

# Inspection report

## Bright Beginnings Day Care of Children

40 Bolivar Terrace  
Mount Florida  
Glasgow G42 9AS

**Inspected by:** Rita Gallagher  
**(Care Commission Officer)**

**Type of inspection:** Unannounced

**Inspection completed on:** 18 September 2008

**Service Number**

CS2003006070

**Service name**

Bright Beginnings

**Service address**40 Bolivar Terrace  
Mount Florida  
Glasgow G42 9AS**Provider Number**

SP2003001339

**Provider Name**

Susan Boyce

**Inspected By**Rita Gallagher  
Care Commission Officer**Inspection Type**

Unannounced

**Inspection Completed**

18 September 2008

**Period since last inspection**

12 months

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## **Introduction**

The service was registered with the Care Commission in April 2002. A maximum of 72 children aged from 6 weeks – 5 years can be cared for. The service offers sessional and full day care between the times of 7:30am and 6pm, Monday to Friday, throughout the year.

The nursery operated from a two-storey detached building in the Mount Florida area of Glasgow. The service was in partnership with Glasgow City Council to provide Pre-School Education.

The service aimed to:

Provide a safe, relaxed, happy and stimulating environment, provide equal opportunities for all, provide a wide range of activities and experiences, value the individual child, their parents/carers and the important role they play.

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

Quality of Care and Support - 2 - Weak

Quality of Environment - 3 - Adequate

Quality of Staffing - 2 - Weak

Quality of Management and Leadership - 3 - Adequate

This inspection report and grades represent the Care Commission's 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. Please refer to the care services register on the Care Commission's website ([www.carecommission.com](http://www.carecommission.com)) for the most up-to-date grades for this service.

## **Basis of Report**

Before the Inspection

The Annual Return

The service submitted a completed Annual Return as requested by the Care Commission.

The Self-Assessment Form

The service submitted a self-assessment form as requested by the Care Commission.

Views of service users

Nine service user questionnaires were completed and returned to the Care Commission.

Regulation Support Assessment

The inspection plan for this service was decided after a Regulation Support Assessment (RSA) was carried out to determine the intensity of inspection necessary. The RSA is an assessment undertaken by the Care Commission Officer (CCO) which considers complaints activity, changes in the provision of the service, nature of notifications made to the Care Commission by the service (such as absence of a manager) and action taken upon requirements. The CCO will also have considered how the service responded to situations and issues as part of the RSA.

This assessment resulted in this service receiving a high RSA score and so a high intensity inspection was required. The inspection was based on the relevant Inspection Focus Areas and associated National Care Standards, recommendations and requirements from previous inspections and complaints or other regulatory activity.

This inspection was based upon requirements and recommendations made at the last inspection on 18/09/2007.

During the inspection process

Staff at inspection

The inspection was undertaken by Rita Gallagher and Margaret Menzies, Care Commission Officers.

Evidence

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

Discussion with the provider

Discussion with the manager

Discussion with staff

Discussion with children

Discussion with parents

Viewing policies and procedures including; Child Protection, admissions, keyworker, complaints, confidentiality, health and safety and infection control

Viewing records including; questionnaires, newsletters, menus and staff training

Observation of practice

Observation of the environment and equipment

Inspection Focus Areas and links to Quality Themes and Statements for 2008/09

The Care Commission Officer took all of the above into account and reported on whether the service was meeting the requirements associated with The Regulation of Care (Requirements as to Care Services) Regulations 2002 [SSI 2002 114], the National Care Standards for Early Education and Childcare up to the age of 16 and the following Quality Themes and statements therein:

Quality of Care and Support

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

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

1.5 We respond to service users' care and support needs using person centred values.

Quality of Environment

2.1 We ensure that service users and carers participate in assessing and improving the quality of the environment within the service.

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

2.3 The environment allows service users to have as positive a quality of life as possible.

Quality of Staffing

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

3.2 We are confident that our staff have been recruited, and inducted, in a safe and robust

manner to protect service users and staff.

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

#### Quality of Management and Leadership

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

4.3 To encourage good quality care, we promote leadership values throughout the workforce.

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

In addition, the inspection focused on the following areas:

Protecting People and Notifications.

