

Breakfast Clubs and Wraparound
Childcare

RECRUITING AND RETAINING YOUR WORKFORCE

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Introduction to breakfast clubs and wraparound childcare

This toolkit was commissioned by the Department for Education (DfE), based on user research carried out by TPXimpact. Thank you to everyone who participated in the research.

We've created this toolkit for:

- local authorities
- schools and academies, including breakfast club early adopters
- private, voluntary and independent sector (PVI), including childminders

This toolkit provides helpful information about recruitment and retention of the wraparound workforce. It also applies to breakfast clubs and includes templates you can try and tips you can follow.

What it is

Wraparound childcare and breakfast clubs offer school childcare for primary school aged children in England during term time. This childcare should be available every school day outside of regular school hours. It's aimed at helping parents access more flexible childcare and work or study in the hours they want to, and should be set up in a way that is fun and engaging to children to encourage them to attend.

The Department for Education has published guidance to support the national wraparound childcare programme to support local authorities and providers to set up and expand wraparound childcare.

If you're a local authority, you can [learn more about wraparound childcare in the guide for local authorities in England \(PDF\)](#).

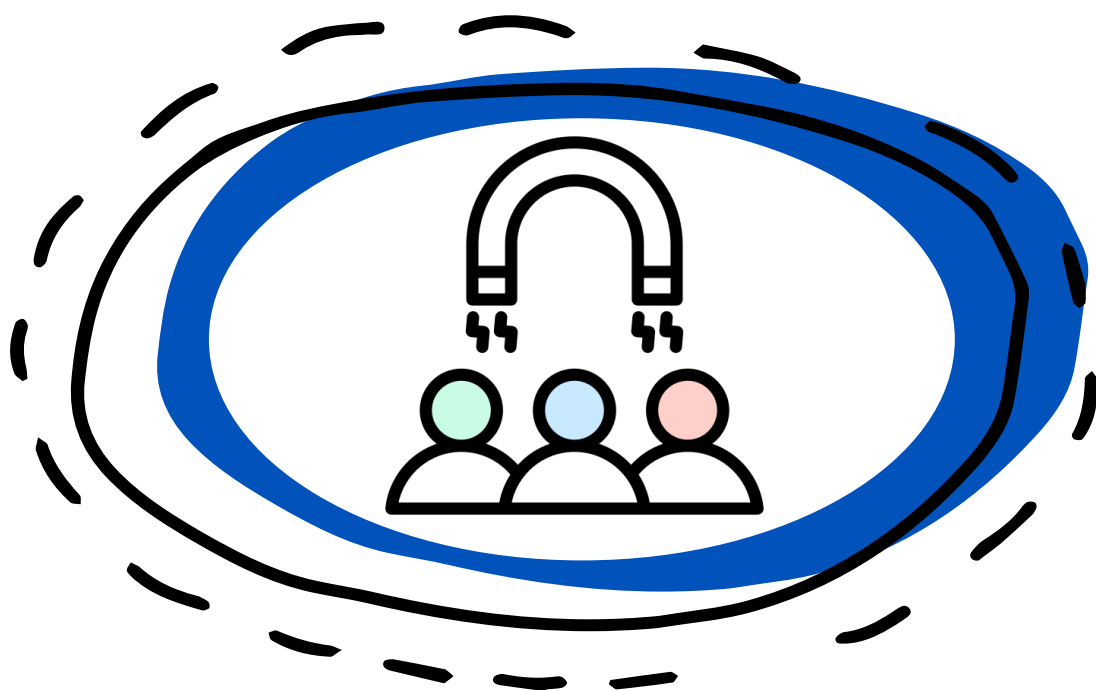
If you're a school, you can [learn more about wraparound childcare in the guidance for schools and trusts in England \(PDF\)](#).

The government is committed to offering a free breakfast club in every primary school in England. Breakfast clubs give children, regardless of their circumstance, a supportive start to the school day, making them ready to learn and make the most of all the opportunities schools

offer. Subject to the will of parliament, the Children's Wellbeing and Schools Bill will place a duty on all primary schools to secure a free breakfast club, of at least 30 minutes and including food, for all children.

We are working with up to 750 Early Adopter schools across financial year 2025 to 2026 to test and learn how best to implement the new breakfast clubs, ahead of national rollout.

Section 1 - Identifying and attracting people to work in breakfast clubs and wraparound childcare

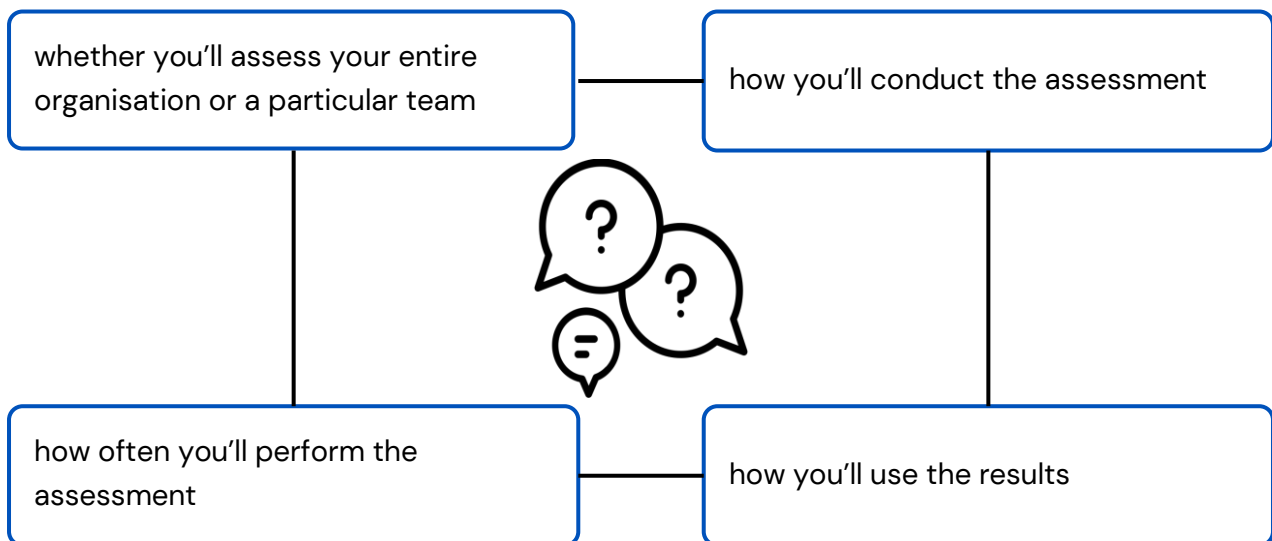


Once you've identified a need to recruit breakfast club and wraparound childcare workers, it's important to think about the type of people you need, and who might be available to work for your organisation. This section should help you identify and attract good quality candidates.

Understand the skills in your existing workforce

Identifying who you need to recruit starts with looking at the skills and the gaps in your existing workforce. You can use a skills assessment to help you do this.

Think about:



By conducting a skills assessment, you'll be able to see where the strengths lie in your team, and which areas you might need more skills in – these are the areas you should focus on when recruiting new team members.

Skills assessment example

There are various ways to run a skills gap assessment. In this example, we use a scoring system out of 5. With 1 being 'employee has not developed this skill' and 5 being 'employee is an expert'.

