



Inspection report

Lanark Road Nursery Day Care of Children

305 Lanark Road Edinburgh EH14 2LL

Inspected by: Jama McCluskie

(Care Commission Officer)

Type of inspection: Unannounced

Inspection completed on: 23 February 2009

Service Number Service name

CS2003012083 Lanark Road Nursery

Service address

305 Lanark Road Edinburgh EH14 2LL

Provider Number Provider Name

SP2003002977 Lanark Road Nursery

Inspected By Inspection Type

Jama McCluskie Unannounced

Care Commission Officer

Inspection Completed Period since last inspection

23 February 2009 21 months

Local Office Address

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Introduction

Lanark Road Nursery is a day care service for children based in Edinburgh. The accommodation is separated into four main areas - baby room, tweenie room, toddler room and preschool room. There are two large outdoor play areas.

The nursery is in partnership with the City of Edinburgh Council to deliver preschool education.

The service operates Monday to Friday between the times of 8am and 6pm. The nursery is registered to care for a maximum of 66 children at any one time between birth and primary school age entry, with a maximum of 24 children at any one time under 2 years. At the time of the inspection there were 83 children on the register. During the inspection visit there were 48 children present.

The owner of the nursery supports a team of 21 staff. The manager has day to day responsibility for the service.

The stated aims of the service are to:

"create a happy, safe, inclusive environment, easily accessed by all in which both staff and children are relaxed and everyone is made welcome

develop the children's natural curiosity and encourage their interest through stimulating educational opportunities provided following the curriculum guidelines for 0-3 and 3-5 year olds and the four capacities set out in 'A Curriculum for Excellence' i.e. successful learners, confident individuals, responsible citizens and effective contributors

develop a caring, supportive relationship between staff and work together as a team to benefit the development of the children

respond to the professional development needs of individual staff requested or highlighted as part of their review process

opportunities for the children to learn about and develop positive attitudes to all cultures

provide a flexible service for parents and to work in partnership with parents establishing a friendly open relationship while sharing the education and care of their children

establish links with the community and use the resources available and to become an 'Eco School' raising awareness of issues affecting our diet and the environment locally and globally

provide opportunities to incorporate children's varied experience of home language

promote equality and inclusion for all stakeholders

engage in the systematic self evaluation and monitoring of the nursery displaying our commitment to continually improve."

The service was registered with the Care Commission on 1 April 2002.

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

Quality of Care and Support - 4 - Good
Quality of Environment - 5 - Very Good
Quality of Staffing - 4 - Good
Quality of Management and Leadership - 5 - Very Good

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) for the most up-to-date grades for this service.

Basis of Report

This report was written following an unannounced inspection visit to the service on Monday 23rd February 2009 between the hours of 9am and 5pm.

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

Fifteen Care Commission Care Standard questionnaires were issued and eight returned.

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 low RSA score and so a low 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.

During the inspection process

Staff at inspection Jama McCluskie, Care Commission Officer (CCO) Emma Tracey, Care Commission Officer (CCO).

For the remainder of the report, the Care Commission Officers will be referred to as the 'Officers'.

Evidence

During the inspection, evidence was gathered from a number of sources. This included a review of policies, procedures, records and other documentation including the following:

Accident and incident records

Attendance registers

Child protection policy and procedure

Children's details

Complaints procedure

Curricular policies

Infection control (including nappy changing)

Newsletters

Photographs and displays

Public Liability insurance document

Questionnaires and evaluations

Risk assessments

Staff handbook

Staff records including training plans

Standards and Quality Improvement Plan.

The Officers spoke with the owner, manager, one parent and a small number of children during the visit.

The Officers observed staff practice, examined premises, environment, resources and equipment. All of the above was taken into account during the inspection process and has been reported on.

The Officers also checked compliance with the Scottish Statutory Instrument (SSI) 2002 No 114.

