

Care service inspection report

Bright Beginnings Ltd. Falkirk

Day Care of Children

21 St Crispins Place

Falkirk

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Telephone: 01324 633327

Type of inspection: Unannounced

Inspection completed on: 18 December 2014



HAPPY TO TRANSLATE

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Service provided by:

Happitots Day Nurseries Limited

Service provider number:

SP2003002955

Care service number:

CS2003046009

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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	4	Good
Quality of Staffing	5	Very Good
Quality of Management and Leadership	5	Very Good

What the service does well

The service has effective system in place to welcome new families to the service. Staff recognise and ensure transition periods within the nursery are planned and consider the impact on children.

To raise awareness of getting it right for every child (GIRFEC) with parents the service had a guest speaker at the most recent parent's focus group.

The staff are respectful and caring towards children and demonstrate good knowledge and awareness of their needs.

What the service could do better

The service should continue to improve the planning and record keeping to ensure it reflect how children's progress and how staff support them.

The service should improve the nappy changing facilities to ensure children's right dignity and privacy is upheld.

What the service has done since the last inspection

Since the last inspection the service had worked had to meet the two requirements and two recommendations made since the last inspection. Following this inspection three recommendations have been made.

Conclusion

The staff team works hard to provide early learning and childcare meeting children's wellbeing needs.

1 About the service we inspected

The Care Inspectorate regulates care services in Scotland. Prior to 1 April 2011, this function was carried out by the Care Commission. Information in relation to all care services is available on our website at www.scswis.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 needs to 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 based on best practice or the National Care Standards.

- A requirement is a statement which sets out what is required of a care service to comply with the Public Services Reform (Scotland) Act 2010 ("the Act") and secondary legislation made under the Act, or a condition of registration.

Where there are breaches of Regulations, Orders or conditions, a requirement may be made. Requirements are legally enforceable at the discretion of the Care Inspectorate."

Bright Beginnings nursery is part of the Bertram Nursery Group. The nursery is registered for a total of 74 children birth to those not yet attending primary school with a maximum of 27 children under two years of age in the baby and tweenie areas, a maximum of 15 children in toddler room and a maximum of 32 children in pre-school rooms. The nursery operated from 7:00 am to 7:00 pm Monday to Friday.

The nursery is in partnership with the local authority to provide early learning and childcare places and is supported by a peripatetic teacher.

The service operates from a large detached house near Falkirk town centre. The nursery consisted of a baby area, sleep room, tweenie and toddler areas downstairs. The children aged 3 to 5 years were located in two playrooms upstairs. There were outdoor play spaces to the front and rear of the building.

A summary of the aims and objectives included:

- to ensure a broad and balanced curriculum which reflects local and national guidelines and promotes the five key aspects of children's development and learning, to encourage positive attitudes to self and others.
- to provide the highest quality of experiences that enable children to enjoy their time in the nursery.
- to stimulate interest and imagination.
- to provide a package of care and education, meeting the needs of individual children and families.
- to ensure good health in all children, to provide a welcoming safe and caring environment, to build and maintain effective partnerships.
- to ensure that management provides high quality leadership, management and support.
- to improve the quality of experiences for children through a programme of continuous professional development for all staff.

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 4 - Good

Quality of Staffing - Grade 5 - Very Good

Quality of Management and Leadership - Grade 5 - Very Good

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

Grades for this care service may change following other regulatory activity. You can find the most up-to-date grades for this service by visiting our website www.careinspectorate.com 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 medium 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 following an unannounced inspection carried out by an inspector on Tuesday 16 December 2014 between 11:15am and 4:45pm. It concluded on Thursday 18 December 2014 between 7:10 am and 3:45pm.

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

We sent sixty care standards questionnaires to the manager of the service to distribute to relatives or carers of children who use the service. Relatives and carers returned twenty questionnaires before the inspection.

We asked the service to inform parents we were carrying out the inspection and provide parents with the Inspectors contact details, if they wished to share their views on the service. Some parents contacted us to share their experiences of the service and the care their children received.

We also asked the manager to give out staff questionnaires to staff to complete. Two staff returned questionnaires. To further support the staffs views we spoke to majority of the staff present during the inspection.

