

## Care service inspection report

# Bright Horizons @ Morton Mains Farm

## Day Care of Children

Morton Mains Farm House

37 Winton Loan

Fairmilehead

Edinburgh

EH10 7AW

Telephone: 0131 445 4450

Inspected by: Sarah Hermiston

Type of inspection: Unannounced

Inspection completed on: 30 August 2013



HAPPY TO TRANSLATE

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### **Service provided by:**

Bright Horizons Family Solutions Ltd

### **Service provider number:**

SP2003000319

### **Care service number:**

CS2005110275

### **Contact details for the inspector who inspected this service:**

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## Summary

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change after this inspection following other regulatory activity. For example, if we have to take enforcement action to make the service improve, or if we investigate and agree with a complaint someone makes about the service.

### We gave the service these grades

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

### What the service does well

The manager is extremely committed to enriching and enhancing the lives of children and their families,

Staff have built very good relationships with parents which results in positive outcomes for children.

The nursery environment provides children with a high quality learning environment that allows them to be creative in their play.

The outdoor play area and newly developed nature garden provide children with an excellent range of learning and play experiences whilst developing a sense of appreciation for outdoor living.

Children in the nursery were observed to be happy, content and sociable.

### What the service could do better

To further develop the very good practice, nursery staff and management should:

- Ensure that the plans in place for reviewing children's Personal Learning Journals are carried out.

- There is a consistent approach to planning for play throughout the whole nursery.
- Develop auditing systems
- Re-instate room meetings for staff.

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

Since the last inspection the service have continued to improve their practice and we saw that this was having a positive impact on the out comes for children. For example

- The nursery had received their first Eco-schools green flag in recognition for the work they do to help protect the environment.
- Improvements had been made to the garden to provide children with more outdoor learning and physical play.
- Staff had attended training in literacy and numeracy which has improved the quality of activities and learning outcomes.

### **Conclusion**

Bright Horizon's at Morton Mains Farm provides children and families with an exceptionally welcoming and friendly service that puts children's needs at the heart of what they do.

### **Who did this inspection**

Sarah Hermiston

# 1 About the service we inspected

The Care Inspectorate regulates care services in Scotland. Information about all care services is available on our website at [www.careinspectorate.com](http://www.careinspectorate.com)

This service was previously registered with the Care Commission and transferred its registration to the Care Inspectorate on 1 April 2011

## Requirements and recommendations

If we are concerned about some aspect of a service, or think it could do more to improve, we may make a recommendation or requirement.

**A recommendation** is a statement that sets out actions the care service provider should take to improve or develop the quality of the service but where failure to do so will not directly result in enforcement. Recommendations are based on the National Care Standards, relevant codes of practice and recognised good practice.

**A requirement** is a statement, which sets out what is required of a care service to comply with the Public Services Reform (Scotland) Act 2010 and Regulations or Orders made under the Act or a condition of registration. Where there are breaches of the Regulations, Orders or conditions, a requirement must be made. Requirements are legally enforceable at the discretion of the Care Inspectorate.

Bright Horizons Family Solutions Nursery School at Morton Mains is one of a number of nurseries run by the Bright Horizons Family Solutions. Morton Mains Farm nursery is located within an old stone-built farmhouse on the outskirts of Edinburgh, on an estate set in rural surroundings.

The nursery provides a full day care service for 75 children aged 3 months to entry into primary school. They operate between the hours of 7.30am and 6.00pm.

The nursery comprises of:

- Four playrooms
- Two sleep rooms
- Offices where staff and management work and meet privately with parents and other professionals.
- A staff room with kitchen area which provides staff with a quiet, relaxing place to have their breaks.
- An entrance hallway that provides space for displaying children's work and information about the work of the nursery and events in the local community

- A large kitchen/dining room where children's meal were prepared and children eat
- An enclosed area for babies to sleep outside
- A garden that is split into two areas, one for 0-2 years and the other for children aged 2-5 years.