Details of the inspection focus and associated Quality Themes to be used in inspecting each type of care service in 2008/09 and supporting inspection guidance, can be found at:

<http://www.carecommission.com/>

#### Fire Safety Issues

The Fire (Scotland) Act 2005 introduced new regulatory arrangements in respect of fire safety, on 1 October 2006. In terms of those arrangements, responsibility for enforcing the statutory provisions in relation to fire safety now lies with the Fire and Rescue service for the area in which a care service is located. Accordingly, the Care Commission will no longer report on matters of fire safety as part of its regulatory function, but, where significant fire safety issues become apparent, will alert the relevant Fire and Rescue service to their existence in order that it may act as it considers appropriate. Further advice on your responsibilities is available at [www.infoscotland.com/firelaw](http://www.infoscotland.com/firelaw)

#### **Action taken on requirements since last inspection**

Eleven requirements were made in the last inspection report. Nine were met, one partially met and two not met as follows:

1. The Service Provider to ensure nappy changing procedures are followed.

This is in order to comply with SS1 2002/114 Regulation 4(1) Providers shall -

(a) make proper provision for the health and welfare of service users;

(b) have appropriate procedures for the control of infection and the management of clinical waste.

Timescale: Immediately.

Met – Nappy changing procedures now being implemented by staff. However the written procedure for staff did not state handwashing would be carried out by staff and children when procedure complete.

See recommendation 1.

2. The Service Provider will ensure that toilet areas including handwashing facilities are provided and in a good state of repair.

This is in order to comply with SSI 2002/114 Regulation 10(2)(a) & (b)-

a requirement that premises are not fit to be used for the provision of care unless they (a) are suitable for the purpose of achieving the aims and objectives of the care service which are

set out in the statement of aims and objectives and (b) are of sound construction and in a good state of repair externally and internally.

Timescale: Within 12 weeks of the issuing of this report.

Met – Toilets had been upgraded.

3. Procedures must be in place to ensure a clean and healthy environment for children and young people.

This is in order to comply with SSI 2002/114 Regulation 4 (1)(d)

a requirement that providers shall have appropriate procedures for the control of infection and the management of clinical waste.

Timescale: Within 2 weeks of the issuing of this report.

Met – A system for identifying individual dummies had been introduced. The fridge in the babies' kitchen had been replaced and the temperature had been recorded. The freezer in the main kitchen had been defrosted.

However, the following issues were evidenced during the inspection:

#### Infection Control

- Anti bacterial wipes left open, exposing them to the environment.
- Lid not replaced on storage box for nappies, exposing them to the environment.
- Handwashing sink contained sand residue.
- Handwashing not carried out when children came in from outdoors.
- Child in baby room was observed to be walking over beds with outdoor shoes on.
- Floor in baby room sticky and dirty. It was noted that this was not in use at the time of the inspection.
- Staff member was observed to place a soother which had been on the floor into a baby's mouth without having cleaned/sterilized it.
- No clear procedures were in place for the storage of clean and dirty laundry
- Mops, buckets and brushes not appropriately stored or easily identified for each room.
- Office carpet required cleaning.
- Children were observed brushing their teeth standing at an activity table that had not been cleared or cleaned and tissue was placed on the table for the children to empty the excess toothpaste from their mouth. The procedure was not timed and children were observed picking up other toothbrushes at the head.

#### Health & Safety

- Packet of blue aprons, clothing and badminton racket were stored on top of a radiator in the kitchen.
- The light in the cupboard that stored cleaning materials was not in working order.

#### See Requirement 1

4. The process for the recruitment of staff should ensure that staff employed are physically and mentally fit for the purpose of their role and responsibilities.

This is in order to comply with SSI 2002/114 Regulations 9 (1) & (2) - a requirement in relation to the fitness of employees.

Timescale: Upon receipt of this report.

Met – The service's safer recruitment procedure has been implemented for new staff.

5. The service provider must ensure staff give children medication if requested by parents in line with the nursery's medication policy.

This is in order to comply with SSI 2002/114 Regulations 4(1) (a) – a requirement that providers shall make proper provision for the health and welfare of service users.

