

Care service inspection report

My Nursery Ltd Day Care of Children

Parklands Country Club
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Glasgow
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Inspected by: Karen Irvine

Barbara Miller

Type of inspection: Unannounced

Inspection completed on: 6 September 2013



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Service provided by:

My Nursery Ltd

Service provider number:

SP2006008480

Care service number:

CS2006130995

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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	2	Weak
Quality of Environment	2	Weak
Quality of Staffing	1	Unsatisfactory
Quality of Management and Leadership	1	Unsatisfactory

What the service does well

Staff were supporting each other and were keen to develop positive relationships with children and families using the service.

What the service could do better

There are a significant number of requirements and recommendations to be addressed within this report. The service should take immediate action to improve the outcomes for children and families.

What the service has done since the last inspection

The quality of the service had deteriorated and we have found that management and leadership within the service is at an unsatisfactory level. There were a high number of agency staff working within the service and a number of staff and families had left the service.

Conclusion

We have significant concerns about the quality of the service due to a high number of complaints and the findings at this inspection visit. The Care Inspectorate will be working with the service to improve.

Who did this inspection

Karen Irvine
Barbara Miller

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

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 Reforms (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.

The service is registered to provide a day care of children service for a maximum of 63 children from six weeks to not yet attending primary school. The service operates 52 weeks per year between 7.15am and 6.30pm, Monday to Friday. Children attended on a full time and part time basis. The provider is My Nursery Ltd. The service was in partnership with East Renfrewshire Council.

The service was based within Parklands Country Club in the Newton Mearns area of East Renfrewshire. The accommodation was open plan within a renovated sports hall with a secure entrance and an enclosed outdoor area. The service also had access to other spaces within the club including a function suite and the gym. The service made use of local parks and amenities.

The service aims and objectives included:

'We aim to provide a warm, caring, nurturing, welcoming and inclusive environment for all children regardless of race, religion and ethnicity.'

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

Quality of Care and Support - Grade 2 - Weak

Quality of Environment - Grade 2 - Weak

Quality of Staffing - Grade 1 - Unsatisfactory

Quality of Management and Leadership - Grade 1 - Unsatisfactory

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 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 high intensity inspection. We carry out these inspections where we have assessed the service may need a more intense inspection.

What we did during the inspection

We wrote this report after an unannounced inspection visit which took place on 19 August 2013. The inspection was carried out by Inspectors Karen Irvine and Barbara Miller to specifically look at progress made on requirements and recommendations identified at the previous inspection. We also met with the provider, spoke with the manager over the telephone and concluded the inspection with a final visit to the service on 6 September 2013 with Team Manager Paul Johnstone.

As part of the inspection, we took account of the completed annual return that we asked the provider to complete and submit to us.

We sent 15 care standards questionnaires to the manager to distribute to parents/ carers. One questionnaire was returned to us before the inspection.

At the inspection we gathered evidence from various sources including:

- parental questionnaires
- participation information
- policies and procedures
- children's files
- care plans
- staff records
- training
- registers and sign in and out sheets
- medication
- risk assessments
- cleaning records
- accident and incident records.

We also spoke to the provider, manager, depute manager, staff members, parents and children. We considered the environment and observed staff at work.

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

What the service has done to meet any requirements we made at our last inspection

The requirement

1. The manager and provider must ensure that staff carry out appropriate risk assessments of the playrooms to ensure they provide a safe, secure and hygienic environment that is fit for purpose. This is in order to comply with: The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) Regulation 9 (a) Fitness of premises.

What the service did to meet the requirement

Staff had deemed areas of the service as safe within daily checklists. We found that areas deemed safe still posed a potential risk to people using the service.

The requirement is: Not Met

The requirement

We made the following requirement following a complaint investigation.

2. The provider must ensure that at all times suitably qualified and competent persons are working in the care service in such numbers as are appropriate for the health, welfare and safety of service users. This is in order to comply with: The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210), Regulation 15 (a) Staffing. Timescale: within 24 hours of the date of this report.

What the service did to meet the requirement

On the day of the visit we found that the service was meeting its adult to child ratios within the service. However a lot of the staff were agency staff and stakeholders told us that the service was not always meeting ratios everyday, particularly at the beginning and end of sessions.

