

[DRAFT]



# Care service inspection report

Full inspection

## Carbon Footprints Nursery Day Care of Children

10 Duke Wynd  
Glasgow



HAPPY TO TRANSLATE

Service provided by: Milnbank Housing Association Limited

Service provider number: SP2003000178

Care service number: CS2010270709

Inspection Visit Type: Unannounced

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and set out improvements that must be made. We also investigate complaints about care services and take action when things aren't good enough.

Please get in touch with us if you would like more information or have any concerns about a care 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	4	Good
Quality of management and leadership	5	Very Good

### What the service does well

Carbon Footprints Nursery provides a valuable service to children and their families in the local community. The manager and the staff team are committed to providing positive outcomes not only for children but for whole families.

### What the service could do better

The service could ensure that the recruitment and selection procedures are updated in accordance with the most recent best practice guidance.

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

Since the last inspection the nursery has expanded significantly and become more established within the local community. The staff team has grown as a result of this.

## Conclusion

During the inspection process we received very positive comments from families using the service. They demonstrated high levels of satisfaction with the experience provided to their children. Children told us that they enjoyed coming to the service to play with the toys and their friends.

# 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)

Carbon Footprints Nursery was registered on 16 November 2012. The service is provided by Milnbank Housing Association.

The service was registered to provide a care service to a maximum of 75 children at any one time. This includes:

- A maximum of 27 children from 6 weeks to under 3 years, of whom no more than 12 will be aged 6 weeks to 2 years
- A maximum of 24 children aged 3 years to those not yet attending primary school
- A maximum of 24 children of primary school age to 14 years of age.

The nursery aims to provide: "childcare and early learning opportunities in a secure, stimulating, creative, caring and happy environment".

## Recommendations

A recommendation is a statement that sets out actions that a care service provider should take to improve or develop the quality of the service, but where failure to do so would not directly result in enforcement.

Recommendations are based on the National Care Standards, SSSC codes of practice and recognised good practice. These must also be outcomes-based and if the provider meets the recommendation this would improve outcomes for people receiving the service.

## Requirements

A requirement is a statement which sets out what a care service must do to improve outcomes for people who use services and must be linked to a breach in the Public Services Reform (Scotland) Act 2010 (the "Act"), its regulations, or orders made under the Act, or a condition of registration. Requirements are enforceable in law.

We make requirements where (a) there is evidence of poor outcomes for people using the service or (b) there is the potential for poor outcomes which would affect people's health, safety or welfare.

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 4 - 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 0345 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. A full inspection was undertaken by one inspector on Friday 30 October 2015 and Tuesday 3 November October 2015. Feedback was given to the manager at the end of the second day.

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

We sent 30 care standards questionnaires to the service to be distributed to parents and carers of children using the service. Sixteen of these were completed and returned to us prior to the inspection. We also sent 9 questionnaires for staff to complete and return to us prior to the inspection. Six of these were completed and returned prior to the inspection.

During this inspection process, we gathered evidence from various sources, including the following:

We spoke with:

- children
- manager
- child development officers
- parents.

We looked at:

- arrangements for involving children and parents/carers in making improvements impacting on outcomes for children
- opportunities for children to make individual choices
- arrangements in place to ensure that every child can be supported to achieve their potential
- the suitability of the accommodation and resources
- children's personal plans
- staff qualifications and access to training
- arrangements in place to include all staff in determining the direction and future objectives of the nursery
- how leadership values were encouraged within the staff team to contribute to support outcomes for children.

The findings from the above were taken into consideration for the purpose of reporting.

### **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.firescotland.gov.uk](http://www.firescotland.gov.uk)

## 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 fully 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 that they had given us for each heading that we grade them under.

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

During the inspection, approximately 50 children aged between eight months and five years were attending the nursery. We found that children were very happy and settled within the service. Children were confident in their play and in their interactions with staff and each other. Many of the older children told us about what they enjoyed doing at nursery and asked questions about the inspection process.

## Taking carers' views into account

As mentioned earlier, we sent 30 questionnaires to the nursery for distribution to parents/carers. Sixteen were completed and returned before the inspection. In the completed questionnaires, fourteen parents/carers strongly agreed and two agreed that overall, they were happy with the quality of care their children received in this service. During the inspection we spoke with ten parents/carers who expressed a very high level of satisfaction with the care offered to their children.