The nursery is a Partner Provider with the City of Edinburgh Council in delivering pre-school education.

A Manager has overall day-to-day responsibility for the service with the support of a Depute manager and staff.

Bright Horizons @ Morton Mains Farm state:

"Our Mission

The Bright Horizons Family Solutions mission is to provide innovative programmes that help children, families and employees work together to be their very best. We are committed to providing the highest quality childcare, early education and work/life solutions.

We strive to:

Nurture each child's unique qualities and potential  
Support families through strong partnerships  
Collaborate with employers to build family friendly workplaces  
Create a work environment that fosters professionalism, growth and diversity  
Grow a financially strong organisation

We aspire to do this so successfully that we make a difference in the lives of children and families and communities where we live and work.

Our Values

We are guided by HEART:

- Honesty
- Excellence
- Accountability
- Respect
- Teamwork

These values guide us in supporting one another and they reflect the spirit of our company in the important work that we do each day".

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

**Quality of Care and Support - Grade 5 - Very Good**

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

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

**Quality of Management and Leadership - Grade 5 - Very Good**

This report and grades represent our assessment of the quality of the areas of performance which were examined during this inspection.

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website [www.careinspectorate.com](http://www.careinspectorate.com) or by calling us on 0845 600 9527 or visiting one of our offices.

## 2 How we inspected this service

### The level of inspection we carried out

In this service we carried out a low intensity inspection. We carry out these inspections when we are satisfied that services are working hard to provide consistently high standards of care.

### What we did during the inspection

We wrote this report following an unannounced inspection visit to the service between the hours of 9.30am and 4.45pm on Wednesday 28th August 2013. This inspection was carried out by Care Inspectorate (CI) inspector, Sarah Hermiston. We made an announced visit to the service on Friday 30th August 2013 to conclude the inspection and give feedback to the management team.

As requested by us the provider sent us an electronic annual return and self assessment form.

We also asked the manager to give out twenty-five Care Standard Questionnaires to parents. Twelve completed questionnaires were returned to us.

In this inspection we gathered evidence from various sources, including the relevant sections of policies, procedures, records and other documentation, including:

- Accident/incident recording systems
- Additional Support Needs Policy
- Bright Horizon's website
- Certificate of Insurance
- Certificate of Registration
- Child protection policy
- Children's personal folders
- Cleaning records
- Completed Care Standard Questionnaires
- Equal Opportunities policy
- Evidence from the service's most recent self assessment and annual return
- Fire emergency procedures
- Keeping everyone safe newsletter
- Key person approach policy
- Medication recording systems
- Newsletters
- Parent partnership group meeting minutes



- Participation and involvement strategy
- Plans for children's play experiences
- Risk assessments
- Safer recruitment policy
- Service aims and objectives
- Smooth transitions policy
- Staff support and supervision records
- Weekly communication emails to parents
- Weekly menus
- Whistle Blowing policy

We spoke with:

- The manager
- The depute manager
- Bright Horizon's regional manager
- All staff present at the inspection visit
- The nursery cook
- Some of the children

We observed the interaction between staff and children and staff and parents.

We checked that the resources indoors and outdoors were safe for the children.

### **Grading the service against quality themes and statements**

We inspect and grade elements of care that we call 'quality themes'. For example, one of the quality themes we might look at is 'Quality of care and support'. Under each quality theme are 'quality statements' which describe what a service should be doing well for that theme. We grade how the service performs against the quality themes and statements.

Details of what we found are in Section 3: The inspection

### **Inspection Focus Areas (IFAs)**

In any year we may decide on specific aspects of care to focus on during our inspections. These are extra checks we make on top of all the normal ones we make during inspection. We do this to gather information about the quality of these aspects of care on a national basis. Where we have examined an inspection focus area we will clearly identify it under the relevant quality statement.