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

We spoke with:

- the service manager
- the service area manager
- practitioners
- modern apprentices
- the children using the service
- parents of children using the service
- peripatetic teacher

We looked at

- children's information records/personal plans
- medication policy and records
- policies and procedures focusing on infection prevention
- risk assessments
- accident records
- improvement plan
- staff training and development
- registration certificate
- insurance certificate

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

This requirement was made following a complaint investigation. The provider must demonstrate that the staff: child ratios as set within The National Care Standards are met at all times.

What the service did to meet the requirement

The service had a system to monitor the occupancy of the service. This allowed the manager to identify the number of staff required for the occupancy numbers and produce a weekly staff rota. The service records viewed confirmed the service had accessed bank staff and staff from other services provided by Bertram to cover staff absences.

We completed checks against the number of children in attendance with the staff on duty during December 2014 and throughout the inspection monitored the staff: child ratios. We found there had been adequate staff to cover the staff: child ratios set within the National Care Standards.

We spoke with staff and parents they told us that they found the staff: child ratios were suitable to meet the needs of the children.

The requirement is: Met - Within Timescales

The requirement

This requirement was made following a complaint investigation. The provider must ensure that students counted in the ratios have been assessed and can demonstrate their competence in meeting the needs of the children.

What the service did to meet the requirement

We spoke with the Modern Apprentices (MA). The MA told us that when starting the service they were not included in the ratios, until they had undergone the induction and probationary periods.

The MA policy is that trainee staff will work alongside qualified staff members at all times. They may be counted towards meeting ratios but will not be left in sole charge of children. The MA are allocated a mentor whose role includes to show MA exactly

how to carry tasks such as nappy changing and ensure relevant policies will be explained and understood.

Management meets regular with the MA to discuss progress and development needs. Management told us that they would not leave any staff member who was not competent to care for children.

The requirement is: Met - Within Timescales

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

1. This recommendation was made following a complaint investigation. The provider should review the system for allocation of places to ensure these do not exceed the maximum stated on the certificate.

Progress: We viewed the projection and occupancy reports we found that the maximum number of children due to attend did not exceed the registered numbers.

Outcome: Sufficient evidence was presented to address this area of recommendation.

2. This recommendation was made following an inspection. The service could develop the monitoring systems in place to include audits of children's learning journeys. This should ensure that they are well written, contain relevant information about children and are up to date.

Progress: The learning journals are monitored by management to ensure that these are kept up to date. The management discussed that the written comments are continually monitored and they continue to support staff in writing quality comments/observations.

Outcome: Sufficient evidence was presented to address this area of recommendation.

The annual return

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

Annual Return Received: Yes - Electronic

Comments on Self Assessment

Every year all care services must complete a 'self assessment' form telling us how their service is performing. We check to make sure this assessment is accurate. We received a completed self-assessment document from the service provider.

Taking the views of people using the care service into account

We observed the children under three years at play. We found them to be happy, settled and taking part in a range of activities. They were enjoyed playing in the house corner, painting and playing with the water.

A group of the older children spoke with the inspector. They told us that they enjoyed the nursery and liked being there. They talked about their experiences on the woodland walks and playing in the nursery garden.

One of the children volunteered to talk about their experiences and show the inspector their learning journal. They talked with confidence and enthusiasm about their experiences and learning.

We concluded that the children were familiar with the daily routine and had formed positive relationships with the staff.

Taking carers' views into account

We sent out sixty questionnaires and twenty were completed and returned to us before our inspection. All feedback received indicated relatives of those using the service were happy with the service provided.

Some of the written comments included:

'Very happy with the level of care provided by the, regular staff in the baby room. They have been very helpful in settling our child. Would prefer less staff rotation and would like the temporary/bank staff to make more of an effort to introduce themselves.'

'Generally happy with the nursery. The communication has improved recently but could still be improved and more use made of social media etc.'

'The staff are very friendly. Our child enjoys being at the nursery and has developed into a very confident child. We are very happy with the service.'

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

At this inspection, we looked at how the service involved parents and children in assessing and improving the service. We gathered evidence through talking to staff, observing children, collating feedback from family members, and information written and verbally presented by the service. We found the service met all aspects considered as a result we concluded the performance of the service was very good for this statement.

Staff told us how they consulted with children and how children's views were used to plan their early learning and childcare. These included discussions, observations, floor books and voting. One example given when the children made a decision was during the refurbishment of the garden, they suggested to have a scarecrow to stop the birds eating their vegetables. We observed children to move independently between play areas and activities. We found children were confident making decisions about what they wanted to play and selecting from the resources around them. The children told us they were happy with the selection of activities and toys.