Timescale: Upon receipt of this report.

Met – Communication and procedures regarding administration of medication in place.

6. The provider shall ensure that at all times suitably qualified staff are working in the baby room in such numbers as are appropriate for the health and welfare of service users. The provider must ensure that the person employed to cook and prepare children's food has the relevant qualifications and training.

This is in order to comply with SSI 2002/114 Regulation 13 (a) – a requirement in relation to staffing.

Timescale: Within 24 hours on receipt of this report.

Partially Met – The number and qualification of staff deployed in the baby room was appropriate for the health and welfare of service users. However children's snacks were being prepared by staff that did not hold a food hygiene qualification.

See requirement 2

7. The provider must ensure that at all times staffing levels adhere to Annex A of the National Care Standards for Early Education and Childcare up to the age of 16.

This is in order to comply with SSI 2002/114 Regulation 13 (a) – a requirement in relation to staffing.

Timescale: Within 24 hours on receipt of this report.

Met - Conditions of registration were adhered to.

8. The provider must ensure that all persons working in the service have undergone a process of safe recruitment in line with the company policy and regulations.

This is in order to comply with SSI 2002/114 Regulations 9 (1) & (2) - a requirement in relation to the fitness of employees.

Timescale: Within 24 hours on receipt of this report.

Met - The service's safer recruitment procedure now being implemented for new staff.

9. The provider must ensure that all kitchen areas are kept clean.

This is in order to comply with SSI 2002/114 Regulations 4 (1) (d) – a requirement in relation to procedures for the control of infection.

Timescale: Within 24 hours on receipt of this report.

Not Met - The following was evidenced during the inspection:

#### Food Safety

- Cleaner (covering for cook) carrying out domestic duties whilst carrying out kitchen duties and food preparation. Same clothes being worn for both sets of duties.
- Appropriate protective clothing (gloves/apron) not being worn during food preparation.

- Kitchen microwave was dirty and contained food debris.
- A fridge and chest freezer (in use) was being stored in the laundry just off the kitchen.
- Food in the fridge was found to be out of date.
- Bin for waste food had no lid in place.
- Dishes and beakers were not stored appropriately in that they were stored whilst still wet.
- Anti bacterial wipes on work surface open with wipes hanging out.

See requirement 3

10. The provider must ensure that staff dry the faces and hands of babies after they have been washed.

This is in order to comply with SSI 2002/114 Regulations 4(1) (a) – a requirement in relation to the health and welfare of service users.

Timescale: Within 24 hours on receipt of this report.

Not Met – This practice was still being carried out by staff.

See requirement 4

11. The provider must ensure that there are sufficient toilets for the number of children cared for and that they are in a good state of repair. The provider must ensure the boiler is working properly to provide sufficient hot water for all areas of the nursery throughout the day.

This is in order to comply with SSI 2002/114 Regulation 10(2) (b) - a requirement in relation to the fitness of premises.

Timescale: Within 8 weeks on receipt of this report.

Met – Toilets had been upgraded. However it was noted that cold water was coming out of the taps, therefore the manager should ensure the temperature control on the boiler is adjusted accordingly.

Information about complaints that have been upheld or partially upheld can be found on the Care Commission website.

### **Comments on Self Assessment**

A self assessment was completed and submitted to the Care Commission. This was completed to a satisfactory standard and contained relevant information on the service's strengths and areas for improvement for each of the Quality Themes and Quality Statements. It also included information on how service users participated in the process and how and when the service planned to implement changes.

### **View of Service Users**

Through discussion and observation of children present during the inspection visit, they were happy and secure in the nursery environment and keen to discuss their experiences with the Officers.

### **View of Carers**

All parents and carers spoken with or who had completed service user questionnaires strongly agreed/agreed that overall they were happy with the quality of care their child receives. Further details are contained under standard headings.



## **Quality Theme 1: Quality of Care and Support**

### **Overall CCO Theme Grading: 2 - Weak**

**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**

Some methods were used to facilitate service user and carer involvement in the evaluation and development of the quality of care and support provided including;

Nursery Handbook  
Questionnaires  
Newsletters  
Key Worker system  
Suggestion box  
Complaints procedure

A Partnership with Parents policy and agreement was in place. There was evidence that service user views were responded to.