Employee name	Skill 1	Skill 2	Skill 3	Skill 4	Score out of 20
	Leading activities with children	Written and verbal communication	Preparing food and drink	Working with children who need additional support	
Lisa H	5	3	3	1	12
Ahmed K	5	4	5	5	19
Layla A	2	3	3	2	10
Fatima L	2	5	1	1	9
Liam M	4	4	5	5	18

In this example, you might decide to provide training to employees on working with children who need additional support. Or, you may decide to hire externally with a focus on that particular skill.

Once you identify in detail the skills that you already have available in your team, you can focus on the kinds of skills you want to attract. This means you can target your recruitment and hire people into the right roles. This increases the chances of them staying with you for the long term.


Highlight the benefits of working in breakfast clubs and wraparound childcare

When recruiting people into breakfast clubs and wraparound childcare, it's useful to talk about the benefits of this work. This will highlight the rewarding experience people can gain from joining the sector.

Attracting people looking for part time work

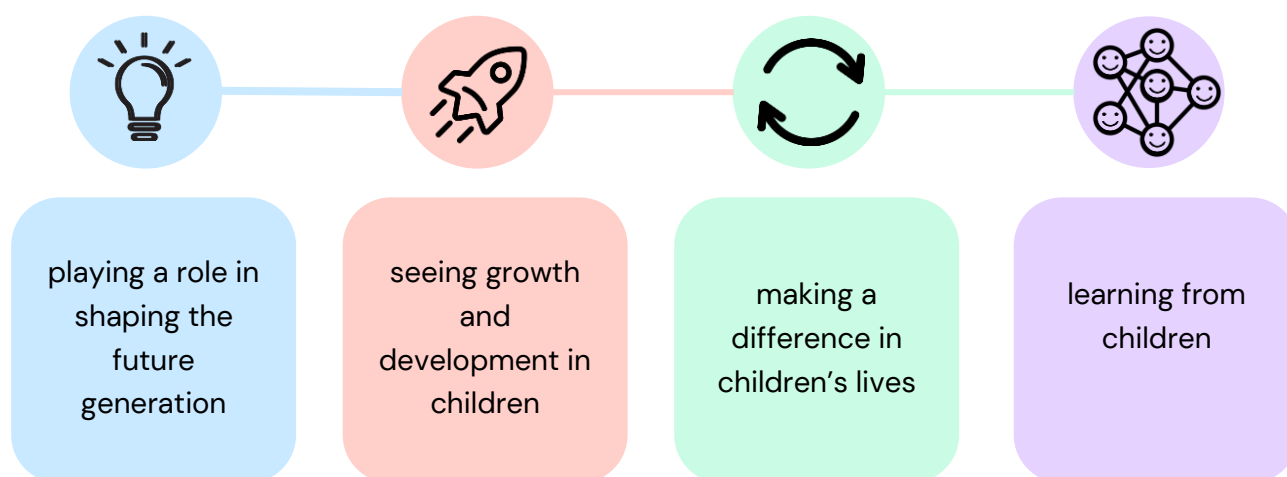
The working pattern of breakfast clubs and wraparound childcare can suit some people better, such as university students and grandparents, who are not looking for full time work.

However, the hours of a breakfast club or wraparound role can make it difficult to find people who want to work before and after school, with a gap in the middle of the day. While this can be unappealing to some, it can be beneficial to others. The flexibility of the role and working patterns can suit some people's lifestyles better than a full time job.



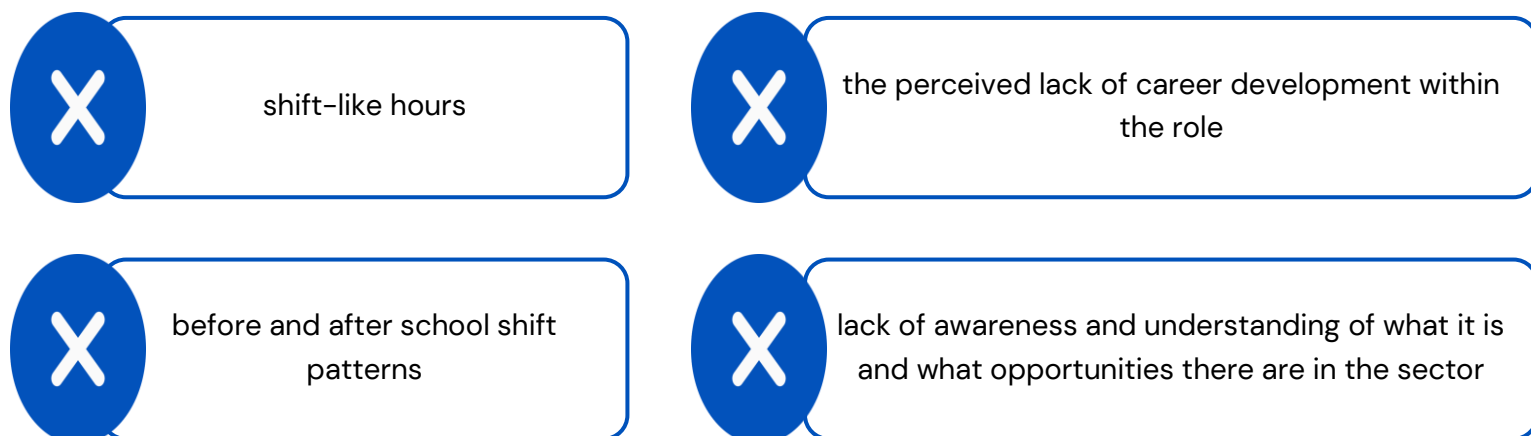
Working with children is a rewarding experience

You can teach skills, but finding people with a willingness and desire to work with children is important. Be clear about the benefits of working with children, such as:



Recruiting breakfast club and wraparound childcare workers

Breakfast clubs and wraparound childcare can be difficult to attract people to, due to:



The shift pattern and nature of breakfast club and wraparound work may mean that some workers use it as a stepping stone to lead into other careers, meaning that they might not stay

in a role for a long period of time. This can be a benefit as you have a flexible workforce. But it's important to acknowledge that you might have staff turnover, and plan ahead for it the best you can.

It can lead to or become full time work

If you're a PVI, you could consider working in partnership with the school to see if they have any recruitment gaps you can support with. For example, you could approach teaching assistants, lunchtime supervisors or nursery staff to see if they'd like to work more hours.

Wraparound childcare staff can also cover planning, preparation and assessment time (PPA) if they're adequately trained.

If you're a school, you can combine breakfast clubs and wraparound childcare with existing roles. For example, teaching assistants, lunchtime supervisors or nursery staff.

How to find the right people

You might need a variety of people with different levels of experience depending on your setting and the type of care you can provide.

Start by understanding:



the number of staff
you need to hire



the needs of the children, including
those with special educational needs
and disabilities (SEND)

Staffing ratios

You must adhere to the staffing ratios as set out in the relevant regulatory framework for the age of children you care for.

There must be sufficient staff for a class of 30 children, where provision is before and after school, or holiday provision for children who attend reception class (or older) during the school day.

Consider if staff can support children with SEND

It's difficult to anticipate if you'll need people to support children with SEND. But you should still try to make your childcare setting as inclusive and accessible as possible. You can use your skills gap assessment to help you feel confident that your employees can work with any children who might need extra support.

