



Wisbech Day  
Nursery  
& Out of School Club



*Providing childcare in a safe,  
stimulating and nurturing environment  
where children “learn to play” then “play to learn”*

First Steps Childcare (Cambs) Limited

T/A Wisbech Day Nursery, 27 – 29 Lynn Rd  
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Quality  
Counts™

NDNA Platinum




Wisbech Day Nursery was established in 2011 and is located close to the town centre of Wisbech. The nursery offers full-time and sessional day care for children from birth to school age. Wisbech Day Nursery is registered with OFSTED, Registration Number EY417215.


The nursery is open from 7 am to 6.30 pm Monday to Friday. We can provide flexible childcare to suit each individual need and offer the Free Two's Government Funded Scheme for eligible children and Government Funded Early Years Education is available for children from the term after their 3<sup>rd</sup> birthday.

We offer parents continuity of care by opening the nursery all year around, only closing for bank holidays. As your child moves from Nursery to Full Time School we can offer After School Services and Holiday Club.

We care for children in small groups with the largest being the pre-school age group. The children are divided into four main groups:

 Our Caterpillar Room for our youngest children from birth to 2 years

 Ladybirds for children aged from 2 – 3 years.

 Butterflies Pre-school children aged 3 – 4 years.

Each group has their own playroom. The youngest children are introduced to older age groups through our outdoor area and by playing together at the beginning and end of each day.

## OUR VISION, VALUES AND AIMS

### OUR VISION

All staff share a vision of what we want the children to achieve at Wisbech Day Nursery:

- to provide a safe, happy, caring, secure and stimulating environment for your child
- for children to be curious in their learning, seeking out new experiences and willing to have a go at new challenges.
- to help all children to prepare for the future as life-long learners.

### OUR VALUES

We have a clear understanding of our values at Wisbech Day Nursery:

- ◆ **Partnership working**- to be reflective and learning from parents as partners and develop strong relationships with or families.
- ◆ **Respect** – promoting a culture of acceptance of others’ views and opinions, inclusion, diversity and equality.
- ◆ **Engagement** – being involved, responsive and interested in learning.
- ◆ **Achievement** - Highest quality, high expectations and aiming high. Developing our children’s skills for life, learning and work.
- ◆ **Communication** – being genuine, open, honest with everyone we work with, children, parents, extended families and other professionals.
- ◆ **Happiness and Wellbeing** – Showing kindness to each other and helping each other.

### OUR AIMS

All staff share the aims of Wisbech Day Nursery:

- Wisbech Day Nursery aims to provide high quality, inclusive childcare and education for children aged between three months and five years, in a suitable and safe environment.
- We maintain these aims through our policies and procedures and through the continued training of staff.

**Wisbech Day Nursery is a place where “*children learn to play and play to learn.*”**

## The Curriculum

Within the nursery all children are supported in developing their potential at their own individual pace. A range of fun play and educational activities are planned to link to the Early Years Foundation Stage, preparing the children for school.

The Early Years Foundation Stage (EYFS) is how the Government and early years' professionals describe the time in your child's life between birth and age 5.

This is a very important stage as it helps your child get ready for school as well as preparing them for their future learning and successes. From when your child is born up until the age of 5, their early years' experience should be happy, active, exciting, fun and secure; and support their development, care and learning needs.

Your child will be learning skills, acquiring new knowledge and demonstrating their understanding through 7 areas of learning and development.

Children should mostly develop the **3 prime areas** first. These are:

- Communication and language.
- Physical development; and
- Personal, social and emotional development.

These prime areas are those most essential for your child's healthy development and future learning.

As children grow, the prime areas will help them to develop skills in **4 specific areas**. These are:

- Literacy.
- Mathematics.
- Understanding the world; and
- Expressive arts and design.



These 7 areas are used to plan your child's learning and activities. Your child's key person will support your child and will make sure that the activities are suited to your child's unique needs.

Children in the EYFS learn by Playing and Exploring, Being Active, and Creative and Critical Thinking, which takes place both indoors and outside.

## How we plan for your Child's Learning

When your child first starts at Wisbech Day Nursery you will be offered a home visit by the child's Key Person. This will give you and your child the opportunity to meet your child's key person in a familiar environment. Parents / Carers will be introduced to our online Learning Journey system, "Tapestry" during the home visits. Parents will be asked to provide an email address for logging into their Tapestry Account. Once this has been registered by the Nursery, the Tapestry support team will then issue you with a secure password to enable you to access your child's records. If you prefer a paper-based learning journey, please indicate this in the registration form. We will be happy to do this for you.