### **Fire safety issues**

We do not regulate fire safety. Local fire and rescue services are responsible for checking services. However, where significant fire safety issues become apparent, we will alert the relevant fire and rescue services so they may consider what action to take. You can find out more about care services' responsibilities for fire safety at [www.firelawscotland.org](http://www.firelawscotland.org)

## **The annual return**

Every year all care services must complete an 'annual return' form to make sure the information we hold is up to date. We also use annual returns to decide how we will inspect the service.

**Annual Return Received:** Yes - Electronic

## **Comments on Self Assessment**

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate.

We received a completed self assessment document from the service provider. We were satisfied with the way the service provider had completed this and with the relevant information they had given us for each of the headings that we grade them under. The service provider identified what they thought they did well, some areas for development and any changes they planned.

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

During the inspection, we spent time observing and interacting with children in all playrooms. They appeared to be very happy, content and engaged in their play.

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

We received twelve completed Care Standards Questionnaires from parents of children who attended the nursery. Parents comments and feedback in these are included throughout this report.

## 3 The inspection

We looked at how the service performs against the following quality themes and statements. Here are the details of what we found.

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

Grade awarded for this theme: 5 - Very 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

We found that Bright Horizons @ Morton Mains Farm had excellent standards in the areas covered by this statement.

The comprehensive 'Family Guide To Bright Horizons', company website and registration information provided parents with an excellent level of information about the nursery. This meant that with an emphasis on their goal to 'nurture each child's unique qualities and potential', parents were told what level of service they and their child should expect to receive from the nursery staff.

Parents were welcomed and encouraged to spend time in the playrooms with their child at the beginning of their placement. This helped children and their parents to become familiar with the nursery and helped make sure that this potentially difficult time was handled sensitively.

Working in close partnership with parents was an essential part of the work in the nursery. This led to staff and parents working together to make sure children had the best possible start in life. From talking to staff and observing their practice it was apparent that having healthy and nurturing relationships with parents and children was part of their every day practice.

Each child had a Personal Learning Journal (PLJ). In these, the child's keyworker kept written and photographic records of children's achievements, special occasions and activities.

Systems were in place for staff and parents to meet regularly to discuss their child's

development and next steps in their learning. This made sure that everyone was working together to do their best for each child. The keyworkers we spoke to knew the needs of their key children extremely well.

For children with Additional Support for Learning needs, care plan meetings were held between parents and staff and, when necessary, other professionals to discuss children's care and support needs and how the nursery could help meet them. We spoke with a member of staff who was the key worker of a child with additional support needs. It was clear that she was highly knowledgeable about her role in making sure that child was receiving the appropriate support. This was confirmed by a parent who completed our questionnaire.

Arrangements were in place to support children when they moved to a new room in the nursery. This included meetings between new and existing keyworkers and parents. Staff understood the importance of supporting children when they were moving onto school. Staff told us about the meetings and visits that children made with nursery staff to their new school.

Parents were given excellent opportunities to find out about their own child's progress and development and that of the wider service. The nursery had developed a range of ways to share information and encourage families to comment on and get involved in the service. This took account of individuals preferred ways of receiving information and commenting on it. They included:

- Joining the Parent Partnership Group (PPG) that had a vision to 'provide a vehicle for parents to contribute to the enhancement of the centre life for children, parents, families and staff'. We saw excellent examples of how this forum took forward parents ideas and suggestions, for example a change to the routine of meals.
- Coming into the nursery to share a hobby, bake and read stories to the children
- Reading and contributing to their child's PLJ
- Answering the 'question of the fortnight' and completing general and focused questionnaires
- Talking with staff to exchange information
- Reading their child's daily diary (this was available for the youngest children)
- Attending parents evenings and regular meetings about their child's development
- Receiving regular informative newsletters
- Completing 'links from home' sheets in which they and their child could tell the nursery staff what the child had been doing at home
- Accessing and contributing to the nursery 'facebook' page and nursery website.