Understand who's available in your area

Think about your local area and the types of people who might be looking for jobs, so that you can tailor your job adverts to those people.

This could include:

- ☒ people specifically looking for part time work
- ☒ people studying specific subjects who can gain experience through this role
- ☒ local childminders
- ☒ retired people
- ☒ people looking to switch careers
- ☒ people aged over 50 looking for part time work
- ☒ parents or carers
- ☒ people who work in schools and could use this role to supplement their hours
- ☒ students who could benefit from the experience and hours being around study

Recruiting existing school staff

Some teaching assistants and nursery staff may want to work in breakfast clubs and wraparound childcare to increase their salaries. You should consider advertising internally before recruiting externally, as there'll likely be staff in the school who want to supplement their working hours.

Consider employing an apprentice

Apprentices:

- ☒ are aged 16 or over
- ☒ combine working with studying to gain skills and knowledge in a specific job
- ☒ can be new or current employees
- ☒ must be paid at least minimum wage
- ☒ must be employed for at least a year. They can last up to 5 years depending on the level the apprentice is studying

Patrick works as a wraparound childcare coordinator while studying for his apprenticeship. This allows Patrick to gain on the job experience whilst also completing his qualification.



“A normal day for me starts with getting up at 6.30am and heading to the breakfast club. The children arrive and we feed them breakfast and then play board games, do arts and crafts or some light physical activities. I return home and turn my laptop to work on my apprentice role with the company. I support other apprentices with their coursework or help with planning activities. In the afternoon, I am back out to run the after-school club.”

Patrick

Apprentice Wraparound Childcare worker



If you cannot offer sufficient hours to meet the requirements, talk to your apprenticeship provider about stretching the length of the programme. You can find more [information about employing apprentices on the GOV.UK website \(opens in a new tab\)](#).

Other apprenticeship and training providers include:

- [Best Practice Network \(opens in a new tab\)](#)
- [College But Different \(opens in a new tab\)](#)
- [Quest For Training \(opens in a new tab\)](#)
- [Common Threads \(opens in a new tab\)](#)

Section 2 - Advertising

breakfast club and wraparound

childcare roles




How to write a breakfast club and wraparound childcare job advert

Attracting good people to your organisation starts with creating a targeted job advert. Your job adverts should be specific, concise and make the role and responsibilities clear.

Avoid using big chunks of text. Instead, use bullet points to break up your content so people can easily scan it.

Also consider the kind of language you're using in job adverts. If you're looking to attract a specific type of person, for example, young people, tailoring your language may help.

 **Tip:** Find subtle bias in your job ad by [checking it for gendered language \(opens in a new tab\)](#).


Job title

Not everyone will know what wraparound childcare is, or what a playworker is. Recruitment experts suggest using job titles which describe the type of work involved, like:

Breakfast club playworker

Childcare sports
coach

Childcare language
teacher

 **Tip:** If your job ad isn't getting the desired reach, try changing the job title. Look at what similar organisations in the area are using as job titles for the same roles.

Introduction

Begin by clearly explaining what the role is and how important it is to supporting families in your local community. This is where you might want to mention and explain breakfast clubs, wraparound childcare or playwork.

Job description

Provide a detailed overview of the responsibilities and tasks involved in the role, such as:

supervising
children

teaching them sports or other
activities

preparing
food

cleaning

Make sure you mention any administrative tasks expected of the role, like:

paperwork

updating children's files

creating an inclusive
environment

maintaining accurate
records of attendance

filling in accident logs

working with children
with SEND

Playwork roles

List the main responsibilities of a playworker. Such as:

- organising and setting out activities
- observing and supervising children at play
- arranging a play area, including moving furniture and equipment
- maintaining equipment
- engaging with children and involving them in planning activities

- baking and cooking
- leading games
- engaging in reflective practice

Qualifications and skills

There are no specific qualifications that people should have before starting their role in breakfast clubs and wraparound childcare (unless registered on the voluntary part of the general childcare register). For a lot of providers, a desire to work in childcare with children, and willingness to learn is more important than how many qualifications someone may or may not have. It's also worth noting that people can gain skills while they work, if your organisation offers training courses.

As a baseline, you could aim for 4 or 5 GCSEs at grades 9 to 4 (A* to C), or equivalent, including English and maths for a T Level. Although this is not necessary.

List any desirable qualifications or criteria for the role, and any skills or experience you're looking for. For example:



a childcare qualification

previous experience in a
childcare setting

ability to work well in a
team



references from previous
employers

experience working with children with SEND, and in inclusive
settings

A DBS (Disclosure and Barring Service) check and references from previous employers are required, not desirable.

Hours and contractual details

Be clear about the working hours of the role, and how it could be combined with any other roles to provide full time work. Specify if this is a permanent, temporary or seasonal role. If staff are expected to work in the school holidays, include this.

Pay and benefits

Highlight the pay, any training opportunities and benefits. For example, employees might get a paid day off on their birthday.

If you're looking for managerial staff as well as breakfast club and wraparound childcare staff, you can adapt your basic job template to include the extra managerial responsibilities, such as:

- managing other childcare workers
- owning rotas
- liaising with parents
- differences in hours and pay

Example breakfast club or wraparound childcare job advert

Breakfast club/wraparound childcare worker

Location: Lincoln

Contract: Part time

Start date: As soon as possible

Pay: £13.50 per hour



Are you ready to inspire the next generation?

We're looking for a dedicated, hard working individual to join our team. You'll be supporting your local community by allowing parents to go back to work while you care for their children.

You'll be passionate about working with children and creative in your approach to engaging with them.



This role requires an enhanced DBS certificate with barred lists check.

Your main responsibilities

Supervising and engaging with children

Setting up and supervising children's play activities. Ensuring children's safety and wellbeing while giving them the space to play.

Assisting with daily routines

Helping with meal times, and bathroom breaks, ensuring children follow established schedules and promoting healthy habits.

Maintaining a clean and organised environment

Keeping areas tidy, including cleaning toys and equipment, cleaning surfaces, and ensuring a safe and hygienic environment for children.

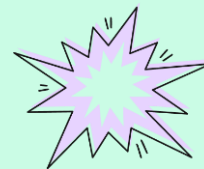
Communicating effectively with parents and colleagues

Collaborate with other childcare staff to exchange information about children, as well as communicate with parents regarding daily updates, concerns, and milestones.