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

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/

The Inspection Focus Areas (IFAs) applicable to this service are:

Child Protection which has been reported on under Quality Theme 1 - Quality statement 1.3 - 'We ensure that service user's health and wellbeing needs are met'.

Notifications which has been reported on under Quality Theme 4 - Quality statement 4.4 - 'We use quality assurance systems and processes which involve service users, carers, staff and stakeholders in assessing the quality of service we provide.'

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

Action taken on requirements since last Inspection

There had been no requirements made during or since the last inspection.

Comments on Self Assessment

A completed self assessment form was submitted by the service. This was completed in a comprehensive manner and reflected the service provided. The self assessment included evidence of strengths and areas for improvement.

View of Service Users

A small number of children spoke with the Officers. They were very positive and settled in the care of the staff. One child informed the Officer that he really enjoyed the sand tray and water tray, measuring, pouring and making shapes. Other children who spoke with the Officers stated that they liked playing with their friends, musical chairs, listening to stories and the building bricks.

View of Carers

Fifteen Care Standard questionnaires were issued to parents and carers and eight returned.

The majority of parents/carers strongly agreed that they were happy with the quality of care their child received in the service. All responses were very positive in relation to each quality theme.

Written comments included:

"This is my third child to attend Lanark Road Nursery. The facilities just keep getting better. I have full trust in the staff and my previous experience at the nursery with my older children helped me to decide once again to use their services for my youngest."

"Lanark Road Nursery is fantastic. The staff are amazing with the children and my child is always very happy when I pick him up from there. They do loads of different activities with them and we are consistently given art work that he has done during the day."

"Lanark Road Nursery has provided an excellent service for my child. I feel the care they are receiving is individualised and I am extremely happy with this."

One parent who spoke with one of the Officers during the inspection stated that the nursery had always been very accommodating. This parent was supportive of staff and felt confident that the children were well cared for stating that the 'nursery goes the extra mile'.

Quality Theme 1: Quality of Care and Support

Overall CCO Theme Grading: 4 - Good

Statement 1: We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service.

Service Strengths

Lanark Road Nursery had a very good participation strategy in place which routinely and genuinely involved children, parents and carers in the planning, evaluation and development of the service.

There was an ethos of care, respect and participation throughout the nursery with management and staff demonstrating a true sense of the value of engaging families in seeking to improve the quality of the service.

A very good range of methods were used to ascertain views and opinions which lead to improving the quality of care and support provided by the service. This included the use of a suggestion box, daily verbal communication with families, parents' and carers' evenings, questionnaires and evaluations.

Members of staff were observed working in a pro-active way with the children in each of the play rooms and their full participation was encouraged and valued. Children were encouraged to have a sense of belonging, make informed choices and decisions.

Children in the preschool room demonstrated that staff were using a range of effective methods to involve them in planning and evaluating their learning. A number of staff had recently undertaken training in 'Personal Learning Planning'. Individual Learning Plans had recently been introduced into the nursery. These had been developed in conjunction with parents, carers and children and evidenced a high level of quality participation.

The Officer within the baby room during the inspection visit, observed members of staff who had been pro-active in seeking information from parents and utilising this to support children's individual care routines sensitively and according to their needs.

Parents and carers were informed of improvements, changes and developments in the service through a variety of effective methods. These included information boards, newsletters, wall of achievement, photographs, video, charts and displays.

Based on the findings of this inspection the service has been awarded the following grade: Quality statement 1.1 - 'We ensure that service users and carers participate in assessing and improving the quality of the care and support provided by the service' - 5 (Very Good).

Areas for Development

The Manager stated that in addition to regular parents' evenings, the nursery planned to introduce parents' feedback evenings.

CCO Grading

Number of Requirements

0

Number of Recommendations

0

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

Service Strengths

The quality of care in relation to the children's health and wellbeing needs within the nursery was good.

The staff notice board within the baby room contained detailed information on the babies' routines. Staff were observed to follow care routines carefully. Staff were skilled in their interaction with the children and responsive to their individual needs. Staff were also observed making detailed observation of babies' progress and development.