We saw staff working in ways that made children feel secure in the knowledge that their contributions would be valued and respected. We observed children being active, happy and relaxed in the care of the staff. We saw many examples across the service of children being consulted in a meaningful way which helped develop their confidence and self-esteem. This included:

- Group time
- One to one time with staff
- Mind mapping to give their thoughts and ideas when planning activities
- Being involved in making decisions that affected them
- Putting forward their ideas for snacks
- Giving their ideas and feedback about the nursery by using floorbooks (a visual record of children's learning)
- Assessing the risks in the playrooms and garden
- Contributing to their PLJ.

In our questionnaire, all parents confirmed that:

- Overall, they were happy with the quality of care their child received in the service.
- They received clear information about the service before their children started using it.
- They were kept informed about what was happening in the service, for example through newsletters and information boards.

Written comments included:

"Excellent nursery. Child and parent focussed. I feel very happy with the care my children receive".

"We have experienced an excellent service from the moment our son joined the nursery".

"Excellent supportive staff. Happy to offer help and advice with behavioural issues at home. Very supportive of child and parent during transitional period in child's life (eg new sibling)".

"Since my children commenced Morton Mains (over 2 years ago) we have been delighted with the high level of care and stimulation given in a pleasant, child friendly environment. We have seen our children blossom into curious, fun-loving and confident individuals".

### **Areas for improvement**

Bright Horizons @ Morton Mains Farm should continue to monitor and maintain the excellent standard of quality. They should ensure they continue to identify areas of improvement and implement action plans to address these.

**Grade awarded for this statement:** 6 - Excellent

**Number of requirements:** 0

**Number of recommendations:** 0

## Statement 3

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

### Service strengths

We found that Bright Horizons @ Morton Mains Farm had very good standards in the areas covered by this statement.

The promotion of health and wellbeing was an important part of the work carried out in the nursery. Staff knew that children's emotional wellbeing could be positively developed through nurturing relationships and taking part in a variety of activities. This resulted in children having a number of opportunities to learn and practice skills such as decision-making, assessing risks and expressing their feelings, all of which helped support children to make healthy and safe choices. This included:

- Being offered a varied and wholesome menu
- Speaking with and learning from staff who sat with them at 'family style dining'
- The rural farmhouse setting offered opportunities for walks where the children could experience farm life and observe horses in their natural environment
- The outdoor areas offered opportunities for physical play, planting and learning. A large seating area gave children an area to sit
- Eating fruit daily and being offered fruit to take home
- Brushing their teeth
- Having their own water bottle to drink from whenever they needed to
- Being encouraged by staff and each other to take care of the toys, equipment and to tidy up when they had finished with them
- Accessing quiet, peaceful activities as well as active play
- Being part of the 'Bright Horizons Family' who through the 'Bright Horizons Foundation' raise funds to make a difference to the lives of families and children. This meant that children helped raise funds through being involved in projects
- With the help of a toy superhero called Candy Floss, children learnt about keeping themselves and others safe.
- Taking 'Monty the monkey' home which helped strengthen the nursery links with home and provided an excellent way for parents to participate.

Staff had received training on Getting It Right For Every Child (GIRFEC). This Scottish Government document helped staff to focus on achieving better futures for children, with their needs at the centre.

The planning for children's play system followed Scottish Government guidance the Curriculum for Excellence'. The outcome of this was that, with staff support, children were learning how to make good and informed choices, influence the activities and



take responsibility for their own learning. We observed that children were eager to progress in their learning.

In the majority of rooms, it was apparent from observation of planning sheets and recordings that staff took account of the children's interests in the activities they offered. Older children spoke enthusiastically about some of the projects they were involved with and we could see how they linked into their talking and thinking floor books.

Children who needed to do so could sleep and rest. The youngest children slept in a pram in a secure outdoor area or cots, older children slept on comfortable mats. All children had their own identified bedding. We saw that sleeping children were monitored regularly and that a record of the monitoring checks was made.