Staff discussed attending training in techniques for consulting with young children. This included the use of floor books. Staff told us these had been an effective way of encouraging children to make choices and share their views.

We concluded that the service involved children in assessing and improving the quality of the service they received. As a result the children were encouraged to make decisions about their care and had their views listened to and respected.

We found parents were routinely involved and their views and suggestions were used

to make decisions about the service. This included the interactive wall, policy reviews, focus groups and surveys. Parents confirmed regular consultations took place and that they were encouraged to get involved in the life of the service.

Parents told us they were kept informed of children's progress and development through regular updates from staff, parents meetings and children's learning journals.

Parents told us that they would be confident raising suggestions with the service. Parents told us they had regular communication with staff and management. They felt that the staff and management were approachable and that they are always staff available to speak to. Parents liked how the manager was visible within the playrooms and knew the children.

We concluded that parents were provided with the opportunity to get involved in assessing and improving the quality of the service provided. As a result parent's who provided feedback had their views listened to and considered by the service when making decisions about how to improve.

Areas for improvement

The service should continue to involve the parents and children in the assessment and improvement of the service.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

Statement 3

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

Service strengths

At this inspection, we looked at how the service provided care to meet children's individual needs, the opportunities to promote healthy living and promotion of children's health and wellbeing through infection prevention measures. We found the service met all aspects considered that the performance of the service was very good for this statement.

Staff discussed the importance of the child and family introduction to the service, settling in visits and the transition between home and nursery. We found staff used this time to get to know the children and families and understand children needs and daily routine. Parents told us that on starting the service the baby room staff and environment had been instrumental to how well their children had settled and progressed throughout the service. We concluded that the service had an effective system to welcome new families to the service which gave them reassurance and confidence. Staff explained how they supported children through further transition for example when moving between playrooms and starting primary school. We concluded staff recognised and ensured transition periods within the nursery were planned and considered the impact on children.

Staff explained how they planned and supported children's early learning and childcare needs. They gave examples of meeting children's needs and we viewed the records to support this. We concluded staff planned and recorded meeting children needs using weekly planning sheets, learning journals and personal plans. To support children recognise their achievement children could display their achievements on the WOW wall.

To raise awareness of getting it right for every child (GIRFEC) with parents the service had a guest speaker at the most recent parent's focus group.

All playrooms had access to the outdoor areas. We did see children using the outdoor areas and staff, children and parents told us they used these areas regularly. The children told us that they really enjoyed playing outside and visiting local attractions. Children told us about the woodland walks. The younger play rooms had indoor play physical equipment such as climbing frames and walking aids. We observed the children using these with confidence. We concluded as a result that all children were provided with regular opportunities to access fresh air and take part in active play.

We observed meal times; we found them to be a sociable and promoting opportunity for children to develop independence. After lunch some children went for a sleep. Staff created a calming and relaxing environment for children to rest and sleep.

We found the service regularly involved the children and families in charity and community events. The service worked hard to ensure children were involved in the local community and were aware others.

We observed practice focusing on infection control measures in place. We found staff and children followed good hand washing practice. Staff confirmed undergoing regular infection control training. We concluded that staffs practice followed the services infection control policies and procedures.

Areas for improvement

The service should review the documentation completed for each child. They should reduce the duplication of information gathered. A review of information gathered would ensure that they have the information required and that the information gathered is meaningful towards planning children's care needs.

Planning should reflect how through consult with young children staff plan experiences to meet their interests. For example if children are showing interest in physical activity, activities providing physical activity should be provided. To have effective responsive planning activities provided should be done within a reasonable time frame.

The service should consider more child and parental involvement in the learning journals and personal plans. Management informed us that the service were due to start a pilot of new 'personal plans' to meet children's well-being needs. The management told us that once the pilot was reviewed they would consider the results and use this to inform how they roll out personal plans in the future. As a result they service would see increased child and parental involvement in planning children's care.

We examined the files held on children requiring additional support needs. The manager discussed the procedures and actions taken. We found these could be improved. We have made a recommendation in relation to this (see recommendation one).

The service should continue to develop the records held to show children's progress and how the service plans to support them.