After the home visit, we will then offer settling sessions for your child to meet their key worker in the Nursery and give them an opportunity to become familiar with the Nursery environment. We ask parents to complete the "All about Me" to ensure we have an overview of your child's favorite toys, interests and any specific requirements. After settling into Nursery your child's key person will assess how your children is learning and developing by using planning for your child using our "planning in the moment" model.

### What is "planning in the moment?"

It is a model that allows child-initiated learning through play, based on capturing the interests of the children through personalised learning. Key persons will take into consideration your children's interests to create meaningful educational experiences through providing an enabling environment, using quality interactions and 'teachable moments'.

The core elements for 'In the Moment' planning is.

1. Environment
2. Quality interactions
3. Observation

### What are 'teachable moments'?

Teachable moments are about recognising that young children often learn in a more informal and creative way. Within this style of teaching, we are looking for opportunities to allow learning to take place through child-initiated play alongside providing challenges and open-ended questioning when needed.

### What will we do?

We will provide an environment and opportunities that stimulate curiosity and challenge thinking. We will observe and listen closely to the children's play. We will work alongside our families to create environments that will spark the children's interest.

We believe that parents know their children best and we ask them to contribute to assessment by sharing information about what their children like to do at home and how they as parents are supporting development. When your child is the focus of the staff observation, parents will receive a planning document to fill in with any details you may want to share, e.g., any exciting news, anything happening at home, holidays etc. You will also have the opportunity to ask any questions and send in/add to Tapestry photos of your child at home. Please ensure you return these sheets on the date stated as they are key to documenting your child's learning and progression.

Our observations and photos/videos are uploaded to Tapestry, parents are given the opportunity to meet with their child's key person to discuss ideas and how further to support learning.

### The progress check at age two

The Early Years Foundation Stage requires that we supply parents with a short-written summary of their child's development in the three prime learning and development areas of the EYFS: personal, social and emotional development; physical development; and communication and language, when a child is aged between 24 - 36 months. The key person is responsible for completing the check using information from ongoing observational assessments carried out as part of our everyday practice, taking account of the views and contributions of parents and other professionals.

## Home Learning

At Wisbech Day Nursery we believe that parents are their children's first and most important educators. Therefore, communication between home and Nursery is vital. Research has shown that the support that parents give children at home will nurture their overall learning and development.

We would like to encourage parents to share information, stories and photos of their child's experiences at home; this can then be shared via our online learning journeys and, through our communication diaries or directly to your child's key person. The key person can then use these experiences to further their development through planned activities.

Our book library offers families the opportunity to take home books from Nursery to share with your child at home, along with this we offer home learning bags in each of our playrooms.

## Supporting our environment

In 2019 the Nursery made a commitment to “go green” to invest in our children’s future. We made the commitment to change to bio-degradable baby wipes, and all the children use reusable cloths after mealtimes to clean their hands and faces. We encourage them to bring in water bottles, and we changed our cups for outdoor play to reusable cups which are biodegradable. We have an ethos of “switch it off”, encouraging all members of staff to turn lights and appliances off when they’re not in use.

We are continuing to make changes. We are introducing recycling bins throughout the nursery and encouraging the children to use recyclable materials in their play.

## The Nursery Day

When the Nursery opens at 7 am, all children will come into the Caterpillar Rooms for the start of the day. Children will then move into the separate rooms at 7.30 am - 8 am. At 6.00 pm all rooms will then join in Caterpillar room for the close of the day.

### Caterpillars

Children aged from birth to approx. 24 months are based in this room, with a maximum of 18 under 2’s per day, with a ratio of 1:3 staff to child ratio.

Your child will be allocated a key person who will oversee their needs, from feeds to nappy changes, in line with your wishes. The room has a separate Sleep Area, Changing Room and Milk Kitchen. We provide a range of play experiences to allow the youngest children to explore safely and enjoy a wide range of toys that will stimulate and entertain them.

Mothers are welcome to breastfeed in all areas of the setting. Breastfeeding is valued by staff within the setting. Expressed breast milk in accordance with The Breast-Feeding Network guidance.