A Parents' committee was in the process of being developed. Information was completed for parents of younger children on their child's routine. Learning at home and nursery sheets were available which included suggestions from parents to take learning forward.

Parents/carers who completed the Care Commission questionnaires strongly agreed/agreed that they were kept informed about what was happening in the service for example through news letters and information board. The majority strongly agreed/agreed that the service involved them and their child in developing the service, for example asking for ideas and feedback. Comment included, "My children are very happy and enjoy going to nursery. I find the staff and management very helpful and friendly".

#### **Areas for Development**

Management and staff should monitor the effectiveness of the newly implemented systems for service user participation and give consideration to reviewing questionnaires to link to the quality themes and statements.

Within the self assessment document the managers identified an area for improvement as being setting times and dates for parents' group meetings after discussion and improve on the amount of questionnaires which get returned.

#### **CCO Grading**

4 - Good

#### **Number of Requirements**

0

#### **Number of Recommendations**

**Statement 3: We ensure that service user's health and wellbeing needs are met.****Service Strengths**

A variety of policies and procedures were in place to promote the health and safety of children including, health and safety, medication, risk assessments and monitoring sleeping children. Some staff had accessed food hygiene training.

Daily written information sheets were provided for younger children to provide parents with an account of their child's care and routine. Registration forms contained details of children's contact details, medical and dietary requirements. Parents were encouraged to keep the service updated of any changes to their children's circumstances.

Children were provided with daily opportunities for indoor and outdoor play and had opportunities to sleep or rest.

Management and staff had an understanding of their role and responsibility in protecting children from harm, abuse, bullying and neglect. The majority of staff had accessed child protection training. Parents and carers had access to the policy. Feedback from parents and carers confirmed that they were confident that staff would protect their child from harm, abuse, bullying and neglect. Children were encouraged to express their feelings and experiences.

Food was prepared and cooked on the premises and account was taken of ethnic, cultural and dietary requirements. Parents/carers who completed the Care Commission questionnaires strongly agreed/agreed that the service provides a healthy and well-balanced diet which met their child's dietary and cultural requirements.

Policies and procedures were in place for emergencies, accidents and incidents.

The service participated in the 'Smile' national toothbrushing programme.

**Areas for Development**

In addition to that detailed under ACTION TAKEN ON REQUIREMENTS IN LAST INSPECTION REPORT (see requirements 1, 2, 3, 4 and recommendation 1), the following areas for improvement have been identified.

The hazard analysis temperature for fridge, freezer and food was not recorded in the proper format. It was also found that the wrong dates were recorded (see recommendation 2).

The lunch experience for children in the 3-5 room did not encourage independence. Staff set the tables, served the lunch and cleared away. Children were also provided with a fork only and therefore began to use their fingers to assist them (see recommendation 3).

During snack time in the room identified for children aged 3-5 years, there was opportunity for discussion. However it was found to be disruptive as children were trying to tell a story as others were going back and forward for the snack (see recommendation 4).

Some of the contents in the first aid box were found to be out of date and contents were not

stocked according to the list (see recommendation 5).

Children had access to drinking water. However, the water was not easily accessible to some children to encourage independence (see recommendation 6).

Staff should consider ways in which children could be more involved in shopping and the preparation of snacks.

The manager identified areas for improvement as being encouraging children to participate more in reviewing snack and lunch menus and to develop a programme on citizenship.

Management should ensure that staff and service users have access to the Children's Charter and Framework for Standards document protecting children and young people.

## **CCO Grading**

2 - Weak

### **Number of Requirements**

4

### **Number of Recommendations**

6

**Statement 5: We respond to service users' care and support needs using person centered values.**

### **Service Strengths**

Parents/carers had opportunity to visit the service prior to admission. This was confirmed by all parents/carers who completed the Care Commission questionnaires. The service kept parents/carers informed of staff changes in advance through the newsletters.

Staff had responsibility, as key workers, for their own groups and demonstrated a good knowledge of each of the children in their care. A key worker policy was in place to support this.