The requirement is: Not Met

What the service has done to meet any recommendations we made at our last inspection

We made the following nine recommendations at our last inspection.

1. The service should continue to develop and improve the ways in which service users become involved in the assessment and improvement of the service. National Care Standards Early Education and Childcare up to the age of 16, Standard 13.1: Improving the Service.

We saw that there had been no significant improvements to the ways that parents and children can become involved in assessing and developing the service.

The recommendation is: Not Met.

2. The service should ensure that they adhere to their own policies and procedures when recording and administering non-prescribed medication in line with current best practice. National Care Standards Early Education and Childcare up to the age of 16, Standard 3.6: Health and Wellbeing.

Although policies and procedures had been improved, staff were not reviewing medication care plans and they were unclear about implementing the policies and procedures.

The recommendation is: Not Met.

3. The service should ensure that they discuss where children sleep with parents and record the information within the children's care plans. They should also ensure that they consider safe sleeping practices. National Care Standards Early Education and Childcare up to the age of 16, Standard 3: Health and Wellbeing.

We found that children's care plans were not up to date and within some plans the section that asks where parents want children to sleep was blank. The service provided double buggies for children and one cot, the cot was used to store toys and apparatus. There were no alternative sleeping arrangements, for example travel cots or sleep mats to allow children to lie comfortably flat on their back.

The recommendation is: Not Met.

4. The service should ensure that the carpet within the baby room is clean, safe and free from risk for young children. National Care Standards Early Education and Childcare up to the age of 16, Standard 3: Health and Wellbeing.

The carpet within the baby room was marked and buggies used outdoors were stored in the area that small babies crawl and play on the floor. The carpet was in need of a deep clean.

The recommendation is: Not Met.

5. The service should ensure that they put plans in place to ensure that children within the 0 - 3 section have periods of time where the noise level is reduced particularly when the 3 - 5 section are engaging in physical activity. National Care Standards Early Education and Childcare up to the age of 16, Standard 3: Health and Wellbeing.

Due to the low number of children within the service the noise level was reduced on the day we inspected. However the service did not have a plan in place for ensuring that children can have periods of time when the children in the 0 - 3 section can spend time without the loud noise.

The recommendation is: Not Met.

6. The service should ensure that they provide a clean, clutter free safe environment and all health and safety checks are recorded and up to date. National Care Standards Early Education and Childcare up to the age of 16, Standard 3: Health and Wellbeing.

We found that areas within the playrooms were deemed as safe by staff however risks were still present. On the first day of the inspection, areas were cluttered and broken equipment was lying around. Highchairs were dirty and the carpet within the baby room was not clean. There was a smell within the girl's toilets, where mops were stored, and the nursery was in need of a deep clean.

The recommendation is: Not Met.

7. The service should review the use of space within the baby room and provide suitable areas to play and learn to meet the developmental needs of the children. National Care Standards Early Education and Childcare up to the age of 16, Standard 2.3: A Safe Environment.

We found that the service was not using the space within the baby room well. There was limited space for babies to crawl and move around due to a partition and prams stored in the area were causing an obstruction.

The recommendation is: Not Met.

8. The manager should be supernumerary to the overall staffing levels within the service to carry out all the functions of her role including self evaluation. National Care Standards Early Education and Childcare up to the age of 16, Standard 14: A Well-managed Service.

We saw that the manager was continuing to cover staff absence. There was a lack of management and leadership within the service.

The recommendation is: Not Met.

9. The service should do a needs analysis of training and develop a training plan for the staff team linked to staff appraisal and needs analysis. National Care Standards Early Education and Childcare up to the age of 16, Standard 12.2: Confidence in Staff.

The service did not have an up to date training plan and there had been little evidence of recent training.

The recommendation is: Not Met.

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 did not receive a self assessment before this inspection.

Taking the views of people using the care service into account

Children were involved in activities and staff were spending time with them. The majority of children were in the under three section.

Taking carers' views into account

We sent out 15 questionnaires and we received one questionnaire back. The parent/ carer who returned the questionnaire was happy with the level of care within the service.

The views of parents and carers we spoke with during the inspection process are included within 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: 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

We carried out this inspection to look specifically at progress made on the recommendations and requirements identified at the previous inspection.