The service had children who attended more than one service. The staff discussed how they worked with other services to plan children's early learning and childcare. The manager agreed this could be further developed to ensure they were working more effectively with other services.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 1

Recommendations

1. The staff should ensure when children require additional support they are proactive in identifying and applying for this. The service should ensure that they monitor the progress of support and work effectively with others. This is to ensure the support is put in place effectively and with reasonable timescales. Records held should include a detailed chronological order of all communications and events related to the child childcare.

National Care Standards for early education and childcare up to the age of 16,

Standard 4 Engaging with children

Standard 5 Quality of experiences

Standard 6 Support and development

Quality Theme 2: Quality of Environment

Grade awarded for this theme: 4 - Good

Statement 1

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

Service strengths

At this inspection we considered the opportunities for children and their families to give feedback and make suggestions for improving the quality of the service environment. The service met all aspects considered. We gathered evidence from talking to staff, observing children within the service environment, collating feedback from family members, and information written and verbally presented by the service.

We have included the strengths under quality theme one, statement one when grading this statement.

Areas for improvement

The service planned to continue to involve parents and children in the development of the service environment including the outdoor spaces.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

Statement 2

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

Service strengths

At this inspection, we considered the premises were maintained, how well service users were protected and the promotion of children's health and wellbeing through infection prevention measures. We gathered evidence through viewing the areas used by children, considering the space, layout and equipment, examining relevant records and observing how environment and equipment was used.

We found most of the service environment to be clean, well maintained and having safety measures in place. There were some areas identified for improvement these have been recorded under areas for improvement. The entrance and access to the playrooms provided a secure entry system.

Some areas of the service had undergone refurbishment since the last inspection. This included the flooring in the baby room to provide designated carpeted areas and easy clean areas to reduce the spread of infection.

Staff informed us of the nappy changing procedures which included use of personal protective equipment (PPE) such as gloves and aprons. We concluded practice followed best practice guidance.

Areas for improvement

We found children from the tweenies and toddler playroom nappy changing unit was within the children's toilet area. We observed on occasion children having their nappy changed and other children coming in to use the toilets. The wall of the toilets is glass which provided clear visibility of children being changed from the playroom. This resulted in children being changed not having their right to dignity and privacy respected. We have made a recommendation about this (see recommendation one).

We had a walk around the premises focusing on infection prevention and safety. We identified some areas that should be attended to. This included the food stored in the tweenies' prep kitchen, staples on the floor which had come out from wall displays, cleanliness of high chair straps, storage of cleaning resources and equipment. We discussed these with staff and management. We have made a recommendation to address these (see recommendation two).

We viewed the accident/incident records and audit. We found audits had taken place. These identified common occurrences and actions taken. We discussed with the staff how the information recorded did not show clearly the link between common occurrence and actions taken to reduce further accidents/incidents. The manager agreed to review information recorded within the audits to ensure they clearly show the actions taken as a result of identified area for improvement.

Grade awarded for this statement: 4 - Good

Number of requirements: 0

Number of recommendations: 2

Recommendations

1. When children have their nappies changed their right to dignity and privacy should be respected and upheld.
National Care Standards for early education and childcare up to the age of 16,
Standard 8: Equality and fairness
2. The service should ensure that the monitoring procedures for infection prevention and safety measures are effective. Those responsible should ensure infection prevention and safety policies and procedures are followed and where areas for action are identified action is taken. As a result the service environment and resources should be well maintained.
National Care Standards for early education and childcare up to the age of 16,
Standard 2: A safe environment

Quality Theme 3: Quality of Staffing

Grade awarded for this theme: 5 - Very Good

Statement 1

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

Service strengths

At this inspection we considered the opportunities for children and their families to give feedback and make suggestions for improving the quality of staffing. The service met all aspects considered. We gathered evidence from talking to staff and children, collating feedback from family members, and information written and verbally presented by the service.

We have included the strengths under quality theme one, statement one when grading this statement.

Areas for improvement

The service planned to further develop how they involve the parents and children in the assessment and improvement of the quality staffing of within the service.

Grade awarded for this statement: 5 - Very 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

At this inspection, we found that the performance of the service was very good for this statement. The service had met all the aspects considered. We looked at staff interactions with the children and their families, staff awareness and knowledge of the children in their care, and staffs practice and training opportunities and how they promoted children's health and wellbeing through infection prevention measures.