Parents commented:

"My child has attended aftercare here since August 2013. My child absolutely enjoys each day at aftercare. They have a range of activities for the children."

"My child found it difficult in the beginning to settle at the nursery but the staff were fabulous in supporting me with this. I feel the nursery has brought on my child's development in every aspect. My child loves the place and I feel great ease knowing that my child is in capable hands while I have to work. I love the fact the children play outside and have a lot of space to run around instead of being stuck in one room. My child has met loads of new friends and loves to talk about them at home. I am thrilled to have chosen Carbon Footprint so please keep up the fantastic work staff."

"Fantastic nursery, don't have a bad thing to say about it, staff are amazing and take great care of my child."

"My child has been going to nursery for over one year now and has never once been upset going in. Marie, Ann and all the team are excellent. I feel my child is happy and very safe when left there."

"Like any parent the most important thing to you is your child's health, safety, happiness and general wellbeing. My child is our first child and I can only say that we are confident in the abilities of all the staff at the nursery. My child is always happy, eats and sleeps well and we get a feedback form telling us when my child has eaten, slept, etc. My child only goes once a week but has made friends, plays, interacts and learns. In summary, very very pleased with this service for my child."

"Overall very happy. Regular staff are great."

"Information upfront was lacking including invoice details. Frustration at 51 week nursery open for 49 weeks."

"Diet balanced overall although slight concern about daily scones, fruit loaf, pancakes."

"Would like to see kids outside more."

"I am very happy with the service. Staff are amazing with my child and are very professional, loving and caring. I will be using this childcare provider for a long time."

"As I was returning to work and still breastfeeding my baby, the staff made me feel comfortable in being able to feed my child while attending the nursery and help in weaning my child from breast to cup. I was given help and information in helping my child with the change and how it would also affect me."

"Staff are enthusiastic and caring and the nursery manager works hard to foster a positive ethos for all. It is unacceptable that they have not been given funding for free places and as a result I have been left with a difficult decision on whether to move my child to a different nursery so we can receive our free childcare entitlement."

"Carbon Footprint Nursery is a fantastic service. My child loves it and all of the wonderful staff. My child has made so many friends and keeps in touch with them outside nursery. This is important because my child is an only child."

## 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 overall the service's performance was very good in the areas covered by this statement. We concluded this after we spoke to the manager, staff and parents; observed and chatted with children who use the service; and reviewed a range of supporting paperwork.

In the completed Care Inspectorate questionnaires (CSQs) nine parents/carers strongly agreed and seven agreed that the service had involved them and their children in developing the service, for example asking for ideas and feedback. During the inspection we spoke with ten parents, who confirmed that they could be involved in a range of different ways and that the staff team were open to suggestions. We found that there was a very good commitment to involving children and their parents/carers in assessing and improving the quality of the service overall which was detailed in the service's participation policies.

During the inspection nine children attending the out of school care service (OOSC) completed questionnaires. All nine children told us they were happy with the service and that they could make choices about activities and snacks.

One child commented:

"We can have something to suggest about how after care works and for different parties we might have."

The service provider ensured that the service demonstrated a very strong ethos of partnership with children and parents.

In the foyer a 'Post it' display was available for parents to make suggestions for improvements. We noted that the post contained positive comments and one parent suggested adding an adult sized chair to the cloakroom area. This had been done.

The service made very good use of questionnaires as a means of obtaining regular feedback from parents and carers. At the time of inspection we viewed parents' and carers' responses to questionnaires about the children's menu and the environment. We noted that the responses to these questionnaires were very positive. We noted that spaghetti Bolognese had been added to the menu in response to a parent's comment and that children were doing more baking as parents had requested this too. Some parents had indicated that they felt there was not enough space for their children's belongings and as a result of this new storage units had been purchased.

Within the out of school care service, parents had completed evaluations highlighting their satisfaction with the service. No suggestions for improvement had been made. Children had also participated in evaluations after the holiday periods and we noted that their responses included comments on things they had particularly enjoyed and suggestions for future activities and outings. OOSC children were consulted on all planning within the service and we noted that they were able to plan and purchase resources for the next month if needed from their own small budget.

We found that parents were very active in their children's learning and were asked what they would like their children to learn as part of the personal planning process. Staff gave us examples of this including how they had successfully worked to ensure a child was familiar with colours with the child's parents over a three month period.