We concluded that the service was performing at a weak level. We decided this after we spoke with the provider, manager, depute manager, staff members and parents. We considered policies, procedures and records. We reviewed information provided by the service in its action plan from the previous inspection. We looked at how all of this was impacting on the quality of experience for children and families using the service.

Strengths, as highlighted in our previous inspection report, included written feedback noted on daily sheets for parents about how children's experiences had been throughout the day. There were questionnaires available for parents to complete. Parents had shared some feedback about the quality of the service.

We spoke with staff who told us that they were keen to involve families in service evaluation. They told us that they had regular discussions with families where informal feedback was encouraged.

There was a parents' committee within the service, however it had not met in recent months. We could not see any recent minutes to meetings and parents confirmed that they had not met for some time. Previously, parents had found this to be a good forum to share their views on the service and become involved in service development.

Areas for improvement

Since the previous inspection there had been no significant improvements to the ways that the service involved parents and children in assessing and developing the service. We found that channels of communication between the management team and parents were not clear and there were significant concerns about how important changes within the service were being communicated to parents and staff. We also found that the service was not fulfilling its open door policy as there were concerns raised about contacting the provider and manager. We concluded this through discussions with parents and staff.

We found that due to the high turnover of staff and issues around management and leadership of the service, staff were not getting the opportunity to update children's development profiles, which is a record of the child's achievement and progress. Parents told us that there had not been an opportunity for a parents' evening this year to discuss their child's development and progress and we did not find any evidence that this had taken place. It was also discussed at the previous inspection that it would be beneficial to make children's development profiles more accessible to both parents and children with regular opportunities for staff to discuss children's progress. We found that there had been limited updates within children's development profiles since March 2013. (See Requirement 1 under Quality Theme 1, Statement 3)

We found that the manager and depute were continuing to spend a significant amount of time covering within playrooms. Stakeholders told us that the manager had not been regularly present within the service in recent months. There was a plan for the manager to spend more time off the playroom floor to allow her to fulfil her managerial role. At the time of this inspection, there had been no significant improvements to the ways that parents and children could become involved in assessing and developing the service. Therefore the recommendation we made at the previous inspection remains outstanding. (See Recommendation 1)

Grade awarded for this statement: 2 - Weak

Number of requirements: 0

Number of recommendations: 1

Recommendations

1. The service should continue to develop and improve the ways in which service users become involved in the assessment and improvement of the service.

National Care Standards Early Education and Childcare up to the age of 16,
Standard 13.1: Improving the Service.

Statement 3

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

Service strengths

We looked specifically at the areas of development, recommendations and requirements identified under this statement at the previous inspection.

We found that performance under this statement was weak. We concluded this after we spoke with the provider, manager, depute manager, staff and parents. We looked at policies, procedures and records. We also considered the action plan the service sent us after the previous inspection.

We found that the service had updated its medication policy and records since the previous inspection. However staff did not have an understanding of the updated procedures and we found that some medication care plans had not been updated since February 2013. Good practice highlights that care plans for long term medication should be reviewed on a monthly basis.

We found that staff were doing their best to promote positive relationships with children and families using the service. We saw staff interacting with children and supporting them in their play. Children within the 2 - 5 section had the opportunity to play outside and we saw that there were opportunities for rest periods throughout the day.

Areas for improvement

We found that the service had updated its medication policy and procedures as highlighted at the previous inspection. However we found that the service was not following the policy and we saw that time limited medication had not been reviewed for a period of over six months. (See Recommendation 1)

Most of the children from the baby section were going for sleeps in buggies and double buggies; one child was put down to sleep in a car seat. There was no evidence to show that this had been discussed with parents and care plans were not up to date to reflect parental preferences.