Staff ensured that information was shared with parents/carers through written reports and daily discussions.

Staff planned and evaluated the programme of activities for children. Individual profiles were in place for children including a system for observation and assessment. Parents' evenings took place twice a year to discuss their child's progress. Parents/carers who completed the Care Commission questionnaires strongly agreed/agreed that staff share information about their child's learning and development and they were confident that the information was treated confidentially.

Children had daily opportunities to experience both free play and more structured activities. Children were observed to be happy, interacting well with staff and other children.

## **Areas for Development**

It was previously recommended that management and staff review and monitor the experiences for children under 2 years of age and the provider should arrange for staff to attend Birth to Three training. Whilst some staff had accessed training and demonstrated an understanding of children's needs, interaction, care routines and programmes for children aged under 3 years did not always meet their individual needs as follows:

- \* All babies were taken outside at the same time to sleep in prams, some children did not sleep during this time and the length of time they were outside was at least an hour.
- \* When going for a sleep some children were automatically provided with their soother when it was not asked for. However the manager stated that this was in line with parents' wishes.
- \* During lunch the babies were not provided with a drink until after they had finished dessert.
- \* Children's clothing was being changed in the playroom which did not respect privacy and dignity.
- \* Staff did not respond appropriately to a request by a child who was asking to be taken to the toilet. This child was toilet training.
- \* Staff took all children in the 2-3 room for outdoor play.  
(see recommendation 7)

During the inspection there was evidence that the quality of staff interaction was not consistent throughout as follows:

- \* The process for observation, assessment and evaluating activities was not always being recorded and therefore the next steps in the children's development and learning were not always identified or used to plan the programme according to their individual needs.
- \* Staff missed opportunities to intervene appropriately to extend children's learning, provide support and manage situations where challenging behaviour was displayed.  
(see recommendation 8)

## **CCO Grading**

3 - Adequate

## **Number of Requirements**

0

## **Number of Recommendations**

2

## **Quality Theme 2: Quality of Environment**

**Overall CCO Theme Grading: 3 - Adequate**

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

### **Service Strengths**

Evidence to support the strengths in this quality statement is as detailed under Quality Statement 1.1.

### **Areas for Development**

Evidence to support the areas for improvement in this quality statement is as detailed under Quality Statement 1.1.

### **CCO Grading**

4 - Good

### **Number of Requirements**

0

### **Number of Recommendations**

0

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

### **Service Strengths**

A secure entry system was in place and access to the building was effectively controlled by staff. The accommodation provided a safe and welcoming environment. Staff displayed a warm and caring approach towards the children during the inspection visit. A range of information was displayed for parents and carers on entering the nursery.

The majority of rooms where children were cared for provided adequate and suitable ventilation and light.

The available space provided areas for children to play alone and in small or large groups. Furnishings were appropriate for the age range of children attending. Although there was no natural light in the 2-3 room children's art work, printed text, photographs and posters were attractively displayed.

Children had opportunity to move freely round the rooms and they had access to the small outdoor play area and outings that took place. Accommodation and facilities were accessible to individuals with physical disabilities.

The nursery had procedures for ensuring health and safety, fire safety and reporting repairs.

Staff carried out risk assessments for aspects of accommodation and for outings. Procedures were in place for visitors to the service.

All parents/carers who completed questionnaires strongly agreed/agreed that the service was safe, secure, hygienic, smoke free, pleasant and stimulating environment. Procedures were in place for the safe use of computers.

### **Areas for Development**

During the inspection the following ventilation issues were identified:

- \* A malodorous smell was detected in the corridor leading to the children's toilets.
- \* A fan was being used in the kitchen as a coolant due to ineffective systems for ventilation.

(see recommendation 9)

The linoleum in the kitchen and in the staff toilet required to be upgraded due to wear and tear (see recommendation 10).

An identified area for improvement was that discussion was in place with the children regarding environmental issues that would be implemented during term 2.

### **CCO Grading**

3 - Adequate

### **Number of Requirements**

0

### **Number of Recommendations**

2

**Statement 3: The environment allows service users to have as positive a quality of life as possible.**

### **Service Strengths**

Resources were age and stage appropriate, well organised, accessible and provided some challenge. Staff and children had accessed some local resources. Information and photographs on these were displayed for service users and visitors.