Desirable qualifications

This role doesn't require any specific qualifications, but it's even better if you have:

- first aid and safeguarding training for children
- experience working with primary school aged children
- level 2 food safety certificate



What we can offer you

We're always looking for ways to provide more benefits for our staff. Here's what we can offer you at the moment:

- access to training courses, paid by us
- flexible holidays
- a day's holiday on your birthday
- discounted wraparound childcare for your own children if you have them

Where to advertise your job advert to reach people

Students

Some providers identify nearby colleges or universities and reach out to them to find out:

- if they have any recruitment or career days to come along to
- if someone from your organisation could give a talk to the students
- if you can distribute flyers around campus



You can also look at advertising on job boards specific to students and graduates, such as:

- [Give a Grad a Go \(opens in a new tab\)](#)
- [Student Job \(opens in a new tab\)](#)
- [Save The Student \(opens in a new tab\)](#)

Parents and grandparents

To attract local community members to your roles, particularly parents and grandparents of the children in your local community, you could:

- consider attending or giving flyers to be distributed at local community groups
- identify relevant online community groups to post vacancies on
- use schools as a way to get the message to parents, grandparents and other people in your school network
- consider advertising in local newspapers
- put up leaflets at your local GP surgery (with permission)
- speak to your existing parents to see if they know anyone who might be looking for work that fits in with their family life or other commitments

Reaching a wider audience

To get your job adverts to as wide an audience as possible, advertise in places such as:



nearby colleges
and universities



community
centres



local Facebook
pages



local family
groups



job centres



libraries

Other online job boards include:

- [Indeed \(opens in a new tab\)](#)
- [Find a job \(opens in a new tab\)](#)
- [Eteach \(opens in a new tab\)](#)
- [Teaching Vacancies \(opens in a new tab\)](#)

You could also consider working with a recruitment agency.

💡 Tip: Consider creating a 30 to 60 second snapshot video to attach to your job vacancy. This can help bring the role to life by showing a glimpse into wraparound childcare.



"We had a lack of level 3 qualified staff to allow pre school children to join our after school club. We tried various recruitment methods such as:

- rolling out an apprenticeship scheme
- increasing pay
- advertising on more premium platforms such as LinkedIn and ETeach
- having a stand at a university

All of these methods vastly improved the number of quality candidates applying for positions."

Luke

The Apres School Club



Recruit through a Skills Bootcamp

Skills Bootcamps are flexible training courses for adults aged 19 and over. They last up to 16 weeks and offer participants a job interview on completion. You can use this scheme to hire new staff or upskill existing staff.

[Learn more about Skills Bootcamps \(opens in a new tab\)](#)

Section 3 - Interviewing breakfast club and wraparound childcare candidates



How to interview candidates

Once you've got some candidates interested and are preparing to interview, there are some key parts of the interview process it's useful to think about.

Your interview process

It's up to you how you want to structure your interview process. This could involve multiple stages and include different ways of seeing a candidate's ability, including a practical exercise either at interview or during the application process. Regardless of the process you decide, you should always consider safe and robust recruitment when recruiting adults to work with children.

Case study

A provider we spoke to asks their candidates to send a short recorded video of themselves explaining how they would solve a problem or plan an activity with children.

This allows them to see the candidate's personality, and shows the provider that they're willing to spend time preparing their response

Reasonable adjustments

Candidates have the right to ask for reasonable adjustments at the interview stage. You can either ask them first, or wait for them to tell you.

You must make reasonable adjustments for candidates, otherwise this may be classed as discrimination.

[Learn more about reasonable adjustments \(opens in a new tab\).](#)

Interviewing candidates

Some questions you could ask at interview stage include:

- what motivated you to apply for this role?
- do you have any relevant experience?
- do you have any training or qualifications relevant to the role?
- what types of activities have you led or facilitated with children?
- talk about a time when you led a successful activity with children
- talk about a time when an activity didn't go to plan and how you handled that
- talk about a time when you dealt with a difficult parent interaction
- how do you ensure the safety of the children in your care?
- what would you do if a child in your care was injured, and what steps would you take?
- what's your experience of working in inclusive settings?
- how do you make sure the childcare settings you've worked in are inclusive
- do you have any qualifications relating to SEND?
- what do you do differently to ensure you're inclusive to all children?
- how might you discipline a child with unacceptable behaviour?
- do you know how to allow child-led engagement?
- do you understand the importance of child-led engagement?

Use a recruitment matrix

Recruitment can be admin heavy and often feels burdensome. A recruitment matrix can help streamline the process. It also gives you an oversight of all candidates you're interviewing in one place.

After you've interviewed a candidate, spend some time straight after the session filling in the recruitment matrix. You should aim to do this as quickly as possible while it's still fresh in your head.

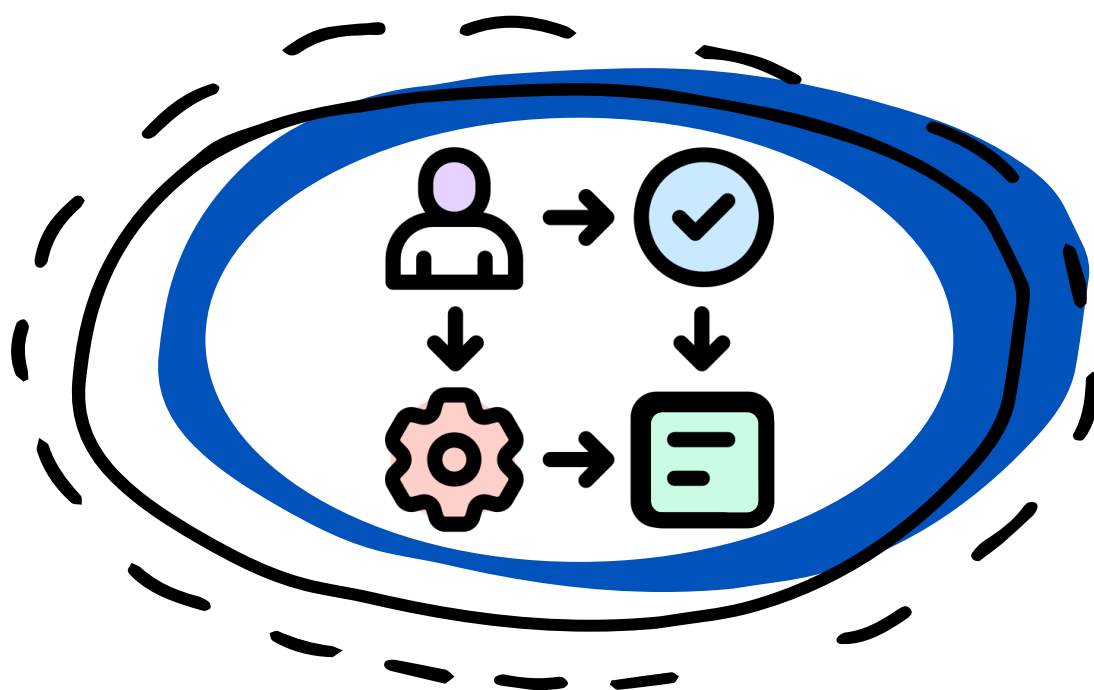
Recruitment matrix example

This is an example template to capture required behaviours that are relevant to the role you're trying to hire for. You should amend the template as necessary and still follow the [safer recruitment principles \(opens in a new tab\)](#).

Candidate name	Interviewer name	Decision (offer / no offer)
Joe Richardson	Paloma Fern	Offer

Childcare experience	Experience of working with children with SEND	Relevant qualifications	Organisational fit
High	Medium	High	High

Section 4 - Onboarding breakfast club and wraparound childcare staff



What you need to have in place

To employ people, you need to have certain things in place, which include DBS checks and other paperwork.

DBS checks

Employers can check the criminal record of someone you've offered a role to. This is known as getting a DBS check.

There are 4 levels of DBS checks:



GOV.UK offers a free tool to [find out which DBS check is right for your employee \(opens in a new tab\)](#). But, if a breakfast club and wraparound childcare worker is working with children under 18 they will need an enhanced with barred lists check.