This is the third inspection where this issue has been highlighted to the service. We have signposted the service to the Scottish Cot Death Trust website and discussed the issue with the manager. It was agreed that children would be more comfortable sleeping on sleep mats or in a cot in a quiet area within the playroom whenever possible. The service should ensure that parents are consulted and given up to date advice on safe sleeping practice. The service should ensure that all staff are aware of the safe sleeping best practice guidance - Reduce the Risks of Cot Death. (See Recommendation 2)

The service should ensure that children's care plans are updated six monthly or more regularly, if required. (See Requirement 1)

At the last inspection, we asked the service to ensure that the play space where young children are playing and crawling is clean, safe and free from risk. We found that the carpet within the baby room needed to be cleaned and the service was continuing to store the buggies, that are located in the baby room, on the carpet area where children crawl and explore. At this visit, we found that there was not enough floor space for crawling babies in the partitioned area within the baby room. (See Requirement 2)

At the previous inspection, we saw that the service was open plan therefore at times during the play session the noise levels would escalate. This was a particular issue when the children within the 3- 5 playrooms were engaging in a large group physical activity or when a fitness class was on in the dance studio next door to the nursery. The service was aware of this. To ensure that children within the 0 - 3 sections have periods of time where the noise level can be reduced, the service should make use of the other areas within the building, which they had identified for large physical play such as the gym or outdoor areas. (See Recommendation 3) The number of children within the 3 - 5 section had decreased significantly therefore noise levels had reduced. However there was no clear plan that when the playroom has higher numbers of children how staff would manage this. Therefore the recommendation we made at our previous inspection will continue.

We found that areas that had been signed off on health and safety checks as being clean and free from risk were not always suitably safe or clean. Although the service had cleaning schedules and procedures in place to ensure a safe environment, schedules were not always up to date and there were areas of the nursery that were cluttered and in need of a deep clean. Carpets and soft furnishings needed cleaned. The area where crawling babies played should have buggies removed. The changing area needed cleaned. There was a smell within the girls' toilets that was coming from mop heads, this should be addressed by the service. Washing was being hung up to dry over the balcony area handrails, this should be removed. There was a significant amount of clutter and highchairs needed a deep clean. (See Requirement 2)

Grade awarded for this statement: 2 - Weak

Number of requirements: 2

Number of recommendations: 3

Requirements

1. The provider must review and update children's care plans six monthly, or more frequently, if needed.

This is in order to comply with:

The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210), Regulation 5 (b) a requirement relating to personal plans.

Timescale: Within one month of the publication date of this report.

2. The provider must ensure that the premises are well maintained and capable of meeting the service's aims and objectives. In order to achieve this the provider must:

1. Ensure that it provides a clean, clutter free and safe environment and that all health and safety checks are recorded and up to date.

2. Ensure that the carpet within the baby room is clean, safe and free from risk for young children.

This is in order to comply with:

The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210), Regulation 10 - a requirement relating to Fitness of Premises.

Timescale: Within one month of the publication date of this report.

Recommendations

1. The service should ensure that it adheres to its own policies and procedures when recording and administering non-prescribed medication in line with current best practice. An audit system should be introduced to formally monitor and evaluate the service's medication system.

National Care Standards Early Education and Childcare up to the age of 16,
Standard 3.6: Health and Wellbeing.

2. The service should ensure that it discusses where children will sleep, with parents, and records this information within children's care plans. The service should also ensure that it considers and reflects safe sleeping practice.

National Care Standards Early Education and Childcare up to the age of 16,
Standard 3: Health and Wellbeing.

3. The service should ensure that it puts plans in place to ensure that children within the 0 - 3 section have periods of time when the noise level is reduced particularly when the 3 - 5 section is engaging in physical activity.

National Care Standards Early Education and Childcare up to the age of 16,
Standard 3: Health and Wellbeing.

Quality Theme 2: Quality of Environment

Grade awarded for this theme: 2 - Weak

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 service had continued to involve parents and children in assessing and developing the service.

For participation information, please refer to Quality Theme 1, Statement 1.

Areas for improvement

For information on areas for improvement under this statement, please refer to Quality Theme 1, Statement 1.

Grade awarded for this statement: 2 - Weak

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 considered areas of development and recommendations identified at the previous inspection specifically looking at risk assessments and the quality of the environment.

We found that performance under this statement was weak. We concluded this after we spoke with the provider, manager, depute manager, staff and parents. We considered the environment, looked at risk assessments, daily checklists and cleaning schedules.

We saw that playrooms for the older children were spacious with play equipment. Children could get involved in small and large group activities. The service had a range of policies and procedures in place to promote a safe environment. However we did not find that they were being adhered to in practice.