All parents/carers who completed questionnaires strongly agreed/agreed that the service had a suitable range of equipment, toys and materials for the children and that they made good use of resources in the community, for example the library and parks.

Staff and children's views were taken account of in the purchasing of new resources. Staff stated most resources requested were obtained.

### **Areas for Development**

The use of the outdoor play area and the resources provided were in relation to physical play only and some resources were not appropriate for the age and stage of children's development (see recommendation 11).

Whilst children's work was displayed throughout the nursery, some was adult led with the use of templates being used mainly in the 0-2 and 2-3 rooms. Staff should allow children to express themselves creatively through their own artwork.

Within the self assessment the manager identified an area for improvement as being that better links with the community need to be established.

**CCO Grading**

3 - Adequate

**Number of Requirements**

0

**Number of Recommendations**

1

### **Quality Theme 3: Quality of Staffing**

**Overall CCO Theme Grading: 2 - Weak**

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

#### **Service Strengths**

Evidence to support the strengths in this quality statement is as detailed under Quality Statement 1.1.

#### **Areas for Development**

Evidence to support the areas for improvement in this quality statement is as detailed under Quality Statement 1.1.

#### **CCO Grading**

4 - Good

#### **Number of Requirements**

0

#### **Number of Recommendations**

0

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

#### **Service Strengths**

Satisfactory recruitment procedures were in place which included undertaking enhanced disclosure checks from Disclosure Scotland. Policies were in place to support this.

Records of staff skills, experience and qualifications were kept. Staff photographs, job titles and qualifications were displayed.

Appropriate ratios of staff to children were in place, in line with conditions of registration. Since the new manager had taken up post recent staff turnover was low. Staff were observed to work effectively as a team. Roles and responsibilities were clearly defined.

#### **Areas for Development**

The recruitment and disciplinary procedures did not contain information on taking up checks or reporting to the Scottish Social Services Council (SSSC) (see recommendation 12).

Upon inspection of staff files it was evident that some staff were unqualified and were awaiting funding to access training (see recommendation 13).



Not all staff had undergone an induction programme and no exit interviews were carried out for staff that had left the service (see recommendation 14).

### **CCO Grading**

3 - Adequate

### **Number of Requirements**

0

### **Number of Recommendations**

3

**Statement 3: We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice.**

### **Service Strengths**

Staff were clear about lines of communication and accountability and were confident in reporting poor practice. A Whistleblowing policy was in place.

Staff had been provided with copies of the SSSC Codes of Practice. Some were aware of the implications and responsibilities outlined in this document.

Parents/carers who completed questionnaires strongly agreed/agreed that there were always enough staff in the service to provide a good quality of care. Comment included "Staff are very professional and friendly. My daughter is very happy and really enjoys going to nursery. She is familiar with all staff members and children. They make it a great environment for children to learn and progress socially and in their education".

### **Areas for Development**

The majority of staff had undergone either little or no training since the previous inspection, and the following areas need to be addressed: behaviour management, birth to three and curriculum for excellence (see requirement 5).

A recommendation was made at the previous inspection that a staff training programme is put in place. Although an annual appraisal system was in place for staff there was no formal system for staff supervision to monitor their development and training needs throughout the year (see recommendation 15).

Within the self assessment document the new manager identified an area for improvement as being to ensure all staff is registered with the SSSC. Staff were awaiting new packs from the SSSC as the previous manager had not submitted the original completed packs.

The manager stated a gifts policy had previously been developed and had since been misplaced. She should ensure this is developed and made available to staff and service users.

### **CCO Grading**

2 - Weak

**Number of Requirements**

1

**Number of Recommendations**

1

## **Quality Theme 4: Quality of Management and Leadership**

**Overall CCO Theme Grading: 3 - Adequate**

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

### **Service Strengths**

Evidence to support the strengths in this quality statement is as detailed under Quality Statement 1.1.

### **Areas for Development**

Evidence to support the areas for improvement in this quality statement is as detailed under Quality Statement 1.1.