Staff regularly assessed the development and learning of the children because systems were in place to record children's progress and plan the next steps in their learning. The staff we spoke with were highly motivated to make sure that they gave children the right help at the right time.

The nursery had recently received the first 'green flag' from Eco Schools which was in recognition of the work the eco committee, staff, children and parents did to help protect the environment. This helped encourage children to take care of the environment.

Staff told us how they met the needs of children with Additional Support for Learning needs. In care plans we saw that with the child's parents, nursery staff and other professionals, a plan had been made to support the children's development and well-being. This meant that everyone involved in the child's care was working together to make sure the child was reaching their full potential and getting the right help and support.

We spoke to the cook and it was apparent that she was familiar with the dietary requirements of the children. She held a list of children's allergies and food preferences which she told us she referred to on a daily basis. The relationship between staff and children was extremely supportive, nurturing and caring. We heard staff guiding and supporting children to make the right choices. This resulted in the nursery being a secure place where children trusted staff to keep them safe and show them how to do be responsible.

### **Areas for improvement**

PLJ's were used throughout the nursery and in most cases they were up to date and well maintained. However this was not consistent throughout the whole nursery. At feedback we discussed that it may be helpful for the manager to set up a system to monitor PLJ's and offer staff guidance where needed.

See recommendation one.

We also found an inconsistent approach to the way staff planned activities and experiences for the children. In one room staff told us they did not keep written plans for play therefore we were unable to see how the activities were influenced by children's needs and interests. See recommendation two

We noticed that it took some children quite a while to fall asleep when lying down after lunch. The manager agreed to review the sleeping routines of the children to ensure there was an appropriate routine in place for every child.

**Grade awarded for this statement:** 5 - Very Good

**Number of requirements:** 0

**Number of recommendations:** 2

### Recommendations

1. It is recommended that senior staff ensure that the plans in place for reviewing children's PLJ's are carried out in order to ensure that the folders accurately and consistently represent children's progress and development. National Care Standards for Early Education and Childcare up to the age 16. Standard 6 - Support and development.
2. It is recommended that senior staff ensure that staff are completing planning for play. National Care Standards for Early Education and Childcare up to the age 16. Standard 6 - Support and development

## Quality Theme 2: Quality of Environment

Grade awarded for this theme: 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

The areas of strength noted in theme one, statement one also apply to this statement.

### Areas for improvement

Bright Horizons @ Morton Mains Farm should continue to monitor and maintain the excellent standard of quality. They should ensure they continue to identify areas of improvement and implement action plans to address these.

**Grade awarded for this statement:** 6 - Excellent

**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

We found that Bright Horizons @ Morton Mains Farm had very good standards in meeting the areas covered by this statement. We concluded this after we:

- Spoke with the management team and staff
- Observed staff practice
- Checked that the environment and resources in it were safe
- Read policies.

There was a secure entry system in place on the door at the entrance. There was a visitor's book which was completed by people visiting the nursery. These helped make sure that children were kept safe and staff were aware of who was in the building.

Children had access to a safe, well maintained outdoor area. On the day of the inspection we observed the children enjoying the outdoor area and happily engaged in physical play.

The large entrance area was welcoming with informative notice boards and displays. This meant that parents/carers and visitors were told about what was happening in the nursery, events in the local community and services available to families.

Children's work was displayed attractively around the nursery, in playrooms and corridors. These were linked to themes, children's interests and current projects. This led to children having a true sense of belonging in the centre.

The medication recording and storage system helped make sure that children's needs were met and their safety was maintained.

The nursery was in a very good state of decoration and repair. Playrooms were suitably ventilated, bright and attractive. We saw that it was important to staff that playrooms were attractive, organised and well planned, thus providing children with a stimulating and exciting playroom. Toys and equipment were laid out to allow children to access them easily. This helped develop children's independence. The equipment, furnishings and resources were right for the age and stage of the children attending the nursery.

