up an individual development plan for the club. We felt staff were knowledgeable about the process and could adapt it with ease, making it meaningful for staff, children and parents.

### **Grade**

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**

As part of the inspection process, we reviewed this statement so that we could ascertain how the staff, managers and providers acted on feedback from the families and stakeholders. We also reviewed how they ensured that all policies and procedures are followed to ensure the health, wellbeing and safety of the children attending. We looked at how information was monitored to ensure the development of the service and that it supported positive outcomes in the club. We found they did this well, resulting in good outcomes for those attending.

We found that the service's approach to quality assurance and improvement through self assessment was good. Parents and children were encouraged to share their views with the staff and providers as mentioned earlier in this report. The staff and management evaluated the feedback they received and acted on any concerns or areas for development. Information was displayed on

boards around the club, this provided details of feedback gained from the parents and children who used the service.

Staff were committed to the provision of a good quality service and met regularly informally and formally to monitor and discuss the service provision. One-to-one meetings between staff and manager also supported quality assurance by giving manager an opportunity to speak about their work with staff on an individual basis. Appraisals have not been carried out for some time, however, the manager had plans in place to ensure these would be undertaken soon.

Based on the findings of this inspection the service has been awarded a grade of Good under Quality Theme 4 - Statement 4.

### **Areas for improvement**

We found that there had been improvement in quality assurance systems since the last inspection and this should be continued to ensure the service can maintain and develop on improving outcomes for all those attending. For example, one-to-one meetings should continue regularly and appraisals should be re-established to support staff's development. The manager should work with the supervisors to make sure each are clear as to their responsibilities to ensure that all areas of the service are reviewed regularly and processes are met. Ensuring robust quality assurance systems helps to support improvement in all areas of the service and outcomes for those using it.

The service's registration was not up to date, as the manager of the service had not been changed to reflect the change earlier last year. The service were asked to submit a change of manager for this service to ensure that the registration reflects the current manager.

### **Grade**

4 - Good

**Number of requirements - 0**

**Number of recommendations - 0**

## 4 What the service has done to meet any requirements we made at our last inspection

### Previous requirements

There are no outstanding requirements.

## 5 What the service has done to meet any recommendations we made at our last inspection

### Previous recommendations

There are no outstanding recommendations.

## 6 Complaints

No complaints have been upheld, or partially upheld, since registration.

## 7 Enforcements

We have taken no enforcement action against this care service since registration.

## 8 Additional Information

There is no additional information.

## 9 Inspection and grading history

This service does not have any prior inspection history or grades.

## To find out more

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