In the completed CSQs, six parents/carers strongly agreed and three agreed that the staff asked for their children's views about the activities and outings and used them to plan future activities. Staff told us that all activities were planned to suit children's individual interests, age and stages of development.

Staff did this through observing and consulting children and using a system of responsive planning. Children's views were central to the planning process and we saw that staff used simple systems to include children in decision making. Staff were making good progress with the use of floor books to encourage children's thinking skills through talking together in groups. This enabled children to be consulted and influence the learning taking place. Throughout the inspection children had many opportunities to make choices. Children chose what area of the playroom they wanted to spend time in; what they wanted to play with; and some chose when they wanted to go outdoors for active play and learning.

In the completed Care Inspectorate questionnaires ten parents/carers strongly agreed and six agreed that they were kept informed about what was happening in the service, for example, through newsletters and information boards. We found that the service used a range of communication methods to keep parents informed about their children's development, planned events and to encourage their participation including:

- very good quality newsletters
- a closed facebook page
- daily diary sheets for children aged 0-3 years.

However, parents, carers and staff told us that they preferred to rely on building strong relationships and informal communication channels with each other to ensure that there was an open and mutual exchange of information about children. All staff commented on the importance of relationships with parents as being crucial to caring for children effectively.

During the inspection we observed parents and carers dropping off and collecting their children from nursery and we were able to see that staff, parents and carers had developed very positive relationships.

Parents and carers told us that they highly valued the verbal feedback that staff gave them on a daily basis.

### Areas for improvement

During our discussions with parents, four told us that they would like more information about their children's development, progress and daily routine. We discussed this with the manager and it was agreed that this would be progressed.

### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**



## Statement 2

“We enable service users to make individual choices and ensure that every service user can be supported to achieve their potential.”

### Service Strengths

We found that overall the service's performance was very good in the areas covered by this statement. We concluded this after we spoke to the manager, staff and parents; observed and chatted with children who use the service; and reviewed a range of supporting paperwork.

Getting It Right For Every Child (GIRFEC) is Scotland's approach to supporting children and young people. It is intended as a framework that enables organisations who work on behalf of Scotland's children and their families to provide a consistent, supportive approach for all. The approach uses eight areas of wellbeing in which children and young people must progress in order to do well now and in the future - Safe, Healthy, Active, Nurtured, Achieving, Respected, Responsible, Included (SHANARRI). These SHANARRI indicators are used to record observations, events, concerns (if there are any) and act as an aid in putting together each child's plan.

The completed CSQs told us that:

- nine parents/carers strongly agreed and five agreed that staff had worked with them to develop an individual education and support programme for their children
- nine parents/carers strongly agreed and four agreed that staff regularly assessed their children's learning and development and used this to plan their next steps

- eleven parents/carers strongly agreed and five agreed that staff shared information about their children's learning and development and, where appropriate, with their children
- three parents/carers strongly agreed and two agreed that, where necessary, staff had helped them access specialist services, such as physiotherapy, speech and language therapy, psychological services or other services.

We noted that individual personal plans were in place for children containing a good range of information about all children in the nursery and OOSC. Procedures were in place to ensure that these plans were reviewed regularly. Staff told us that they found these plans helpful for getting to know children's individual needs and care routines.

Each child in the nursery had a learning journal to document children's progress through nursery. The learning journals sampled contained very good quality of information for children aged under three years. We are able to see plans for next steps and clear progression in children's development and learning. A new format had recently been introduced for learning journals for children aged three to five years. The learning journals we viewed contained limited numbers of observations. We noted that the manager used a 'two star and a wish' format to evaluate the learning journals and had been concentrating on ensuring staff were being supported to become more familiar with the format. The manager agreed that the focus now needed to be concentrated on the quality of the evaluations contained within the learning journals. We felt that the manager could encourage staff to ensure more content to show clear progression and record of children's learning.

Throughout our inspection we noted that there was a calm, welcoming ethos in the nursery. The playrooms were busy, children were very engaged in their play and learning. During the inspection we noted that staff encouraged children to remain calm and take responsibility for their own safety, through discouraging running indoors and reminding them to be mindful of other children. Children were offered a good quality level of care and support throughout the inspection. We observed children to be confident, settled and happy.