The depute manager was the nursery 'Health and Safety' Officer. We found her to be well-trained, skilled and knowledgeable and responded well to Health and Safety issues that affected the children, staff and visitors.

Comprehensive guidance on many aspects of Health and Safety helped make sure that staff were aware of their role and responsibility in keeping children safe and protected. Well organised records demonstrated a consistent and serious approach to health and safety matters.

The Risk and Compliance Team produced a monthly 'Keeping everyone safe' newsletter. In this they focused on specific areas of safety and aimed to provide staff with the tools and information to keep everyone safe in the nursery.

Staff knew that they needed to make sure that the nursery was safe and that children were protected from harm. Regular recorded checks (risk assessments) of the nursery and equipment helped ensure children's safety while at nursery. Children were involved in risk assessing the nursery which helped them learn how to stay safe.

The nursery was well organised. As a result it was presented in a stimulating and welcoming way to children, parents/carers and visitors.

We saw the system in place for the administration and storage of medicines and for the recording of accidents and incidents. Parents gave signed permission for medicines to be given, and were asked to countersign accidents and incidents.

All staff were trained in Child Protection. The nursery policies told staff what they should do in the event of having a concern about a child's welfare. Staff were able to tell us about what steps they would take.

We spoke with the nursery cook who told us about the systems and procedures in place to make sure the kitchen was clean and hygienic to prepare food. This included recording the temperature of cooked food, the refrigerators and when the kitchen had been cleaned.

In our questionnaire, all parents confirmed that:

- The service was a safe, secure, hygienic, smoke free, pleasant and stimulating environment.
- There was enough space for the children to play and get involved in a range of activities.
- The service had a suitable range of equipment, toys and materials for the children.
- They felt confident that the staff would protect their child from harm, abuse, bullying and neglect.

## Areas for improvement

In a child's record, we saw that the parent did not sign the medication form every day that the medication was given. Whilst we understood that there was a trusting relationship there, we reminded the manager that in line with the nursery medication policy, this should be signed for every time the medication was given. In a child's medication box we found a prescribed inhaler that did not have the pharmacist's label on it. Again this was not in line with the nursery medication policy. The manager agreed to address both these issues.

**Grade awarded for this statement:** 5 - Very Good

**Number of requirements:** 0

**Number of recommendations:** 0

## Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 5 - Very Good

### Statement 1

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

### Service strengths

The areas of strength noted in theme one, statement one also apply to this statement.

### Areas for improvement

Bright Horizons @ Morton Mains Farm should continue to monitor and maintain the excellent standard of quality. They should ensure they continue to identify areas of improvement and implement action plans to address these.

**Grade awarded for this statement:** 6 - Excellent

**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

We found that Bright Horizons @ Morton Mains Farm had very good standards in the areas covered by this statement.

We concluded this after we:

- Spoke with the management team and staff
- Read staff files
- Checked staff registration with the Scottish Social Services Council (SSSC). The organisation who are responsible for registering people who work with children and regulate their education and training.
- Looked at policies
- Read staff meeting minutes.

At interviews, management asked candidates questions to assess their qualities and experience. This helped make sure that they employed the right person to join their team.

Before starting to work in the service, new staff went through an 'induction'. This meant that staff were gradually introduced to their new job and found out what was expected of them. The induction checklist showed us that new staff were given lots of information about their job and in particular what their role was in protecting children.

The policies and procedures told staff about many documents and how they were important to work they did. This included the National Care Standards, The Curriculum for Excellence and The Scottish Social Services Council (SSSC) Codes of Practice. All staff were registered with SSSC and knew about their responsibility to follow the codes of practice that aim to raise standards of care and increase the protection of children.

We observed staff working in the playrooms and saw that they were professional and motivated to provide children with a safe, stimulating and caring place to learn and play.