Enrolment forms ascertained essential information from parents and carers to ensure that staff provided effectively for their child's individual health and wellbeing needs. Written parental consent was in place for medication, photographs, trips and outings. Accident and incident forms were observed to be completed adequately.

In general, there were good procedures in place to ensure the control of infection. All staff and children within the nursery changed from outdoor to indoor shoes and shoe covers were available for parents and carers entering the baby room. Officers observed staff and children operate good hand washing practice before handling, serving and eating food.

For children aged three to five years in the pre-school room, staff had developed a very good curriculum that was broad and well balanced across the key aspects of learning. Children had a good range of outdoor play experiences.

Photographs evidence regular walks within the local environment, trips and outings and physical play in the garden.

Additional opportunities to improve children's physical development included 'Jo Jingles' 'Gymini' and football session with the 'Play to Learn' team.

The Officers observed the children participate in outdoor physical and energetic play during the inspection encouraging fitness, coordination and agility.

The nursery had a clear child protection policy and procedure in place which contained guidance for staff on how to deal with child protection concerns. Details of the policy, Children's Charter and current best practice guidelines were displayed within the staff room and parents notice board.

The majority of parents and carers who completed the Care Standard questionnaire strongly agreed that they were confident that the staff would protect their child from harm, abuse, bullying and neglect.

The Officers spoke with a member of staff who demonstrated that she was clear on how to respond, record and report child protection issues if it were to arise in the service.

The nursery promoted healthy eating with the children.

The majority of parents and carers who completed the Care Standards questionnaires stated that they strongly agreed that the nursery provided a healthy well balanced diet which met their child's dietary and cultural requirements.

One Officer observed the lunch time period where staff worked in partnership with parents around the children's eating habits. A member of staff sat at each lunch table where children had a choice to sit beside their siblings.

Children were observed brushing their teeth after lunch.

Based on the findings of this inspection the service has been awarded the following grade: Quality statement 1.3 - 'We ensure that service user's health and wellbeing needs are met' - 4 (Good).

Areas for Development

In general, the staff operated good practice in relation to controlling infection within the nursery, however, during the inspection staff were observed wearing one glove during a nappy change. Staff wore protective aprons which were not disposable although cleaned with antibacterial spray between changes. The Officers observed that the 'nappy changing' procedure required to be updated in line with current infection control guidance. (See recommendation 1.)

The nursery had a clear, robust procedure on child protection. However, during discussion with the Management team there was slight confusion over sharing information within the senior staff team. It was also acknowledged that the Manger's name should be included on the policy as she had shared responsibility for reporting any child protection issues to the appropriate authorities. (See recommendation 2.)

During feedback, the Officer who observed the lunch time period gave feedback to the Management team that this period had been extremely busy and noisy and had not allowed all staff to interact sufficiently with the children. The Management team stated that on this occasion, the food tables were concentrated in one area where normal practice ensured that two eating areas within the preschool room were used. The owner agreed to continue to monitor the lunch time routine ensuring meals times continue to be a social and happy experience where skills are developed and food enjoyed.

The Nursery Owner and Manager were currently on the waiting list to update their food hygiene training with the City of Edinburgh Council. Progress in this area will be followed up at the next inspection.

CCO Grading

4 - Good

Number of Requirements

0

Number of Recommendations

Quality Theme 2: Quality of Environment

Overall CCO Theme Grading: 5 - Very Good

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

Service Strengths

Children, parents and carers had very good opportunities in assessing and improving the environment within the service.

Methods identified in quality statement 1.1 to facilitate involvement in service development and evaluation were also utilised in assessing the environment within the service.

Following the addition of the new extension to the nursery parents had been asked verbally and via questionnaire for their views on the environment. A small number of parents had taken up this opportunity to share their views which were very positive.

Parents also confirmed verbally with the Officers that their suggestions had been taken on board and implemented into the service.