Staff were respectful of children's feelings and placed a priority in bonding with children. Staff told us that they recognised the importance of attachment in children's development.

**During the inspection we made the following observations:**

**Babies 0-2 years (11 children)**

Children were free to explore the extended playroom. However, less mobile children stayed in the carpeted area until they were more secure to safely explore their environment. The youngest children were able to self-select play resources and we were able to see several examples of this. Staff responded to children's observed care needs through wiping their noses, nappy changing and assisting children to feed themselves. Staff were responsive to children's non-verbal cues and it was obvious that they knew children very well. Several children needed comfort and reassurance as they were settling into nursery and we noted that this was offered in a warm and nurturing manner. Children enjoyed exploring the playroom, playing with the musical instruments, a wooden shape sorter, reading animal books and making animal noises. We noted that the playroom lacked resources for less mobile children to use to pull themselves up and support early walking. Staff told us children used chairs in the dining area to do this and we certainly observed this happening. However, these chairs were not accessible to non-mobile children. Following lunch some children went down for a sleep one at a time. Staff ensured that children had their comforters if these were needed.

**Toddlers 2-3 years (14 children)**

This was part of the large free flow playroom and again offered children good opportunities for self selection. We noted that one child visited the small carpeted area for younger children. This child had recently moved up to the playroom and needed to feel secure for a short time in their familiar area. We noted that the child was welcomed into the play area by staff and was soon playing contentedly with the musical instruments. After lunch children enjoyed a story "Owl Babies" using puppets. Children participated with enthusiasm calling out familiar lines from the story and waving their puppets.

After this children were to be dressed up for the Halloween party in the outfits they had brought from home. Children were very excited about dressing up and told us what they were going to be. After they were dressed children played party games and sang songs for some time before Halloween snack time. We noted that children had a healthy snack with some additional treats for the party. Although the noise levels were quite high in the afternoon due to the party atmosphere and parents attending, we noted that the children seemed unphased by this. We noted that children had spent time outdoors in the morning to ensure they accessed active play and fresh air.

### **3-5 years (20 children approximately)**

During our visit we noted that lots of outdoor activities took place in the morning. However, our observations took place mainly over lunchtime and afternoon. For lunch children enjoyed - soup and pitta bread. We noted that children were comfortable and sociable at lunch. Staff remained seated with children at their tables. Children were excited about putting on a dance show for parents in the afternoon and told us that a member of staff and parent had been working with the children to learn a Halloween dance. In the afternoon children dressed up and had their faces painted for the Halloween dance. This took place upstairs and was done twice to enable all parents who had come along to see it. Most children participated enthusiastically in the activity. A few children who chose not to do so were able to opt out without any pressure put onto them by staff. Children had learned a complex dance routine lasting several minutes and we could see that lots of planning and work had gone into this. Both children and staff were committed to making it a success. Parents told us that they enjoyed the show very much. Afterwards some parents chose to stay in the playroom to participate with their children in a range of Halloween activities.

### **OOSC 5-14 years (15 children)**

When we visited the children were having a Halloween Party. The children had pre-planned what games they were going to play and were dressed up for Halloween. We observed children enjoying the games.

We noted that children had very good relationships with staff and each other. We noted that children were respectful to staff and each other. One child assisted with making snack and we noted that he was very careful to listen to instructions about hygiene and directions for preparing snack.

### **Areas for improvement**

As mentioned earlier we felt that staff could make improvements to children's learning journals and make more consistent use of dates in both learning journals and personal plans.

During our visit we felt that the lunchtime and afternoon sleep routines for the youngest children could be improved. We noted that several children sat for too long and became upset while staff brought beds out one at a time and put others down for their afternoon nap. Other children were wandering about a bit aimlessly. We felt that this would have been a good time for one staff member to carry out an activity like reading a story or doing some rhymes or singing. We accepted that the inspection may have made an impact on this routine but felt that staff could have been more responsive to children's individual needs at this time.

During our visit to the 3-5 room at lunchtime we felt that the tables were slightly cramped. Staff missed some opportunities to encourage children to develop independence skills. For example, setting the table, making it more attractive, laying out napkins, using counting skills for cups, cutlery and water. Furthermore, older children could have served their own soup from jugs with support from staff. The manager agreed to observe the video of lunchtime and consider relevant improvements.