([https://www.breastfeedingnetwork.org.uk/wp-content/pdfs/BFNExpressing\\_and\\_Storing.pdf](https://www.breastfeedingnetwork.org.uk/wp-content/pdfs/BFNExpressing_and_Storing.pdf)).

We ask parents to provide Nappies and Baby Wipes. Wisbech Day Nursery will supply \*parents’ preference of formula milk up to the age of 1 year. If you wish your child to continue with formula milk, we ask that you provide this.

*\*Any milk that is prescribed by a medical practitioner must be supplied by the parent.*



## Ladybirds

The Ladybird Room is for our Children from 2 – 3 years old. The Ladybird Room has direct access into our extensive Garden and the children enjoy free flow indoor / outdoor play. Ladybirds is a lively, happy and stimulating environment which offers greater opportunities for the children to explore their surroundings and express themselves.

Imaginative play is encouraged as this stimulates a healthy interest and curiosity in their world. Sharing toys, taking turns and playing games together help teach the child how to interact with other children and develop caring relationships with each other.

Music-time, story-time and outdoor play form a large part of Ladybirds daily routine, along with messy and creative play and a simple structured activities program which helps them develop basic concentration and listening skills.

During mealtimes the children are encouraged to eat and start to learn to serve themselves their food.

After lunch a separate area is available for a nap and comfortable sleep mats, pillows and blankets are provided along with lots of cuddles by our staff.

The Ladybirds Cloakroom is located inside the playroom; we encourage to find their own photograph and hang up their own bags and coats. Every child has a drawer which is in the Entrance Hallway for letters to go home and their artwork.



## Butterflies Pre-school

Our preschool begins the process of preparing each child for school by providing a more structured daily experience of nursery life.

Stimulating activities are planned to encourage understanding through logic, reasoning and free thought which further develops social, emotional, physical and intellectual skills within each child's ability. Each child's foundation stage profile is closely followed throughout the day.

Although the Butterflies have a more structured day, music time, story-time, outdoor play, imaginary play, free play and messy and creative play are still essential part of the daily routine.



Mealtimes are also important and are made enjoyable whilst encouraging children to eat a wide variety of foods. The children learn table manners and enjoy deciding their own quantities of food.

The children are given the opportunity to experience a varied range of activities within their daily routine, which in turn prepares them not only intellectually but also emotionally and socially for their time at school. Through purposeful play we encourage children to develop their mark making skills in literacy and numeracy, imaginative play and many more play experiences.

We encourage to be independent in readiness for school, encouraging them to self-register their names in the morning, select their own snack mat for meals and be independent in their personal care.

## Sessions

We do not have a minimum attendance session; however, we do recommend your child attends a minimum of two sessions per week to help them to settle into Nursery. Session times are detailed in our prospectus, but if you require sessions outside these times please speak to a member of staff.

## Outdoor Play

When outdoors, children have the freedom to explore and develop their physical boundaries, to take risks and to discover the real world with all their senses. This can have huge positive effects on a child.

Self-esteem and Confidence. Outside can be liberating; children have room to be active, noisy, messy and working on a large scale.

Wisbech Day Nursery believes that Outdoor learning compliments indoor learning and is equally important. Play and learning that flows seamlessly between indoors and outdoors enable children to make the most of the resources and materials available to them and develop their ideas.

## Outdoor Learning

Our “Forest School” of the garden aims to enhance the children’s learning in an outdoor environment. We will provide opportunities for the children to engage with nature, learn new skills and discover the world through outdoor play. The learning will be child-led with the teachers acting as facilitators.

Forest School has a holistic approach to child development having an overall positive impact on the children.

We have 3 qualified Forest School leaders: Deborah, Sarah and Ursula. children to the woods for our Forest School program. We believe that children need to be exposed to an appropriate level of risk. The children and the leaders constantly risk assessment. The Forest School leaders do a termly overall site risk assessment. They also do a daily risk assessment to check any changes that have occurred to the site. Additionally, the older children are involved in the risk assessment process which makes them more aware of how to stay safe. All activities within Forest School are risk assessed individually. We plan that all children have a minimum of one Forest School Session per week. Please ensure your child has suitable clothing as detailed in our Forest School welcome letter. There is no extra charge for Forest School Sessions.