The 'whistle blowing' policy told staff about the importance of being confident to report any concerns they might have about other staff practice or behaviour. Staff confirmed to us that they did feel able to speak to the manager about anything they were concerned about, should the need arise.



The management team monitored staff practice and their interaction with the children. This gave the manager an oversight of all staff and the care provided for the children. We read that management praised staff for the work they did well and gave them guidance on how things could be done better.

Through the Bright Horizons 'Brightweb' staff were able to access on-line training in the 'learning zone'.

Staff were involved in an annual Heart Principle survey which demonstrated an approach to strong leadership and commitment to the Bright Horizon's values - Honesty, Excellence, Accountability, Respect and Teamwork.

Management spoke about the team with pride and confidence that they were doing their best for the children they looked after. The organisation placed importance on recognising and celebrating staff achievements. Award ceremonies were held for the organisation's staff team. The organisation continued to maintain their 'Great Place To Work' award (this is an assessment based award).

The organisation recognised the importance of staff input and feedback. Through 'Better Together Groups' staff were able to voice their opinions and ideas thus developing better understanding and healthy relations within the organisation.

Many of the staff had worked in the service for a long time. This meant that children were cared for by people they knew well and had built good relationships with.

Staff were representatives of different groups/initiatives which promoted confidence and teamwork.

The structure of the service management and staff was on display. This made sure everyone knew about people's roles and responsibilities. Each role had a job description, thus making sure that all staff knew what they were expected to do in their job. This helped instill teamwork and respect within the team.

Staff told us they were happy in their work, felt a valued member of the team and were proud of what they and the team did. There were many in-house incentives and benefits for staff such as social events and pamper days. All of this helped to create a friendly, happy place for staff to work and children to be cared for.

Nursery staff were involved in completing the self assessment document for the Care Inspectorate. This showed that staff knew about the National Care Standards and that the principles behind them were part of every day practice.

The appraisal system was a two-way process and staff were expected to identify their professional development targets and how they could be met. Aims were set and

these were reviewed regularly to ensure they were on track to be achieved.

During In-service days, the whole staff team received training on a variety of subjects such as Child Protection, Outdoor Play and looking at the progress in meeting the objectives in the Standards, Quality and Improvement Plan (SQIP).

In our questionnaires, all parents confirmed that:

- They were confident that the staff had the skills and experience to care for their child and support their learning and development.
- They were confident that there were always enough staff to provide a good quality of care.

Written comments included:

"The staff have been professional at all times".

"The staff were excellent when helping to settle my son in. They are also interested in life beyond nursery to aid them and us to fit in. Would definitely recommend this nursery highly to others".

"All staff members are keen, enthusiastic and nurturing".

### **Areas for improvement**

Whilst we recognised that staff meetings were carried out, we felt that the minutes could be written in a better way to capture what had been followed up since the last meeting, what actions had come from the meeting and who would be responsible. The manager agreed to consider how best to do this.

Some of the staff told us they had not had room meetings for the past few months. The manager agreed that this needed to be carried out.

Manager told us that she intended to further promote and encourage staff to attend training.

**Grade awarded for this statement:** 5 - Very Good

**Number of requirements:** 0

**Number of recommendations:** 0

## Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 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 areas of strength noted in theme one, statement one also apply to this statement.

In our questionnaire parents told us:

"The nursery is well-managed".

"Excellent manager, very flexible and accommodating".

"The manager is excellent and knows all the parents and children well".

### Areas for improvement

Bright Horizons @ Morton Mains Farm should continue to monitor and maintain the excellent standard of quality. They should ensure they continue to identify areas of improvement and implement action plans to address these.