### **Grade**

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## Quality Theme 2: Quality of Environment

Grade awarded for this theme: 5 - Very Good

### Statement 3

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

#### Service Strengths

We found that overall the service's performance was very good in the areas covered by this statement. We concluded this after we spoke to the manager, staff and parents; observed and chatted with children who use the service; and reviewed a range of supporting paperwork.

In the completed CSQs 13 parents strongly agreed and three agreed that the service was a safe, secure, hygienic, smoke free, pleasant and stimulating environment. Eleven parents strongly agreed and five agreed that there was enough space for their children to play and get involved in a range of activities.

Carbon Footprints Nursery was accommodated within a two storey purpose built premises comprising of one very large open plan playroom split into three distinct areas. There was one closing section which provided a soundproof barrier between the play area for the youngest children and the remainder of the playroom. Children also had access to a computer suite and play area upstairs for physical/quiet activities. The children using the OOSC were based upstairs within the building. There were appropriate toilet and changing facilities for children.

Children were able to freely access a good outdoor play area at the rear of the building from the playroom. We noted that the outdoor play area had been developed since the last inspection and offered children a more interesting range of learning areas, including a mud kitchen and areas for children to experiment with cause and effect.

There was a door entry system at the main entrance to the accommodation and codes were used at other entrances to ensure that children were safe and secure at all times. Visitors to the premises were greeted by staff and asked to provide identification and sign the visitors' book.

We found that children were safe, confident and free to explore the environment indoors and outdoors. Although risk assessments were in place, we observed no issues around safety during our inspection. Therefore, we did not examine the risk assessments. Staff talked confidently about the risk assessment process and told us that they carried out morning and afternoon safety checks to ensure that the playrooms and outdoor areas were safe.

An appropriate system was in place for recording accidents and incidents. We confirmed that staff discussed completed forms with parents and asked them to sign them. The forms we checked were appropriately signed. All staff had been trained in first aid practices.

Appropriate infection control procedures were in place and overall, staff demonstrated good practice during the inspection, through ensuring good hand washing practices.

Cleaning routines were in place in the nursery to ensure that the playrooms and facilities were cleaned to a high standard.

### Areas for improvement

The service provider should continue with plans to replace the carpet within the OOSC playroom as this was observed to be very stained and marked.

### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## Statement 5

“The accommodation and resources are suitable for the needs of the service users. ”

### Service Strengths

We found that overall the service's performance was very good in the areas covered by this statement. We concluded this after we spoke to the manager, staff and parents; observed and chatted with children who use the service; and reviewed a range of supporting paperwork.

In the completed CSQs 12 parents strongly agreed and four agreed that the service had a suitable range of equipment, toys and materials for the children.

We found that there was a very good range of play materials available to support children in their play and learning. Staff confirmed there were appropriate arrangements in place for cleaning and maintaining the play equipment.

Resources throughout the playrooms were organised to enable children to make positive choices. Play equipment was stored in baskets and boxes which were situated at child height. In most playrooms, a combination of pictorial and word labels had been secured to the boxes to allow children to see what was inside.

Children of all ages were able to have fun with sand, water and malleable materials, like play dough. There were opportunities for role play through dressing up and playing in the home corner with familiar domestic items. Children had access to a wide range of arts and crafts materials, including paints and collage materials.

Younger children could experience tactile and sensory materials to develop their senses and expose them to different textures.

Older children were able to experiment with computers to develop their IT skills.



A variety of construction materials were available to enable children to learn about early maths.

The furniture and fittings were of good quality and were made of natural materials. They were maintained to a high standard.

Staff told us that all requests for new resources were acted upon quickly.

### Areas for improvement

Staff should continue with plans to audit their playrooms using Building the Ambition. (This national practice document sets the context for high quality early learning and childcare as set out in 'The Children and Young People (Scotland) Act 2014'. The guidance seeks to support practitioners in all settings and areas of Scotland who are delivering early learning and childcare). This should be done in conjunction with the guidance for Curriculum for Excellence and Pre Birth to Three. This would assist staff to build confidence and enable them to continue to improve both their practice and the layout of their playrooms.

In particular staff should look at the layout of the carpeted area for the youngest children. We felt that this area could be more comfortable and welcoming and play areas could be better defined to make them more attractive and inviting to children.

### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 4 - Good

### Statement 2

“We are confident that our staff have been recruited, and inducted, in a safe and robust manner to protect service users and staff.”

### Service Strengths

We found that overall the service's performance was good in the areas covered by this statement. We concluded this after we spoke to the manager, staff and parents; observed and chatted with children who use the service; and reviewed a range of supporting paperwork.

During our inspection we looked at the recruitment records for five new members of staff. We noted that three staff had started before both references were received. It was unclear from these records whether PVG scheme updates had been requested for new starts prior to their start date. We were advised that the service provider's Protecting Vulnerable Groups (PVG) procedure had recently been audited by Disclosure Scotland. The manager agreed to send us a copy of the outcome of this audit. However, we were advised that this audit had been favourable.

A full induction procedure was in place. The manager confirmed that all staff had participated in induction when they commenced with the nursery. Following the induction each member of staff was allocated a mentor to support them to become comfortable within their role.

In the completed CSQs 11 parents strongly agreed and five agreed that there were always enough staff to provide a good quality of care. Throughout our inspection there were enough staff to comfortably adhere to the adult: child ratios prescribed in the National Care Standards Early Education and Childcare up to the age of 16: Annexe A - Input Standards.

## Areas for improvement

During the inspection we noted that the recruitment and selection procedures needed to be reviewed to reflect best practice guidance and legislation. However, we recognised that some work had already begun on this and several areas for improvement had been identified. The service provider should continue with plans to review these procedures appropriately.

## Grade

4 - Good

**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 overall the service's performance was very good in the areas covered by this statement. We concluded this after we spoke to the manager, staff and parents; observed and chatted with children who use the service; and reviewed a range of supporting paperwork.

In the completed Care Inspectorate questionnaires, 12 parents strongly agreed and four agreed that they were confident that staff had the skills and experience to care for their children and support their learning and development. We found that all childcare staff held an appropriate qualification and had been registered with the Scottish Social Services Council (SSSC) to work within the nursery. Some staff were currently being supported through study for advanced qualifications. Students from local colleges were being mentored through their childcare qualifications by staff in the nursery.

We noted that the staff team had remained very stable since the nursery opened, which offered good continuity for children and parents.

We found that the management and staff team were full of enthusiasm and commitment to their roles. They highly valued being part of the local community and were keen to play a positive role in this community.

A staff development policy was in place to confirm the service provider's commitment to ensuring that staff received appropriate support and training to carry out their roles effectively. Staff told us that they had good access to training. We checked the staff training records and found that all staff had recently attended training in a range of subjects. Staff were also able to access Glasgow City Council's online training resources as a result of partnership arrangements.

Staff were asked to complete evaluations of training undertaken and were asked to consider the impact of the training on their practice and on outcomes for children.

An annual job review procedure was used to encourage staff to identify strengths and personal development areas and receive formal feedback on their performance. Action plans were drawn up following these and monitored throughout the year at a minimum of three formal one to ones.

Staff were able to participate in team meetings. They told us they could contribute to the agenda for these meetings and had access to a written record of the discussions which took place. The head of centre ensured that staff meetings were used to ensure staff were kept up-to-date with best practice guidance. We read minutes of meetings and were able to confirm that professional discussion had taken place regularly.

During our discussions, staff demonstrated very good awareness of GIRFEC, Building the Ambition, National Care Standards and SSSC Codes of Practice and they clearly understood their individual responsibility for keeping abreast of changes in best practice and relevant legislation.

Throughout the inspection we observed that staff worked very well together as a team. Staff had developed positive relationships and were supportive and respectful of each other. Staff told us that they felt very well supported by the management team and their peers.

In discussions staff were very positive about their roles within the nursery and within the organisation. Staff told us they valued the supportive role of the nursery manager. As part of the inspection process we asked staff to complete questionnaires before our visit. In the completed questionnaires staff comments demonstrated this:

"As well as supporting the carers, the manager and the committee offer full support to all staff."

"We are kept up to date with new policies and procedures through training and staff meeting."

"The manager and senior staff are very supportive to staff and service users and there is a good team spirit in the nursery."

"I feel very happy in my role as a playworker/CDO and feel that the good working relationships between staff members makes us a strong and effective team. I started with this organisation part-time and got the opportunity to extend my hours to full-time, leaving my other part-time job. This has offered me a more secure and steady income."