## Payments

- Parents/Carers will be given an invoice at the start of every month. Invoices show sessions booked, the cost per session and how the monthly payment is calculated. Monthly payments are due by the 10<sup>th</sup> of every month. A late payment fee of £35.00 will be charged for late payments.
- Parents have the option of paying their childcare fees weekly. Payment is due on the first day of the week your child attends.
- Payment is due when your child is on holiday or absent due to illness to hold your child's place open.
- One month's notice must be given to terminate your child's place or to change sessions.
- Payment for Nursery fees can be made by bank transfer (bank details are on the invoice) or cash. We accept all types of childcare vouchers, please ask for more information.
- Parents have the option of their childcare fees being calculated for a calendar year and equal payments spread over the 12-month period. Payments are then made by Direct Debit, please ask for more information.
- Please note that all invoices not settled within our payment terms will be referred to our Debt Recovery Agents and will be subject to a surcharge of 15% plus VAT in lieu of our recovery charges.

## Starting at our setting

### ***The first days***

We want your child to feel happy and safe with us. The staff will work with you to decide on how to help your child to settle into the setting. We recommend that your child visits us twice before starting Nursery for short visits to help them to become familiar with the staff and environment.

We offer our families a home visit to help your child become familiar with their keyworker. Home visits help to develop trust, good communication and a strong relationship between families and practitioners.

### ***Clothing***

The children enjoy a range of play experiences whilst in Nursery and we ask that you dress them in suitable clothing. Wisbech Day Nursery have uniform that is available at <https://myclothing.com/first-steps-childcare-wisbech-day-nursery/6473.school>. We provide protective clothing for the children when they play with messy activities such as painting, water play and general messy play.

We encourage children to gain the skills that help them to be independent and look after themselves. These include taking themselves to the toilet and taking off, and putting on, outdoor clothes. Clothing that is easy for them to manage will help them to do this. The staff are always ready and willing to talk with you about your ideas, views or questions.

### ***What will your child need to bring to Nursery?***

Nappies (if applicable)

Baby Wipes (If applicable)

Nappy Cream (if applicable)

A named spare change of clothes (if your child is toilet training, please supply several changes of clothes)

Indoor Shoes or Slippers.

#### **Autumn / Winter Months**

Wellington Boots

Waterproof / Warm Coat

Gloves

Hat / Scarf

#### **Spring / Summer Months:**

Sun Hat

Sun Cream

Suitable Shoes (no flip flops / open toe sandals)

The Nursery does have some waterproof all-in-one outfits, however, if you would like your child to wear an "All on one" waterproof suit in the wetter weather could you please provide this.

## Working with Parents

Our setting recognizes parents as the first and most important educators of their children. All the staff see themselves as partners with parents in providing care and education for their children. There are many ways in which parents take part in making the setting a welcoming and stimulating place for children and parents, such as:

- exchanging knowledge about their child's needs, interests and progress with the staff.
- contributing to the progress check at age two.
- sharing their own special interests with the children.
- taking part in events and informal discussions about the activities and curriculum provided by the setting.
- joining in community activities in which the setting takes part; and

Parents and carers will be invited to termly parent's evenings where you will be able to look at your child's work and discuss their individual targets for the next term. If you would like to discuss anything during the term, please speak to your child's keyworker to arrange an appointment.

### \*Sharing information with other settings

As part of our commitment in ensuring your child has the best learning opportunities, if your child attends another Nursery / Childminder could you please inform your child's Key Worker so we can share our planning and observations with them in an Early Years Diary



## Healthy Eating

Wisbech Day Nursery regards snack and mealtimes as an important part of the day. Eating represents a social time for children and adults and helps children to learn about healthy eating and making healthy choices. We work to ensure that our food meets the Voluntary Guidelines for Food and Drink in Early Years Settings in England. We have been awarded the Food for Life Bronze Award which is an independent their care to develop good eating habits for life.

All meals are cooked freshly at the Nursery by our catering team Lynn and Leah. Our menus are displayed in the hallway for parents' information and are on parents Tapestry account. We source our produce locally that we use for our menus, but also have our own garden that we will grow our own fruit and vegetables to harvest with the children.

Please feel free to suggest meals for us to add onto our menus or if you have a skill in cooking and wish to come and share it with the children please speak to your child's keyworker.