There was a visitors' book at the reception area and we were asked to sign in when we arrived. There was a secure door entry system to get in and out of the service. This can help to ensure that only the right people can access the service.

Areas for improvement

At our previous two inspections, we found that the service should review the use of space within the baby room to define areas and play spaces. We also found that children would benefit from being able to self select toys and equipment from child sized units. We found that the play space remained the same with limited opportunities for children to explore. Buggies were stored in the area where children were mobile, on the floor, creating a hazard in the play space. We also found that the service had partitioned off the baby room with mobile children at one side and children that could crawl or were just pulling themselves up on the other. The children that were not mobile did not have enough space to play, the area was cluttered and there were limited play opportunities. (See Requirement 1)

We found that generic risk assessments showed that areas of the playrooms had been checked for risk and been deemed safe by staff. During our visit, we saw a number of areas within the playrooms that staff should have identified within the risk assessment and made safe for children. The service had generic risk assessments for the premises that were completed by senior staff. To make staff more aware of risk and how it is linked to play experiences and the environment, the manager should give staff more ownership of completing risk assessments. This will ensure that staff are aware of their responsibility to ensure a safe and secure environment for children. (See Requirement 2)

Grade awarded for this statement: 2 - Weak

Number of requirements: 2

Number of recommendations: 0

Requirements

1. The provider must review the use of space within the baby room and provide suitable areas for children to play and learn to meet the developmental needs of the children.

This is in order to comply with:

The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) Regulation 9 (a) Fitness of premises.

Timescale: Within one month of the publication date of this report.

2. The manager and provider must ensure that staff carry out appropriate risk assessments of the playrooms to ensure they provide a safe, secure and hygienic environment that is fit for purpose.

This is in order to comply with:

The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) Regulation 9 (a) Fitness of premises.

Timescale: Within one month of the publication date of this report.

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 1 - Unsatisfactory

Statement 1

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

Service strengths

The service was continuing to develop ways of involving parents and children in assessing and developing the service.

Please refer to Quality Theme 1, Statement 1.

Areas for improvement

Please refer to Quality Theme 1, Statement 1.

Grade awarded for this statement: 2 - Weak

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 performance in this area was unsatisfactory. We concluded this after we spoke with the provider, manager, depute, staff and parents. We reviewed staff files, looked at the ratio of permanent staff to agency staff and looked at how this was impacting on the outcomes for children.

We spoke with staff who were providing play opportunities for children. Permanent staff were committed to improving the quality of the service and were keen to develop and improve. Permanent staff were supporting agency staff to improve outcomes for children. In the course of the inspection staff appeared welcoming, friendly and caring towards children.

Areas for improvement

During previous regulatory activity within the service including complaints and inspection visits it was evident that the service was not always meeting staff to child ratios during play sessions. There had been complaints made to the Care Inspectorate about the staffing levels which were found to be upheld and we made a requirement about staffing. We sampled children's registers and looked at staff sign in and out sheets. We found that staff to child ratios had been met on the day of our inspection visit. It was evident, however, that staff to child ratios were not always met, particularly at the beginning and end of sessions. (See Requirement 1)

In February 2013 the service said in the annual return that there were 20 members of staff employed within the service. At this inspection we found there were six permanent members of staff employed, with the rest of the staff team being made up of temporary agency staff that would cover for short periods of time throughout the week. This was impacting on continuity of care for children and parents. Parents said that there were always new people working within the playrooms and that there was limited communication from the management team about who they were. It was unclear for parents in the under threes section who their child's key workers were. Some children were observed to be unsettled, particularly within the baby room. This room had the highest turnover of staff and regularly had different temporary agency staff. The service must ensure that staff have received training and support appropriate for the work they are to perform. (See Requirement 2)

The service should also ensure that staff have a comprehensive induction and are supported by appropriate and experienced staff until they have the skills necessary for the work they are to perform. (See Requirement 3)

We found that there was a high turnover of staff and little evidence of the provider managing the staff changes. (See Requirement 4)

This is the third inspection where we have arrived at the service in the morning to no management in attendance until 10.30am. Parents and stakeholders said that there were often periods of time throughout the day, particularly in the morning, when the manager was absent. The manager and depute were still covering within playrooms and there was little evidence of overall improvement within the service. The manager should be supernumerary to the overall staffing levels within the service. (See Requirement 2 and Recommendation 1)

At our last inspection we made a recommendation asking the service to develop a training plan linked to staff appraisal and carry out a training needs analysis of the required training for the staff team. There had been no progress on this recommendation and limited training opportunities. It was unclear how the training of agency staff was managed by the service and how the service audits their skills and expertise. (See Requirement 5)

The service commented within the self assessment that it will further develop and support staff knowledge on the National Care Standards and other relevant legislation.