"I have had regular training since I started with Milnbank. All training I have specifically requested to develop my skills further, I have accessed with support from the management team."

"I feel that I am supported in the nursery by the manager and depute manager in being able to fulfil my job in the nursery and that my views matter and work together in addressing and solving anything that may arise."

"I feel our setting has an open door policy for staff, parents and carers."

The comments we received from staff corresponded with our findings at inspection and demonstrated the enthusiasm and drive which we encountered when we spoke with them in person. These comments highlighted the pride that staff had in their practice, their workplace and their role in children's lives. Staff were keen to be involved in the inspection process and many sought to share areas of good practice with the inspector.

In the completed Care Inspectorate questionnaires 14 parents strongly agreed and two agreed that staff treated their children fairly and with respect.

During the inspection we noted that staff had developed very positive relationships with children and their families. Throughout the inspection, we observed very calm, caring and nurturing interactions. Staff treated children and their families very respectfully throughout the inspection. Staff were aware of the importance of positive role modelling for both children and students.

## Areas for improvement

The management team should continue to offer high levels of support to staff and assist them to build confidence in their practice and abilities.

## Grade

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 2

“We involve our workforce in determining the direction and future objectives of the service.”

#### Service Strengths

We found that overall the service's performance was very good in the areas covered by this statement. We concluded this after we spoke to the manager, staff and parents; observed and chatted with children who use the service; and reviewed a range of supporting paperwork.

Staff told us that the management team encouraged them to voice their opinions about most proposed changes and, where appropriate, made changes based on the findings of staff. Staff told us that there was an open door policy within the nursery and that the management team were very receptive to suggestions for improvement within the nursery.

The management team recognised the important role that staff played in developing the improvement plan for the service and ensured that they were fully involved in this process. An improvement plan for 2015/16 was a working document at the time of inspection.

We found that staff were very keen to be involved in the inspection process and were keen to talk to us about the nursery and demonstrate practice in their playrooms.

Staff used Curriculum For Excellence and Pre-Birth to Three guidance to plan early learning in the nursery. Staff met regularly within their playrooms to plan learning experiences for children.



The manager discussed new initiatives, changes to best practice and legislation at team meetings and encouraged staff to take time to read relevant materials to enhance their knowledge and practice.

Throughout the inspection we noted the very strong teamwork ethos in the nursery.

The service had attained an Investor in People (IIP) Gold Award. The IIP standard looks at best practice within an organisation under three performance headings: leading, supporting and improving.

We noted that staff were involved in the very early stages of using peer assessment to assess their practice within the nursery.

### Areas for improvement

The manager should continue to involve staff in improvement planning focusing on Child at the Centre 2. From our discussions we found that some staff were more familiar with this document than others.

### Grade

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

## Statement 3

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

### Service Strengths

We found that overall the service's performance was very good in the areas covered by this statement. We concluded this after we spoke to the manager, staff and parents; observed and chatted with children who use the service; and reviewed a range of supporting paperwork.

As previously highlighted, through discussions it was apparent that there was a very strong teamwork ethos within the nursery. Staff worked effectively and co-operatively with each other to ensure that the service ran smoothly for children.

There were very good relationships within the staff team and the management team were well respected.

Staff had responsibility for developing and leading all planning for children within their own playrooms.

All staff were given opportunities to lead initiatives within the nursery. Staff were given time and support to share these initiatives with their colleagues. During the inspection we found that individual staff members had been allocated lead roles in working with the following areas:

- literacy & communication; outdoor play; health; numeracy; curiosity; community champion; Childsmile; Pre-birth to 3; health and safety; and Curriculum for Excellence delivery.

### Areas for improvement

The manager should continue with plans to develop a nurture programme within nursery and delegate this role to the identified member of staff.

**Grade**

5 - Very Good

**Number of requirements - 0**

**Number of recommendations - 0**

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

### Previous requirements

There are no outstanding requirements.

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

### Previous recommendations

There are no outstanding recommendations.

## 6 Complaints

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

## 7 Enforcements

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

## 8 Additional Information

There is no additional information.

## 9 Inspection and grading history

Date	Type	Gradings	
31 Oct 2013	Unannounced	Care and support	5 - Very Good
		Environment	5 - Very Good
		Staffing	4 - Good
		Management and Leadership	4 - Good

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