### Sample Lunch Menu

#### MONDAY

Green Mac and Cheese, Garlic Bread and Salad

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Forest Fruit Whip

#### TUESDAY

Fish Fingers, Peas and Creamed Potatoes

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Oat Cookies and Yoghurt

#### WEDNESDAY

Beef and Capsicum Pasta Bake, Mixed Vegetables

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Rhubarb Crumble and Custard

#### THURSDAY

Roast Chicken, Roast Potatoes, Yorkshire Pudding and Seasonal Vegetables

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Peaches and Cream

#### FRIDAY

Sausage Meat plait, Creamed Potatoes and Baked Beans

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Strawberry Muffins

## Staffing

*The staff who work at our setting are all Enhanced DBS checked, Health Screened and past employment screened.*

### **Sarah Vick M.Ed. Nursery Manager / Company Director**

Sarah has worked in the Childcare Sector for 20 years. Sarah holds her master's qualification in Education, BA Early Years (hons) and gained her Early Years Professional Status in June 2013.

Sarah is the Lead Designated Child Protection Officer.

### **Barrie Vick – Company Director**

Barrie oversees the administration of the Company and is the Health & Safety Manager.

### **Jasmin West MA – Assistant Nursery Manager / SENCO / Room Leader for Ladybirds**

Jasmin joined the Nursery in 2011 and is Assistant Nursery Manager and Room Leader for Ladybirds. Jasmin is qualified to Early Years Initial Teacher Trained (EYITT) Jasmin is the SENCO for the setting and is a Designated Child Protection Officer.

### **Nicola Glover – Deputy Manager and Room Leader for Caterpillar's Room**

Nicola joined the team in 2013, Nicola is the Deputy Manager and is a Designated Person for Child Protection. Nicola has 3 childcare practitioners in her team.

**Danielle Rowe BA (Hons)** – Danielle joined the company in 2014, working with Hannah to lead our Butterflies Pre-school. Danielle is currently studying with Penn Green for her BA (Hons) in Early Childhood and Education.

**Hannah Vick BSc (Hons) – PGCE in Early Years Birth to 5 (EYTS).** Hannah joined the team in 2019, studying with the University of Bedfordshire to gain her PGCE qualification. Hannah supports Danielle in leading our Butterflies Room. Hannah is a Designated Person for Child Protection. Hannah will be on Maternity leave from March 2022.



## Policies

Copies of the setting's policies and procedures are available for you to see at the setting and on our website [www.wisbechdaynursery.co.uk](http://www.wisbechdaynursery.co.uk). The setting's policies help us to make sure that the service provided by the setting is a high quality one and that being a member of the setting is an enjoyable and beneficial experience for each child and her/his parents.

The staff work together to adopt the policies, and all can take part in the review of the policies. This review helps us to make sure that the policies are enabling the setting to provide a quality service for its members and the local community.

## Safeguarding children

Our setting fully recognizes the responsibility to have arrangements in place to safeguard and promote the welfare of all children.

Our employment practices ensure children against the likelihood of abuse in our Nursery, and we have a procedure for managing complaints or allegations against a member of staff.

A full copy of our Child Protection Policies is available on our Parents Notice Boards and, on our Website, [www.wisbechdaynursery.co.uk](http://www.wisbechdaynursery.co.uk). If you would like copies of our Policies, please speak to your child's Key Worker.

Our way of working with children and their parents ensures we are aware of any problems that may emerge and can offer support, including referral to appropriate agencies, when necessary, to help families in difficulty. The Designated Safeguarding Officer's for the Nursery are:

Sarah Vick  
Jasmin West  
Nicola Glover  
Hannah Vick  
Naomi Benefer

## Working with Children with Additional Needs.

As part of the setting's policy, we ensure that our provision meets the needs of each individual child. The setting works to the requirements of the 1993 Education Act and The Special Educational Needs Code of Practice (2014). Jasmin West is the name Special Educational Needs Co-coordinator for setting. The setting works closely with Professionals from Cambridgeshire County Council and the Health Services to ensure that every child reaches their full potential whilst in our setting. The SENCO for the Nursery is Jasmin West.

### Illness

If your child becomes ill at Nursery, we will contact you by telephone. If we cannot get in contact with the parents of the child, we will contact your child's "Emergency Contacts" as given in the registration form. We follow the Guidance on infection control in Schools and other childcare settings as set out by the Health Protection Unit.