An enhanced with barred lists check shows:

- spent and unspent convictions and criminal cautions
- any information held by local police that's considered relevant to the role
- whether the applicant is on the list of people barred from doing the role

The cost of an enhanced with barred lists check is £38 and can take around 14 days to process. This can take longer if the details on the check are incorrect.

DBS Update Service

The DBS Update Service is for:



employees to keep their
DBS certificates up to date



employers to check a DBS
certificate

It's a good idea to encourage your workforce to [register with the DBS Update Service \(opens in a new tab\)](#) which helps you ensure that they remain suitable to work with children, but also saves employers time when checking someone's certificate.

You can also encourage applicants to join the Update Service:

- with their application form reference number before the application is submitted or during the application process – you can provide this or they can find it in the top right-hand corner of the front page of the application form
- with the application e-reference number if you submit applications electronically

Without the Update Service, the wait can be long and candidates may accept other offers in the meantime.

GOV.UK has issued [an application form checklist to help applicants join the Update Service \(opens in a new tab\)](#).

Right to work in the UK

You must check that an applicant is allowed to work for you in the UK before you employ them.

You can be fined up to £20,000 if you cannot show evidence that you checked an employee's right to work in the UK.

You can:

- [check the applicant's right to work online \(opens in a new tab\)](#), if they've given you their share code
- [check the applicant's original documents \(opens in a new tab\)](#)

See the guidance on GOV.UK about [checking an applicant's right to work \(opens in a new tab\)](#).

Workplace pension

It's your responsibility to check if you need to put an employee into a workplace pension scheme.

If you're employing someone for the first time, read through the [guidance about employing someone for the first time \(opens in a new tab\)](#).

If you already employ people, [check your ongoing duties \(opens in a new tab\)](#).

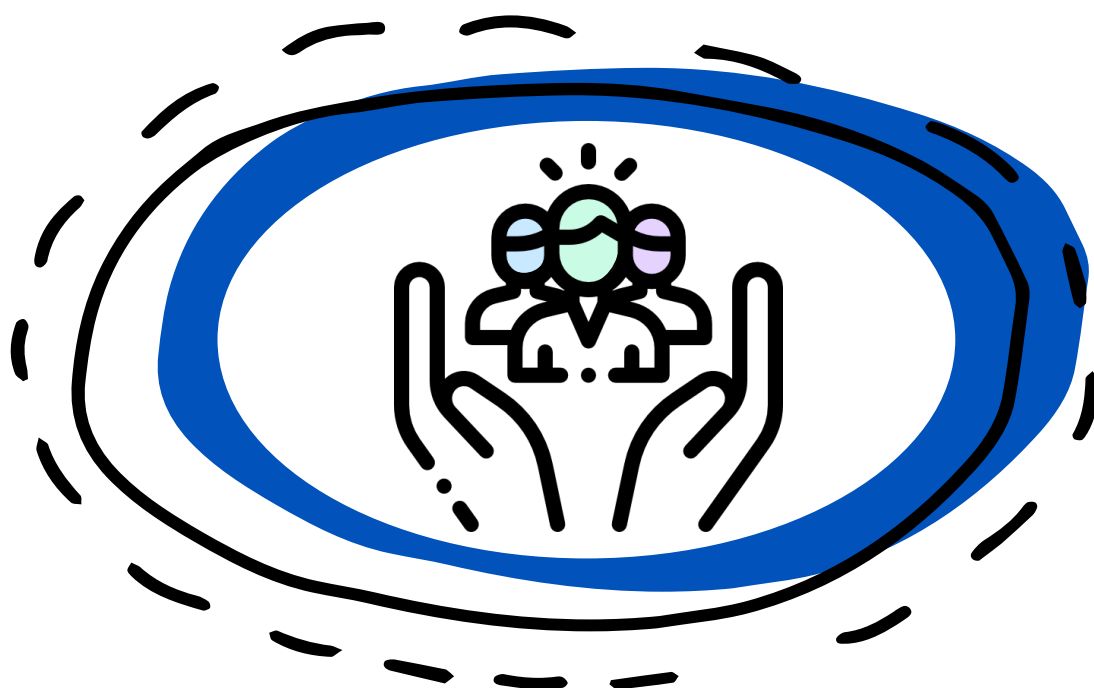


Create a consistent onboarding experience

Proper onboarding increases employee retention rates. When new employees feel welcome, supported, and well equipped, they're more likely to stay at your organisation for the long term. It could also be useful to create an onboarding checklist for your organisation to use, so employees get everything they need and have a consistent experience. Like:

- ✓ Setting up a meeting with them on their first day to welcome them, and give them an overview of your organisation's culture, mission and values
- ✓ Making sure they understand important policies. For example, sickness policies, holiday policies and pay dates
- ✓ Providing any necessary paperwork, like employment contracts
- ✓ Scheduling meetings for them to meet key team members
- ✓ Arranging a tour of the site
- ✓ Providing training sessions on essential tools, software, and systems used within the organisation
- ✓ Assigning a buddy to help answer any new questions they might have
- ✓ Giving them access to any relevant training. For example, first aid training and food hygiene
- ✓ Setting up necessary accounts and access permissions for company systems, email, and other tools
- ✓ Creating time for regular one to ones to discuss job responsibilities, goals, and performance expectations

Section 5 - Retaining and supporting breakfast club and wraparound childcare staff



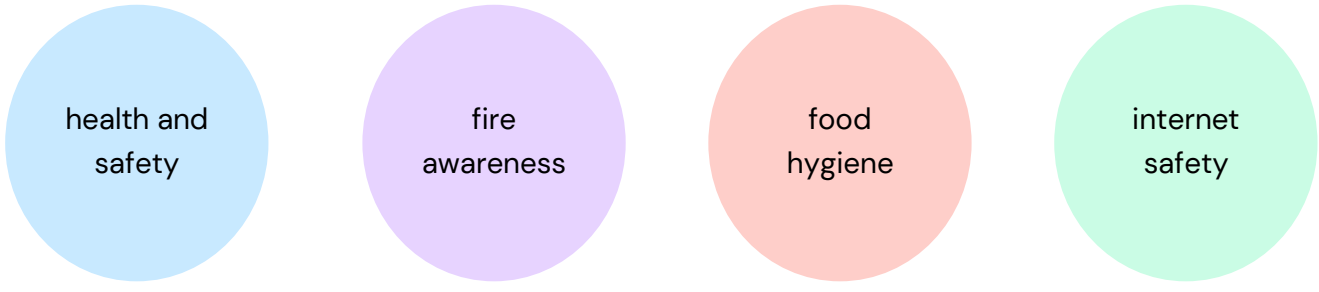
Retention strategies

Once you've hired a member of staff, you want them to stay in the role for as long as possible. Depending on your organisation's turnover, you might be able to anticipate how long people usually stay at your organisation for.

Some workers use breakfast club and wraparound roles as a stepping stone to gain skills or lead into other careers, meaning that they might not stay in a role for a long period of time. But there are ways to make staff feel valued and in turn keep them longer.