Grade awarded for this statement: 1 - Unsatisfactory

Number of requirements: 5

Number of recommendations: 1

Requirements

1. The provider must ensure that at all times suitably qualified and competent persons are working in the care service in such numbers as are appropriate for the health, welfare and safety of service users.

This is in order to comply with:

The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011, Regulation 15 (a) - Staffing.

Timescale: within 24 hours of the date of this report.

2. The provider and manager must be able to demonstrate that staff have received training and support appropriate for the work they are to perform.

This is in order to comply with:

The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) regulation 4 (a) Welfare of service users.

Timescale: within one month of the publication date of this report.

3. The provider and manager must ensure that all new staff have a comprehensive induction and are supported by appropriate and experienced staff until they have the skills necessary for the work they are to perform.

This is in order to comply with:

The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) Regulation 15 (b) (i) Staffing.

Timescale: within month of the publication date of this report.

4. The provider and manager must ensure that staff performance is regularly and adequately monitored to ensure the health, welfare and safety needs of children are being met.

This is in order to comply with:

The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) regulations 4 (a) Welfare of service users.

Timescale: within one month of the publication date of this report.

5. The provider and manager must ensure that a training needs analysis is carried out for all staff linked to staff appraisal and development and a training plan for the service is put into practice.

This is in order to comply with:

The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) regulation 15 (a) Staffing.

Timescale: within month of the publication date of this report.

Recommendations

1. The manager should be supernumerary to the overall staffing levels within the service to carry out all the functions of her role including self evaluation.

National Care Standards Early Education and Childcare up to the age of 16,
Standard 14: A Well-managed Service.

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 1 - Unsatisfactory

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

Please refer to Quality Theme 1, Statement 1.

Areas for improvement

Please refer to Quality Theme 1, Statement 1.

Grade awarded for this statement: 2 - Weak

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

We found that the service performance under this area was unsatisfactory. We concluded this after we spoke with the provider, manager, staff and parents. We also looked at policies and procedures and reviewed information shared with us within the action plan for the previous inspection. We saw that there was a lack of management input into the service and that this was having a negative impact on the quality of the service.

Staff and families were involved in sharing their views informally about this service, as detailed under Quality Theme 1, Statement 1, and Quality Theme 3, Statement 3.

Parents spoke to staff daily when they dropped off and collected their children. This showed that the staff were trying to build relationships with families and communicate important information.

Areas for improvement

We found that the high turnover of staff within the service was having an impact on the overall quality and experience for children. The service must be able to demonstrate how it will develop an action plan to maximise the retention and attendance of staff to improve continuity of care for children and families attending the service. (See Requirement 1)

It was unclear how the provider and manager were managing the high volume of agency staff. There were no clear records on the high volume of agency staff. There was little evidence that there was a formal induction and permanent staff were guiding agency staff, along with fulfilling their own role. This was having a negative impact on the quality of the service. The service must ensure that the performance of staff is closely monitored by management. (See Requirement 1)

We did not receive an up to date self assessment from the service before the inspection. Therefore, the service had limited ways of showing us how it had developed and improved since the previous inspection. We found that there was a lack of management and leadership input within the service. To ensure that a service is providing positive outcomes for the people using the service it should have effective quality assurance systems in place. The lack of quality assurance systems within the service were having an impact on the overall quality and was having a negative impact on the experience for the children and families using the service. (See Requirement 2)

We did not see an up to date improvement plan, there were no records of monitoring and evaluation and there was little evidence of where complaints had been made that the service was acting on this and improving. This was impacting on the overall quality of the service and there was limited time for staff meetings and regular supervision sessions to take place. Staff and parents said that the open door policy did not reflect current practice and found that their requests and questions were not being addressed. (See Requirement 2)