The nursery had gained the Bronze Eco Award. Parents and children were fully involved in Eco projects within the nursery including recycling, 'mini pots of care' and feeding wild birds. An Eco Newsletter and notice board kept parents and carers informed of progress in this area.

The Officers observed children participate in a wide variety of play and learning experiences which were based on their needs and interests and in line with the Birth to Three guidelines and Curriculum for Excellence. Activities for babies and younger children included painting, ball pond, activity gym and baby swing.

Children in the Tweenie room could chose from resources within the home corner, book corner, construction, water, sand and paint. The Toddler room encouraged learning through participation as with all other rooms. In this room children could participate and learn through music, reading, workbench and creative mediums.

Each room was set up in an organised and thoughtful way to enable the children to access resources easily. Children confirmed that they had been included in the choice of new resources and toys.

The Officer observed the children in the preschool room to respect and take care of the environment in which they were being cared for by assisting with tidying up, changing into indoor shoes and recycling cardboard and material. Photographs evidenced children 'caring for the environment - recycling an old tyre to use in our sensory garden'. Children had been involved in developing the room rules which were clearly displayed.

A variety of technologies were used with the children. This included the use of a digital camera which the Manager stated would be used by the children to record 'signs of spring' within the forthcoming weeks.

Based on the findings of this inspection the service has been awarded the following grade: Quality statement 2.1 - 'We ensure that service users and carers participate in assessing and improving the quality of the environment within the service' - 5 (Very Good).

Areas for Development

The nursery should continue to ascertain the views of parents, carers and children in relation to the environment and ensure that they are informed of changes or improvements made as a result of their feedback.

CCO Grading

5 - Very 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

The Officers observed the nursery playrooms to be bright, clean and safe. The areas had suitable lighting, heating and ventilation. Thermometers were in place to record room temperatures.

The Officers observed the playrooms to be well organised and managed. There was a designated room supervisor within each area. The recent extension to the nursery and change of room layout allowed the children to move more freely and safely around the playrooms.

Toilet facilities were clean, hazard free and displayed good hand washing information. The nursery was in the process of addressing a previous recommendation by installing doors and dividers between the WC's adjacent to the preschool room.

The walls within the playroom displayed children's art work, photographs and information at an appropriate level.

Appropriate policies and procedures were in place which included 'health and safety' and medication.

Staff were observed attending to cleaning and clearing floors and surfaces throughout the day to ensure the safety of children participating in activities such as painting, sand and water play, gluing and food preparation.

There were very good procedures in place for parents, carers and visitors entering the nursery. These included a suitable door entry system, signing in and out sheets and staff presence within the entrance hall.

The Officers observed some of the children going out to play outside during the inspection.

Staff followed safety procedures effectively.

All parents who completed the Care Standard questionnaire strongly agreed that the nursery was safe, secure, hygienic, smoke free, pleasant and stimulating.

A recent Environmental Health report viewed by the Officers evidenced that the nursery was maintaining very good standards in this area.

Based on the findings of this inspection the service has been awarded the following grade: Quality statement 2.2 - 'We make sure that the environment is safe and service users are protected' - 5 (Very Good).

Areas for Development

It was acknowledged that although the nursery had written risk assessments in place, they required to be more robust and include measures to reduce all identified risk within the premises and outside in the garden/play areas. (See recommendation 3.)

CCO Grading

5 - Very Good

Number of Requirements

0

Number of Recommendations

Quality Theme 3: Quality of Staffing

Overall CCO Theme Grading: 4 - Good

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

Service Strengths

The nursery had good opportunities for parents and carers to participate in assessing and improving the staffing in the service.

In addition to the opportunities for participation highlighted in 1.1 the nursery had a good staff retention record. This was acknowledged by parents using the service. Comments made in the Care Standard questionnaire included:

"The continuity of staff is a real plus point for this nursery and speaks volumes about the quality of the management team."