Make sure staff are adequately trained

As a provider, you may want to offer courses or training in relation to:



health and
safety

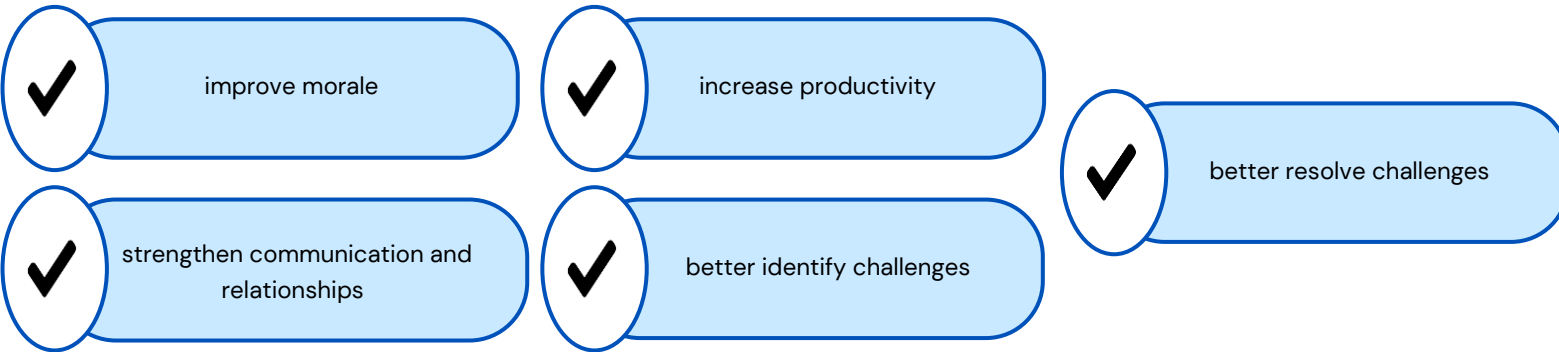
fire
awareness

food
hygiene

internet
safety

The Out Of School Alliance recommends [a list of training providers \(opens in a new tab\)](#) that may be of interest.

Introduce regular one to ones



Introducing regular one to ones can:

Making time for people helps them feel valued and heard. Depending on how busy you are, you could try starting with monthly check-ins and see how they go.

Assess job satisfaction

Understanding what factors contribute to job satisfaction can help you to retain top talent.

Creating a survey is a low effort, high impact way of receiving feedback and information from staff about how they're feeling. By making it anonymous, you give staff the opportunity to be open and honest without the worry of repercussions.

[SurveyMonkey suggests the following questions \(opens in a new tab\):](#)

1. How meaningful is your work?
2. How challenging is your work?
3. In a typical week, how often do you feel stressed at work?
4. How well are you paid for the work you do?
5. How much do your opinions about work matter to your colleagues?
6. How often do the tasks assigned to you by your supervisor help you grow professionally?
7. How many opportunities do you have to get promoted where you work?
8. How likely are you to look for another job outside the company?

Popular survey tools include:

1. [SurveyMonkey \(opens in a new tab\)](#)

2. [Microsoft Forms \(opens in a new tab\)](#)
3. [Google Forms \(opens in a new tab\)](#)
4. [Typeform \(opens in a new tab\)](#)

Case study

Some providers we spoke to use employee feedback surveys to assess which employees are happy in their role, and which might be a flight risk. This helps them plan early and anticipate future recruitment needs.

Offer free childcare for employees with children

Some providers offer free childcare as a benefit of the job. This means staff can bring their children to work with them, at no cost.

If this is something you're looking to offer, you should consider:



Invest in personal development



“We believe in upskilling our staff and showing the team their own capabilities and encouraging them to strive to work towards the next level – whether that be within our company or elsewhere in childcare or even a completely different field. We always aim to promote from within the company to show this in practice. We have examples of people who have studied for qualification in childcare while working for us and now hold a position of management in nurseries and other organisations, and staff who have left to gain a teaching qualification or become a teaching assistant in schools.”

Amy

Rocketeers Childcare



Take time to learn about your employees' career goals and aspirations.

Common forms of personal development can include:

- on the job learning
- attending courses
- attending conferences and events
- books, blogs, articles, podcasts and subscriptions
- mentoring other employees
- shadowing other employees
- knowledge sharing with the team
- creating content such as blogs

Case study

Some providers we spoke to build dedicated playback time into their working week, so employees can share learnings from a recent course they attended or event they went along to.

This encourages active knowledge sharing across the organisation and shows employees that the provider is engaged in their personal development.

You could also consider creating a personal development plan with employees. This can be a good way to:

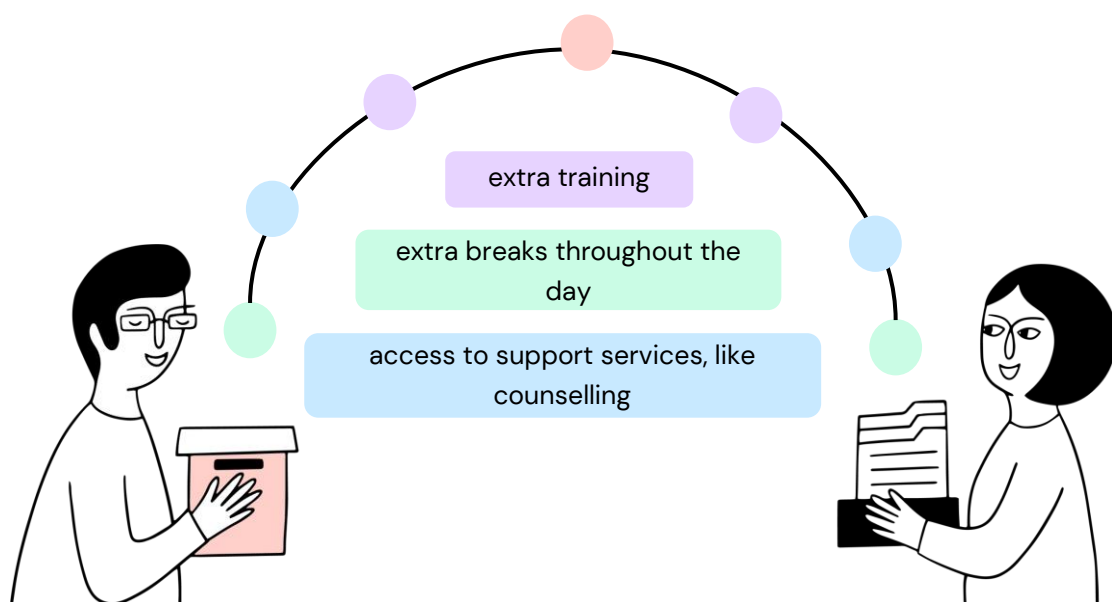
- help employees assess their skills
- set goals for personal and professional growth
- create a plan of action to achieve those goals

Personal development plan example

Objective	Key result 1	Key result 2	Key result 3	Target completion date	Actual completion date
1. Improve my knowledge about understanding the needs of children with SEND	Identify and participate in an online SEND course	Play back my course learnings to the rest of the team	Create an action plan to implement learnings from my online course	April 2025	April 2025
2. Increase my confidence in leading playwork sessions with larger groups of children	Shadow at least 2 members of more experienced staff	Look for free online courses on building confidence	Ask for feedback from an observing member of staff on how I ran my session	March 2025	Ongoing
3. Become qualified in health and nutrition so I can improve my cooking skills	Understand the relationship between a child's development	Gain the understanding to offer children the necessary nutrients at meal times	Practice cooking more regularly, nominating myself to cook at least 3 meals a week	March 2025	Ongoing

Supporting staff who work with children who might need additional support

You can offer extra help to staff working with children who need additional support and children with SEND, such as:



"I encourage staff to join Facebook groups in their local area to understand the challenges local parents are going through.