We found that activities that had been done in the past were not being carried out. There were limited trips and access to outdoor play for the children was also limited. There were depleted stocks of perishable goods such as paint, glue and paper. Resources that were broken were not replaced. We did not see high quality play equipment. Parents' night for the 3 - 5 section did not happen this year and the channels of communication within the service had broken down causing concern to parents and staff. The service must ensure that it improves the overall quality of the service to improve outcomes for children and families using the service. (See Requirement 2)

At this inspection, and our previous inspection, we saw that the manager and depute manager were spending the majority of the week working within the playrooms covering staff absence. This was stopping them from fulfilling their management role within the service.

Grade awarded for this statement: 1 - Unsatisfactory

Number of requirements: 2

Number of recommendations: 0

Requirements

1. The provider and manager must be able to demonstrate that they have put in place and implemented an action plan to maximise the retention and attendance of staff to improve the continuity of care for children attending the service.

This is in order to comply with:

The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) Regulation 15 - Staffing.

Timescale: Within one month of the publication of this report.

2. The provider and manager must develop and implement an effective system to ensure the quality assurance of the service.

This is in order to comply with:

The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) Regulation 3 Principles and Regulation 4(1) (a) - Welfare of users.

Timescale: within one month of the publication of this report.

4 Other information

Complaints

There have been two upheld complaints since the previous inspection.

You can find information about complaints that we have upheld on our website www.careinspectorate.com

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

Quality of Care and Support - 2 - Weak	
Statement 1	2 - Weak
Statement 3	2 - Weak
Quality of Environment - 2 - Weak	
Statement 1	2 - Weak
Statement 2	2 - Weak
Quality of Staffing - 1 - Unsatisfactory	
Statement 1	2 - Weak
Statement 3	1 - Unsatisfactory
Quality of Management and Leadership - 1 - Unsatisfactory	
Statement 1	2 - Weak
Statement 4	1 - Unsatisfactory

6 Inspection and grading history

Date	Type	Gradings
1 Mar 2013	Unannounced	Care and support 3 - Adequate Environment 2 - Weak Staffing 3 - Adequate Management and Leadership 3 - Adequate
4 Jul 2012	Unannounced	Care and support 4 - Good Environment 4 - Good Staffing 2 - Weak Management and Leadership 3 - Adequate
15 Jul 2010	Unannounced	Care and support 5 - Very Good Environment 5 - Very Good Staffing Not Assessed Management and Leadership Not Assessed

Inspection report continued

5 Jun 2009	Unannounced	<table style="width: 100%; border: none;"> <tr> <td style="width: 70%;">Care and support</td> <td style="width: 30%;">5 - Very Good</td> </tr> <tr> <td>Environment</td> <td>5 - Very Good</td> </tr> <tr> <td>Staffing</td> <td>4 - Good</td> </tr> <tr> <td>Management and Leadership</td> <td>4 - Good</td> </tr> </table>	Care and support	5 - Very Good	Environment	5 - Very Good	Staffing	4 - Good	Management and Leadership	4 - Good
Care and support	5 - Very Good									
Environment	5 - Very Good									
Staffing	4 - Good									
Management and Leadership	4 - Good									
26 Jun 2008	Unannounced	<table style="width: 100%; border: none;"> <tr> <td style="width: 70%;">Care and support</td> <td style="width: 30%;">4 - Good</td> </tr> <tr> <td>Environment</td> <td>4 - Good</td> </tr> <tr> <td>Staffing</td> <td>4 - Good</td> </tr> <tr> <td>Management and Leadership</td> <td>4 - Good</td> </tr> </table>	Care and support	4 - Good	Environment	4 - Good	Staffing	4 - Good	Management and Leadership	4 - Good
Care and support	4 - Good									
Environment	4 - Good									
Staffing	4 - Good									
Management and Leadership	4 - Good									

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

ਬੇਨਤੀ 'ਤੇ ਇਹ ਪ੍ਰਕਾਸ਼ਨ ਹੋਰ ਰੂਪਾਂ ਅਤੇ ਹੋਰਨਾਂ ਭਾਸ਼ਾਵਾਂ ਵਿਚ ਉਪਲਬਧ ਹੈ।

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