**Grade awarded for this statement:** 6 - Excellent

**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

Bright Horizons @ Morton Mains Farm had many well-established systems and processes in place to make sure there was a systematic approach to evaluation, reflection and assessment of quality. This included:

- The senior team from the nursery and the wider organisation met regularly to share information, disseminate good practice and to ensure that the areas identified in the service's improvement plan were on track to be met.
- Children's views were sought through a variety of ways, including circle time and through the use of talking and thinking floor books. The information gathered in this was used to influence self-evaluation.
- Parents were able to attend Parent Partnership Group meetings. This open forum created an opportunity for parents to give direct feedback to the manager and be part of the decision-making in the nursery
- Staff support and supervision meetings helped staff reflect on their own performance and think about how it affected the children and the service.
- The manager worked in the service. That way they were able to observe staff practice and offer guidance to make things better.
- Parents and children were encouraged to give regular feedback about the service. A summary of action taken by the service was shared with parents. This helped instill confidence that suggestions and comments would be taken on board.
- The Standards and Quality and Improvement Plan was displayed in the hallway, discussed at staff and parent meetings and progress was mentioned in the newsletters. This meant that everyone had the opportunity to find out about what the nursery had been working on and what they were aiming to improve over the next year.
- Quality assurance audits were carried out regularly by the organisation's Quality Improvement manager.
- The manager wrote a monthly report for senior managers to assess the quality of many aspect of the running of the nursery.

The complaints policy told people who they could make a complaint to in the service and that they could contact the Care Inspectorate at any time if they wished to do so.

The manager knew it was important to tell the Care Inspectorate of anything significant that had happened in the service or when the manager had changed. They also knew about their role as employers to contact the Scottish Social Services Council to inform them of anything that may affect a member of staff's registration with

them.

In our questionnaire, all parents confirmed that the service had involved them and their child in developing the service, for example asking for ideas and feedback.

The nursery received regular support from the Local Authority Standards Quality Improvement Officer (QIO). This ensured that staff were given external support to identify strengths and areas for improvement.

### **Areas for improvement**

At feedback we discussed that the manager should give consideration to developing a clearer system to reflect the auditing they do in the nursery. The manager agreed to give this consideration.

**Grade awarded for this statement:** 5 - Very Good

**Number of requirements:** 0

**Number of recommendations:** 0

## 4 Other information

### Complaints

No complaints have been upheld, or partially upheld, since the last inspection.

### Enforcements

We have taken no enforcement action against this care service since the last inspection.

### Additional Information

N/A

### Action Plan

Failure to submit an appropriate action plan within the required timescale, including any agreed extension, where requirements and recommendations have been made, will result in the Care Inspectorate re-grading a Quality Statement within the Quality of Management and Leadership Theme (or for childminders, Quality of Staffing Theme) as unsatisfactory (1). This will result in the Quality Theme being re-graded as unsatisfactory (1).

## 5 Summary of grades

<b>Quality of Care and Support - 5 - Very Good</b>	
Statement 1	6 - Excellent
Statement 3	5 - Very Good
<b>Quality of Environment - 5 - Very Good</b>	
Statement 1	6 - Excellent
Statement 2	5 - Very Good
<b>Quality of Staffing - 5 - Very Good</b>	
Statement 1	6 - Excellent
Statement 3	5 - Very Good
<b>Quality of Management and Leadership - 5 - Very Good</b>	
Statement 1	6 - Excellent
Statement 4	5 - Very Good

## 6 Inspection and grading history

Date	Type	Gradings	
31 Aug 2011	Unannounced	Care and support	5 - Very Good
		Environment	Not Assessed
		Staffing	5 - Very Good
		Management and Leadership	Not Assessed
21 Apr 2010	Announced	Care and support	5 - Very Good
		Environment	5 - Very Good
		Staffing	5 - Very Good
		Management and Leadership	5 - Very Good
9 Sep 2008	Unannounced	Care and support	3 - Adequate
		Environment	3 - Adequate
		Staffing	3 - Adequate
		Management and Leadership	3 - Adequate

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All inspections and grades before 1 April 2011 are those reported by the former regulator of care services, the Care Commission.



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ہے بایتسرد می م وونابز رگی دی روا ولکش رگی دی رپ شرازگ تعاشا ہی

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