It opens the eyes of the staff as to why children might behave in a certain way.

Understanding the context is key. Watching and learning really does help."

Jan
Autisk



Online courses for personal development

[The Out Of School Alliance Academy \(opens in a new tab\)](#) offers providers a selection of hand-picked, specialist online and live training courses.

You can also contact your local authority to see what training opportunities they may have available.

Online courses for SEND and inclusive childcare

It's good practice for all employees to have some level of awareness and training on SEND and inclusion. Training staff reactively could be an additional barrier for parents.

There are lots of free and paid for courses to gain more knowledge of SEND and other inclusion issues, including:

- [A free online course from Free Courses in England in improving knowledge of SEND \(opens in a new tab\)](#)
- [Courses by NASEN \(opens in a new tab\)](#)
- [Autism Training and Development by Autism Education Trust \(opens in a new tab\)](#)

Adapting to staff turnover

High staff turnover is expected more in certain individuals. For example, someone using the role as a stepping stone into a career in childcare or teaching might only stay for as long as it takes to gain experience. Knowing this early on can help you fill gaps when you need to, and there are benefits to having a flexible workforce.

Refreshing the workforce

Turnover can welcome fresh perspectives, ideas and skills to your organisation.

Retraining or removing poor performers

Identifying poor performers and giving them opportunities to improve can help you keep these staff and give them the skills they need. Alternatively, turnover can remove poor performers from your organisation, allowing you to replace them with people who are better suited to the role.

Promoting opportunities for growth

Employee turnover can lead to career advancement and professional growth within the organisation. As people leave, it opens up opportunities for current employees to move up, which helps in retaining top talent.

Use exit interviews

Using exit interviews can help you gather enough information to identify patterns and common reasons for people leaving. For example, if you notice that a common reason for people leaving is due to the lack of personal development opportunities, you can look at ways to introduce these to your organisation.

Some questions you could ask in an exit interview are:

- how would you describe your overall experience working here?
- what factors influenced your decision to leave the organisation?
- do you feel your manager supported your personal development?
- what suggestions do you have for the organisation? How could we improve?

Create a talent pool

Even if you don't currently have any open roles, you can still allow people to submit their CV in case any future opportunities become available.

It ensures that you always have a pool of talent available when positions become vacant, reducing the time-to-fill for critical roles.

You could:

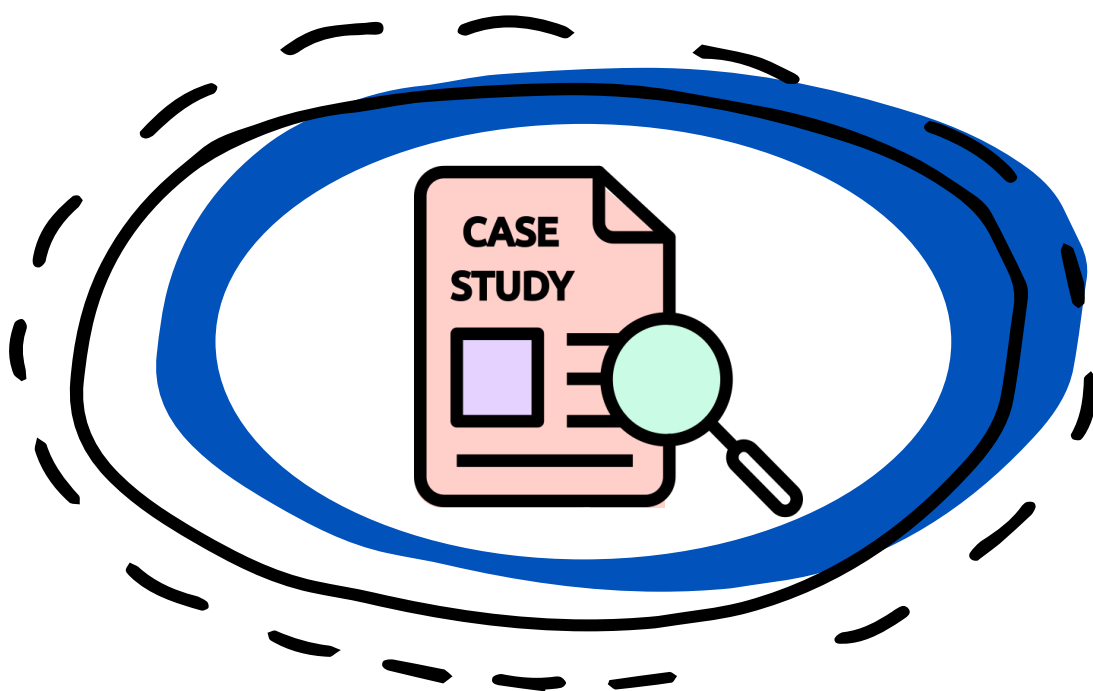


create a mailbox and advertise it on your website by encouraging people to send a CV and a cover letter



add a form to the vacancies section of your website to capture details from potential candidates

Section 6 - Case studies from breakfast club and wraparound childcare staff



You can use case studies from breakfast clubs and wraparound childcare staff in your own promotional material.

Park Primary case study

Park Primary School is based in Colne in Lancashire with 324 Pupils on roll. The school's breakfast initiative, known as "The Lodge", has been made possible through a collaboration of parent volunteers and the generous support of a local business. Each morning, the Bagel Bar transforms into a lively social hub with a flurry of activity of pupils and their families, all grabbing a bagel and engaging in conversation. The friendly, inclusive atmosphere creates a calming start to the day, welcoming pupils into a positive environment.

Goals: Providing Breakfast Without Stigma

The school's aim was to ensure that every pupil started the day with breakfast, free from any stigma. By making the Bagel Bar accessible to all students, the school has created an inclusive space where everyone can enjoy a morning bagel together, free from judgement.

Funding and Support for the Breakfast Club

The Breakfast Club is sustained through a generous donation from a local business and the commitment of parent volunteers. As well as funding the NSBP food for the provision, the local business has funded a professional-grade toaster and additional food items such as jam and spreads for the bagels. Each morning, a dedicated team of parent volunteers operates the Bagel Bar, while school staff manage orders and oversee stock.

About the Breakfast Club

The Breakfast Club runs from 7:30 am to 8:50 am and provides a warm, family-style setting. In addition to breakfast, pupils have access to games, toys, and a cozy corner with bean bags and large cushions. To make the breakfast club more engaging, they have games, activities, freeplay, and dance time. One of the staff members also offers sign language lessons, which have become a popular part of the morning routine.

The Bagel Bar

The Bagel Bar is set up in an outdoor classroom known as "The Lodge." Each morning, starting at 8:30 am, children can head to the lodge from the playground to enjoy their bagels. Initially, school staff collaborated with parents to manage the Bagel Bar, but the parents' enthusiasm and efficiency led them to take over the responsibility completely. Parents organise a weekly rota, and two volunteers arrive each morning at 8 am to begin toasting and preparing a variety of bagels. The parents bring their children along with them, who have a bagel and socialise before school begins. They prepare plain bagels with a selection of spreads and jams. The

bagels are arranged on trays for the pupils to help themselves as they arrive. They usually have one tray of jam and one of butter – both piled high and then the trays can be taken through to the school buildings if there are any leftovers. The pupils enjoy having choices and often arrive eagerly to grab their favourite bagel.