### **CCO Grading**

4 - Good

### **Number of Requirements**

0

### **Number of Recommendations**

0

**Statement 3: To encourage good quality care, we promote leadership values throughout the workforce.**

### **Service Strengths**

Staff were confident in the new leadership and management of the service and confirmed that they were consulted on aspects of the service with opportunities to contribute to service development.

Staff had undergone an annual appraisal and a structure was in place for staff to progress within the service.

The manager and depute manager had applied for funding to access the SVQ level 4 qualification.

### **Areas for Development**

During the inspection some staff were unable to make decisions and looked to senior staff for guidance on the general day to day running of the nursery (see recommendation 16).

### **CCO Grading**

3 - Adequate

## **Number of Requirements**

0

## **Number of Recommendations**

1

**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**

Staff meetings provided opportunities for discussion and consultation. They confirmed that the new inspection grading process had been discussed. Parents' evenings were held every three months and provided opportunity for feedback on their child's development.

The manager was using the Child at the Centre document for monitoring and evaluating aspects of the service.

A development plan was in place with identified areas to be addressed.

The provider and management had an understanding of their responsibilities to make notifications to the Care Commission and SSSC.

## **Areas for Development**

It was evident that not all staff, parents and carers were familiar with the service's development plan (see recommendation 17).

A variety of information was displayed on entering the nursery. However the annual inspection report was not displayed for parents and the complaints procedure was not clearly visible (see recommendation 18).

The manager stated that a review of the previous development plan had taken place in consultation with the local authority. However available records to support this were incomplete. The manager should now ensure appropriate records are kept.

## **CCO Grading**

3 - Adequate

## **Number of Requirements**

0

## **Number of Recommendations**

2

**Regulations / Principles**

**National Care Standards**

## **Enforcement**

There has been no enforcement action against this service since the last inspection.

## **Other Information**

N/A.

## **Requirements**

1. The service provider will ensure that infection control practices are implemented in line with best practice. In order to achieve this the provider must ensure:

Nappies and wipes are appropriately stored to protect them from environmental contamination.

Good hand hygiene practices are implemented.

Staff implement the service infection control policies and procedures when children are going for a sleep.

Furnishings, equipment and resources should be appropriately cleaned.

Infection control procedures in relation to cleaning children's soothers should be implemented by all staff.

Toothbrushing should be in line with best practice.

Clear procedures to be put in place for the use and storage of mops, brushes and buckets.

This is to comply with The Regulation of Care (Requirements as to Care Services) Regulations 2002 [SSI 2002 114] Regulation 4 (1) (d) - Welfare of users.  
Timescale: At all times.

2. The provider must ensure that where children's food is being cooked and or prepared that the person employed holds the relevant qualifications and training.

This is to comply with The Regulation of Care (Requirements as to Care Services) Regulations 2002 [SSI 2002 114] Regulation 13(a) and (c) (I) requirement in relation to staffing.  
Timescale: At all times.

3. Food hygiene practices to be implemented in line with legislation and best practice. In order to achieve this the provider must ensure:

Staff wear appropriate protective clothing.

Where the person employed has responsibility for kitchen duties and food preparation, domestic duties should not be carried out by this person at the same time.

All equipment is appropriately cleaned, dried and stored.

Where a washing machine has to be situated in a food room, procedures must be in place to ensure that dirty laundry is only brought into the area when food is not being prepared and any area or surface where dirty laundry is deposited must be cleaned and disinfected

immediately. Hands must be thoroughly washed before handling any food.

Food is disposed of appropriately.

Food should be in date at all times.

Wipes should not be exposed to environmental contamination or drying.

This is to comply with The Regulation of Care (Requirements as to Care Services) Regulations 2002 [SSI 2002 114] Regulation 4 (1) (d) - Welfare of users.

Timescale: From publication of this report.

4. The provider must ensure that staff dry the faces and hands of babies and young children after they have been washed.

The provider may want to consider reviewing this practice and implement the use of disposable wipes for children's face and hands as germs grow very quickly on a wet surface. Damp hands/face could encourage bacterial growth and the alcohol in the wipes or anti bacterial agent would reduce this, not so in the damp face cloth.