The Nursery Owner or Manager had a daily presence in the nursery with the Manger having a hands on role within the preschool room. Staff and parents confirmed with the Officers that the senior team always made themselves available to parents and carers at the beginning, during and at the end of the nursery session.

Staff photographs with names and qualifications were on display for parents and carers. A staff corner also provided information on which staff were not in the service due to absence/holidays.

Senior staff were easily identifiable within the service by wearing dark blue T shirts. Nursery nurses and assistants were pale blue shirts.

Regular questionnaires issued provided further opportunities for parents and carers to arrange an appointment with either the Manager or owner to discuss any issue in greater depth.

Members of staff had developed a close bond with the children in their care. Through skilful interaction they encouraged children's self confidence and ability to share and communicate their feelings, thoughts and experiences.

'I can' achievements were valued by staff and children's examples of writing their name, using a knife and fork, recognising numbers, dressing themselves and pedalling a bike were on display.

Based on the findings of this inspection the service has been awarded the following grade: Quality statement 3.1 - 'We ensure that service users and carers participate in assessing and improving the quality of staffing in the service' - 4 (Good).

Areas for Development

In discussion with the Management Team, it was agreed that the nursery should further explore meaningful ways of ascertaining the views of parents, carers and children in relation to the quality of staffing within the nursery.

CCO Grading

Number of Requirements

0

Number of Recommendations

0

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

Service Strengths

The nursery was making very good progress in ensuring that the workforce was professional, trained and motivated.

The Manager demonstrated very good leadership skills. Through her highly effective and consultative approach, she had inspired confidence and professionalism in her staff. This had been recognised by parents and carers using the service who valued the staff's knowledge and expertise in caring for their children.

This was evidenced from parents and carers who returned the Care Standard questionnaires:

"Some of the staff are still there from the first time round. A very friendly nursery with lovely staff. I have always been able to speak to staff about anything."

The Officers observed the staff to work well as a team and to their strengths in each play room. Staff were extremely motivated and encouraged to develop initiatives and lead improvements. A member of staff who spoke with the Officers stated that she had been encouraged to develop the 'Story Sacks' and the 'home corner'.

The majority of staff held or were in training to gain the relevant childcare qualifications in order to register with the Scottish Social Services Council (SSSC).

The Manager stated that she had registered with the SSSC and that all the senior staff were in the process of completing their applications. This would then be rolled out with all childcare staff in the nursery.

The Officers sampled the files of four staff members which evidenced that a range of training had been offered and taken up by staff over the past year. A training plan had been developed to ensure that all staff had access to the training required in order to meet the SSSC registration requirements. Further training undertaken during the year included 'Curriculum for Excellence', 'Personal Learning Planning' 'Birth to Three, 'Child at The Centre' and 'Heuristic Play'.

Dates had been confirmed for the whole staff team to update training in Child Protection and First Aid.

The designated staff room was comfortable and informative. This area displayed the National

Care Standards, information on SSSC registration, Child Protection guidelines and Children's Charter.

A staff handbook was in place together with a number of staff polices. A clear induction programme was delivered to all new staff within a week of commencing their post.

Based on the findings of this inspection the service has been awarded the following grade: Quality statement 3.3 - 'We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice' - 5 (Very Good).

Areas for Development

It was acknowledged that the nursery offered staff good opportunities to meet with the Manager in between annual appraisals, however, the Manager should ensure that an effective system is in place to monitor the work of each member of staff. (See recommendation 4.)

The Manger agreed to ensure that all staff continue to register with the SSSC. Progress in this area will be followed up at the next inspection.

CCO Grading

5 - Very Good

Number of Requirements

0

Number of Recommendations

Quality Theme 4: Quality of Management and Leadership

Overall CCO Theme Grading: 5 - Very Good

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

Service Strengths

The nursery provided very good opportunities for parents and carers to assess and improve the quality of the management and leadership of the service.

In addition to the methods identified in 1.1 to facilitate participation Lanark Road Nursery took an inclusive approach to service user engagement.