We were informed staff employed to care for the children at the time of the inspection required to be were registered with the appropriate professional body.

Staff told us about how the service supports their continuous professional development. They confirmed regular appraisals were undertaken which highlighted their strengths and agreed development opportunities. This had led to some staff taking on more responsibilities. Staff discussed training undertaken and the impacts on their practice. We concluded staff were keen to further develop their skills and knowledge.

We found staff listened and responded well to children's needs and requests. We observed staff and found them to be caring, respectful and professional when talking with the children and parents. We found staff were confident discussing their roles and responsibilities and talked honestly about the service provided. Parents gave very positive feedback about the staff and management and told us that they had been very supportive.

We discussed staff training and supervision with staff. We were informed that they regularly attended training and felt supported with their development needs. Staff informed us they worked well as a team and that they were support well by management and their colleagues.

We concluded that staff valued the opportunities to develop their skills and were committed to providing quality early learning and childcare.

Areas for improvement

Staff should continue to undertake training and evaluate their practice to ensure they are providing quality early learning and child care experiences. Staff training should link to the service priorities. The training records should show more information on staffs progress and impact on the service as a result of training and development opportunities.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

Quality Theme 4: Quality of Management and Leadership

Grade awarded for this theme: 5 - Very Good

Statement 1

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

Service strengths

At this inspection we considered the opportunities for children and their families to give feedback and make suggestions for improving the service. The service met all aspects considered. We gathered evidence from talking to staff, observing children within the service environment, collating feedback from family members, and information written and verbally presented by the service.

We have included the strengths under quality theme one, statement one when grading this statement.

Areas for improvement

The service should continue to further develop opportunities for parents and children to get involved in assessing and improving the quality management and leadership of within the service.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

Statement 4

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

Service strengths

At this inspection, we found that the performance of the service was very good for this statement. We found all aspects considered were met. We looked at how the service had self-evaluated, planned and continued to improve the service provided and promoted children's health and wellbeing through infection prevention measures.

The management had taken positive steps to continue to improve the quality of the service provided since the last inspection. The management team had a monitoring calendar and Improvement Plan. This supported them in meeting the quality targets. The service management team monitored the service provided. This included staffs practice, environment and policies and procedures followed.

Since the last inspection the service had worked hard to involve parents/carers in the service self-evaluation process. This included increased use of parent's focus groups and interactive voting wall. The service told us that they had effective systems in place to gather parental views, however would continue to monitor and develop this.

The management monitored the learning journals to ensure that these are kept up to date as recommended at the last inspection. The management discussed that the written comments are continually monitored and they continue to support staff in writing appropriate comments/observations.

Areas for improvement

The service had plans to further involve all staff in the service self-evaluation process.

The service was still developing ways to measure the impact of new initiatives for example home links.

Grade awarded for this statement: 5 - Very Good

Number of requirements: 0

Number of recommendations: 0

4 Other information

Complaints

One complaint had been up held since the last inspection.

Enforcements

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

Additional Information

We provided the manager with staff questionnaires to hand out to staff to complete. Two were returned questionnaires providing us with information about staffs experiences of the service.

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 - 5 - Very Good	
Statement 1	5 - Very Good
Statement 3	5 - Very Good
Quality of Environment - 4 - Good	
Statement 1	5 - Very Good
Statement 2	4 - Good
Quality of Staffing - 5 - Very Good	
Statement 1	5 - Very Good
Statement 3	5 - Very Good
Quality of Management and Leadership - 5 - Very Good	
Statement 1	5 - Very Good
Statement 4	5 - Very Good

6 Inspection and grading history

Date	Type	Gradings	
19 Feb 2013	Unannounced	Care and support	5 - Very Good
		Environment	5 - Very Good
		Staffing	5 - Very Good
		Management and Leadership	5 - Very Good
24 Nov 2011	Unannounced	Care and support	4 - Good
		Environment	Not Assessed
		Staffing	Not Assessed
		Management and Leadership	4 - Good
18 May 2010	Unannounced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and Leadership	4 - Good

Inspection report continued

23 Sep 2009	Unannounced	Care and support 3 - Adequate Environment 3 - Adequate Staffing 2 - Weak Management and Leadership 2 - Weak

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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Tha am foillseachadh seo ri fhaighinn ann an cruthannan is cànan eile ma nithear iarrrtas.

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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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