This is to comply with The Regulation of Care (Requirements as to Care Services) Regulations 2002 [SSI 2002 114] Regulation 4 (1) (d) - Welfare of users.

Timescale: From publication of this report.

5. The Service Provider is required to ensure that there is an on-going training programme in place for staff.

This is to comply with The Regulation of Care (Requirements as to Care Services) Regulations 2002 [SSI 2002 114] Regulation 13(a) and (c) (I) requirement in relation to staffing.

### **Recommendations**

1) Nappy changing procedures and practice to reflect appropriate hand hygiene practices.  
NCS Early Education and Childcare up to the age of 16: Standard 2.4 A Safe Environment.

2) The manager should ensure the hazard analysis record is completed in the proper format and that the dates are recorded accurately.  
NCS Early Education and Childcare up to the age of 16: Standard 2.4 A Safe Environment.

3) The lunch experience for children in the 3-5 room should be reviewed to ensure independence is encouraged.  
NCS Early Education and Childcare up to the age of 16: Standard 5.4 Quality of Experience.

4) Snack routine should be reviewed to ensure this is a positive experience for children.  
NCS Early Education and Childcare up to the age of 16: Standard 5.4 Quality of Experience.

5) Adequate first aid arrangements to be put in place.  
NCS Early Education and Childcare up to the age of 16: Standard 2.2 A Safe Environment.

6) Drinking water should be made easily accessible to the children.  
NCS Early Education and Childcare up to the age of 16: Standards 3.4 Health and Wellbeing.

7) Management and staff should review and monitor the quality of staff interaction, care

routines and programmes for children aged under 3 years.

NCS Early Education and Childcare up to the age of 16: Standard 5.2 Quality of Experience & Standard 6.1 Support and Development.

8) Management and staff to ensure planning, observation and assessment practices identify each child's stage of development and staff intervene appropriately to extend and support children's learning.

NCS Early Education and Childcare up to the age of 16: Standard 4.4 Engaging with Children & Standard 7.1 A Caring Environment.

9) The provider and management should improve ventilation in the premises by seeking and addressing the source of the malodorous smell within the corridor and also review the use of the fan in the kitchen.

NCS Early Education and Childcare up to the age of 16: Standard 2.1 A Safe Environment.

10) Flooring in the kitchen and staff toilets requires to be upgraded.

NCS Early Education and Childcare up to the age of 16: Standard 2.4 A Safe Environment.

11) Staff to review the use of the outdoor area and resources used to ensure it is not viewed as physical play only and that resources are appropriate taking account of the weather, space and children's stages of development.

NCS Early Education and Childcare up to the age of 16: Standard 5.2 Quality of Experience.

12) Recruitment and Disciplinary procedures to be updated to include reporting procedures to the SSSC and Care Commission.

NCS Early Education and Childcare up to the age of 16: Standard 12 Confidence in Staff.

13) The manager must seek training for those staff who do not hold a relevant qualification to register with the SSSC.

NCS Early Education and Childcare up to the age of 16: Standard 12 Confidence in Staff.

14) The new manager should now ensure that all staff undergoes an induction programme and that where a member of staff leaves the service an exit interview is carried out.

NCS Early Education and Childcare up to the age of 16: Standard 14 Well-Managed Service.

15) Formal procedures for monitoring and developing staff performance to be implemented.

NCS Early Education and Childcare up to the age of 16: Standard 12.2 Confidence in Staff and Standard 13 Improving the Service.

16) Senior staff should ensure all staff members are fully encouraged to participate in the day to day running of the service and their skills are recognised, valued and developed and any weakness in performance is monitored and addressed.

NCS Early Education and Childcare up to the age of 16: Standard 12.2 Confidence in Staff and Standard 13 Improving the Service.

17) The new manager should ensure that staff, parents and carers are made aware of and participate in the monitoring of the service's development plan.

NCS Early Education and Childcare up to the age of 16: Standard 14 Well-Managed Service.

18) The annual inspection report and complaints procedure should be easily accessible to parents/carers.

NCS Early Education and Childcare up to the age of 16: Standard 14 Well-Managed Service.



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**Care Commission Officer**