Families using the service parents and carers had access to the range of policies and procedures adhered to by the nursery.

The majority of parents and carers who completed the Care Standard questionnaire strongly agreed that the nursery had involved them and their child in developing the service.

A well organised entrance and information boards kept parents and carers up to date with developments in the service. There was a clear complaints procedure in place.

Based on the findings of this inspection the service has been awarded the following grade: Quality statement 4.1 - 'We ensure that service users and carers participate in assessing and improving the quality of the management and leadership of the service' - 5 (Very Good).

Areas for Development

It was acknowledged that there was as inclusive approach to service user and carer participation within the service, however, the Management Team agreed that a written 'Participation' strategy which identified the participatory approach taken by the nursery would be beneficial to families. The nursery agreed to put this in writing and share it with parents.

CCO Grading

5 - Very Good

Number of Requirements

0

Number of Recommendations

0

Statement 4: We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide.

Service Strengths

The nursery had very good quality assurance systems and processes in place to involve service users, carers, staff and stakeholders in assessing the quality of the service.

The Officers viewed an effective Standards and Quality and Improvement Plan (SQIP) which evidenced that parents, carers and children were an integral part of the process. Key objectives for the current year included Eco schools, Birth to Three, Curriculum for Excellence and self evaluation.

The nursery's Quality Improvement Officer (QIP) worked with the Management team in ensuring that quality was maintained within the service.

The nursery had improved their methods of involving children, staff, parents and carers in evaluating the provision. There was now a more systematic approach to evidence gathering and a good level of monitoring children's progress and learning.

The Manager observed staff practice on a regular basis to ensure good practice continued thought the service.

Staff had been issued with the SSSC Codes of Practice and were aware of their responsibilities under the Codes.

The Officers spoke with a number of staff who confirmed that staff meetings were held on a regular basis. Staff stated that they felt that these meetings enabled them to contribute to the quality assurance process.

Local further education colleges and training providers had used the nursery to place students who were studying for childcare qualifications and continued to approach the service for placements.

The Nursery Owner represented the nursery on various 'partnerships' and 'working groups' with the aim of improving the quality of nursery provision within the area.

The Manger was aware of her responsibilities to inform the SSSC and the Care Commission in relation to the dismissal of staff on the grounds of misconduct.

Based on the findings of this inspection the service has been awarded the following grade: Quality statement 4.4 - 'We use quality assurance systems and processes which involve service users, cares, staff and stakeholders to assess the quality of service we provide' - 5 (Very Good).

Areas for Development

In discussion with the Officers, the Management team stated that they would consider exit interviews for staff as part of their quality assurance system.

The nursery recognised the need to improve self evaluation across all aspects of the nursery by making 'self assessment' as a priority within the SQIP.

CCO Grading

5 - Very Good

Number of Requirements

Number of Recommendations

Regulations / Principles

National Care Standards

Enforcement

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

Other Information

None at this inspection.

Requirements

There were no requirements made at this inspection.

Recommendations

- 1. The nappy changing procedure should be reviewed, updated and implemented in line with current best practice guidelines reducing the chance of cross infection. National Care Standards for early education and childcare up to the age of 16 Standard 3 Health and wellbeing.
- 2. The Management team should ensure that they follow their child protection procedure with regard to sharing information with senior staff in child protection matters. National Care Standards for early education and childcare up to the age of 16 Standard 3 Health and wellbeing.

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- 3. The Manager should develop risk assessments for all indoor and outdoor areas. This assessment should include the identification of any hazard, risk and control measures to minimise or eliminate any potential risk. National Care Standards for early education and childcare up to the age of 16 Standard 2 A safe environment.
- 4. The Manager should ensure that an effective system is in place to systematically monitor the quality of work of each member of staff. National Care Standard for early education and childcare up to the age of 16 Standard 14 Well-managed service.

Jama McCluskie
Care Commission Officer