#### MINIMUM PERIODS OF EXCLUSION FROM NURSERY

<i>Disease/Illness</i>	<i>Minimal Exclusion Period</i>
Antibiotics prescribed	First 24 hours at home (staff can administer these at Nursery after 24 hours)
Temperature	If your child is sent home with a temperature, please keep them at Home until they are well enough to return, usually 24 hours.
Diarrhea & Sickness	Child must be off for 48 hours after the last bout of sickness/ diarrhea
Conjunctivitis	Until, treatment has been given and the eyes are no longer weeping
Chickenpox	Until the scabs are dried over.
Throat Infection	As advised by your GP.
Impetigo	Until the skin is healed.
Pediculosis (head lice)	Until appropriate treatment has been given
Hand Foot & Mouth	As advised by your GP.

For a full list of exclusion periods for Illness please see the "Guidance on infection control in schools and other Childcare settings" that is displayed in the hallway.

If your child has a temperature at Nursery, our staff can administer Children's paracetamol/ibuprofen to reduce the temperature if you have given your consent. However, you will be asked to collect them from Nursery and keep them at home until they are well enough to return, this is usually 24 hours.

## Administering medicine: occasional, regular, emergency administration of prescribed drugs

If your child requires prescribed medication either occasionally, or on a regular basis Wisbech Day Nursery will follow the procedure of follows:

The drug or medicine must:

1. Prescribed medication must be clearly labelled with the child's name and dated.
2. Over the counter medication e.g., Children's Paracetamol, must be clearly labelled before bringing it into the setting with the child's name and date of birth.

The setting must have:

1. A signed consent from the Parent / Guardian of the Child.
2. Information from the GP (the label on the medication)
  - The name of the drug
  - When it should be administered
  - Any other relevant information

A medication register will be kept showing:

- Your child's name
- Batch Number of the Medication
- Date and time of administration by nursery staff
- Type of drug or medicine administered
- Dosage
- Name and signature of nursery staff member (coordinator or manager)
- Name and signature of the witness

The parent will be required to sign this register when collecting the child.

## Emergency medication

If staff are required to administer emergency medication e.g., asthma inhaler / EpiPen, this will be recorded in the medication register. The procedure will be as outlined above

## Nursery Collection procedures

Occasionally you may need an unfamiliar person to collect your child from the nursery. To ensure their safety we ask that when your child starts nursery you provide us with either photographs of the people authorized to collect your child or choose a password to be used when your child is collected by another adult. Staff will not allow a child to leave with someone who is not authorized to collect your child. Please could you inform a member of staff if an unfamiliar person is collecting your child as we will not be able to let your child go home with them. We cannot allow a child to go home with any person under the age of 16 years old.

Please ensure that we are informed of any legal proceedings concerning your child, please note we cannot refuse collection of children from a parent with “parent responsibility” without a legal document.

## Late collection

Please note the Nursery closes at 6.30pm, a late payment charge will be added to monthly invoices of £10.00 per 15 minutes for late collection. Please inform us by telephone if you will be late in collecting your child on 01945 586966.

## Nursery Closure

Wisbech Day Nursery is open 52 weeks per year, closing for Bank Holidays only which are not charged for.

In adverse weather conditions, the Nursery may need to close or if there is a service fault it may result in the Nursery closing. Every effort will be made to contact parents to inform them of such closure.

## Liability

First Steps Child Care (Cambs) Ltd. cannot be held responsible for your child whilst in your care for arriving and collecting on the nursery premises. First Steps Child Care (Cambs) Ltd cannot be held responsible for any personal items that are left at the Nursery premises. First Steps Child Care (Cambs) Ltd will accept no responsibility or liability for any pecuniary or other loss suffered by you, the parent, if the Nursery must close, due to the points detailed in the paragraph Nursery Closure.

## Insurance

First Steps Child Care (Cambs) Ltd has appropriate insurance which is displayed on the Nursery Room notice board.

## Complaints

We hope that you will be happy during your time at our setting. However, if you have any concerns you would like to discuss please speak to your Child's Room Leader in the first instance. If you are still not happy with the outcome, please follow our Complaints procedure which is detailed on the Parents Notice Board.

## CONTACT INFORMATION

First Steps Childcare (Cambs) Limited  
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