Impact of the Breakfast Provision

Prior to the Bagel Bar, attendance needed improvement, although it remained above the national average. Punctuality was a challenge, with many children arriving late. Behaviour was generally good, but hunger impacted children's concentration. Since the inception of the Bagel Bar, attendance and punctuality have notably improved, and pupils' behaviour and concentration have increased as they no longer arrive hungry.

Helping Individual Students Thrive

The Bagel Bar has become an essential part of many students' routines, particularly for younger pupils and those with special educational needs (SEND) in Key Stage 1. The predictability and welcoming atmosphere help these children transition smoothly into the school day. The initiative has also positively impacted families, as siblings from nursery or high school often accompany students, making the Bagel Bar a part of the family's morning routine.

Ricco's case study

In 2020, Ricco found himself at a crossroads in his career. He took a leap and applied for an apprenticeship with FitForSport (Junior Adventures Group), an opportunity to engage children in the world of sports. Drawing from his experiences with younger family members, Ricco realised his natural ability for working with children.

Today, Ricco is a driving force in bringing children from diverse backgrounds into the vibrant world of sports and creativity through wraparound childcare. With a passion for arts and crafts, he constantly seeks opportunities to infuse joy and meaning into the kids' lives, using events throughout the year for fun and educational activities. "It's all about pushing the boundaries of imagination and coming up with exciting activities to engage the children," said Ricco.



His days are now dedicated to providing wraparound childcare for children every day after school. Reflecting on his journey so far, Ricco shares, "Working with kids is an incredible experience; guiding them, witnessing their transformation from shyness to openness—it's crucial to invest time with them. Childcare is not just a job; it's about creating positive impacts with these children."

Describing the before and after school childcare sector as a close-knit community, Ricco emphasises the support and camaraderie within the team. "It feels like one big team; we can always rely on each other," he notes. Ricco strongly believes that access to wraparound childcare is a gateway for children to express themselves, breaking down barriers, including financial ones. "Every child deserves equal opportunities—to make friends, explore self-expression through music, art, play, and writing," he advocates.

Reflecting on his personal growth, Ricco attributes his newfound confidence to the apprenticeship, emphasising how it has empowered him to not only excel independently but also enhance the experience for the children in his care. As he continues to make a positive impact on young lives, Ricco's journey stands as a testament to the transformative power of meaningful childcare.

Alan's case study

Name: Alan Birmingham

Location: Barlby Primary School, North Kensington

Job title: Playcentre Manager

How long have you worked in wraparound care? Over 35 years



What did you do before you joined the wraparound care sector?

When I left college I trained as a chef and worked at Coconut Grove in Barret Street which is sadly no longer there.

Exceptional service was required and I served well known personalities such as Michael Cane and Luther Vandross. I was required to check the standard of the food being delivered and quality control the stock as expectations were high.

Tell us how you entered the sector, was there a specific entry route you took?

I have always liked to stay busy so when I wasn't working at the restaurant on shift I did youth work working with 16–25 year olds. I was 19 myself but often supported young people older than me. They didn't realise I was younger but I did my best to work with them to make good decisions. In my current role at Barlby as the Playcentre Manager I know many of the parents from my youth work days which helps to foster the sense of trust in the community.

What qualifications did you have before you joined/or training you completed?

I had achieved my qualifications relating to my work as a chef and also gained qualifications in sports such as football and badminton. I also studied for NVQs specifically for childcare and play.

What inspired you to join the wraparound care sector?

For many years I have worked with primary age children and this was a natural progression for me after youth work because I realised that I could influence children to make good decisions and support their aspirations before it became more difficult in the teenage years. I felt that moving into playwork would help mould young mindsets and hopefully raise aspirations.

No two days are the same, but can you share a typical day for you, the activities you do?

I work as a learning support assistant (LSA) in the afternoons at Barlby, where I manage the after school playcentre. I support the PE curriculum and mostly deliver on this in the afternoons. At the end of the school day I liaise with the school office to check how many children are signed up for the after school play provision. We open to three schools and I set up the evening's activities ensuring there are a range of activities on offer. It is important to provide activities to promote the interests of the children as individuals so we cater for sport and more creative tasks.

I have a team to facilitate play which frees me up to prepare the 'tea' which is a light evening meal for all children attending later than 4.30pm. I have always loved cooking. The three schools come together in the middle of the session to eat and there is usually time for a 'brain break' which is a few mindful moments to reflect on the day and relax. The school I work in is a MindUp school so the children are familiar with this sort of activity. The children get involved in serving the food and clearing up afterwards and we aim to create a warm environment where the children can express themselves. Having more than one school attending is important to us as it establishes more links in the community and supports transition to secondary school.

The service finishes at 6pm every day, sometimes later and I often have a chance to catch up with the parent or carer collecting the child. I think this gives me and the school an insight into what is going well and how we can support.

What's your favourite part of the working day, with children?

I enjoy using my skill set. I am a personal trainer in the mornings so I enjoy leading games for the children and I can also use my skill set in the kitchen. I feel I can really be myself.

How do you feel you're making a difference?

It is very rewarding to look after others. I come from a massive family so I like being surrounded by large groups and think that I can influence them positively...in a different way. Not in a formal way using the curriculum. Play work is a structured time but it also gives children more freedom to be independent, collaborate and make decisions. I can make a difference here.

What do you enjoy most about your job?

I am required to be professional but within that I can stay creative and use my skills and experience.

What are your career highlights so far?

I was nominated and won best playworker in RBKC and I was commended in two Ofsted inspections but my biggest highlights are when adults remember me. When they meet me on

the street and remember something I said to them as a child. Recently, Miquita Oliver visited Barlby where I work for a skipping workshop linked to mental health. She remembered when I used to look after her as a child and some of the teachers also taught her team so it felt like a real community....full circle.

Do you feel like you are part of a supportive team? What are ways the team works well together?

Absolutely. Communication is so important and I have a committed playcentre team and approachable school leadership. Ideas are welcome and we share the same vision for wraparound provision.

What support and/or training do you have?

I am always open to learning new skills and training. I have my qualifications and experience in nutrition, sport, play and childcare but there is always more to learn.

Why would you recommend others join the sector?

Children today probably need more guidance than ever to prepare them for the future. It is important to invest in the younger generations and build their confidence.

What advice would you have for anyone wanting to work in wraparound care?

Firstly, you need the will and passion for working with children. The tools can be learnt along the way.

What kind of qualities do you think someone needs to do this job?

Consistency, fairness and resilience. You need to be a team player and you need to embrace difference. Not every child wants to play football or dance so be creative. You also need to use your initiative!

What is one thing you want people to know about wraparound care work?

It is difficult to choose one. It is not school- it is different. It is not youth work. It supports children to develop their personalities and know themselves. It helps children to express themselves without judgement.

Are there any final things you want to say about your role that you think it's important for others to know?

Lead by good example, learn and make a difference.