

# Headstart Nursery School Day Care of Children

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Type of inspection: Announced (short notice)  
Inspection completed on: 23 May 2018

**Service provided by:**  
Headstart Nursery Schools Ltd

**Service provider number:**  
SP2008009639

**Care service number:**  
CS2007167740

## About the service

This service registered with the Care Inspectorate on 1 April 2011.

The Care Inspectorate is committed to improving the health and wellbeing of all children receiving a care service to ensure they have the best start in life, are ready to succeed and live longer, healthier lives. The Care Inspectorate has an important role to play in supporting this approach in inspecting care services for children.

The Getting It Right for Every Child (GIRFEC) approach is underpinned by the principles of prevention and early intervention. It is a consistent way for people to work with all children and young people. The approach helps practitioners focus on what makes a positive difference for children and young people - and how they can act to deliver these improvements. Getting it right for every child is being threaded through all existing policy, practice, strategy and legislation affecting children, young people and their families.

In Scotland, the Getting It Right For Every Child (GIRFEC) approach puts wellbeing at the very heart of its approach. The eight 'indicators' of wellbeing that form the basis of GIRFEC are- Safe, Healthy, Achieving, Nurtured, Active, Respected, Responsible and Included - often referred to as 'SHANARRI'.

This inspection was undertaken at the same time as a continuing engagement visit with inspectors from Education Scotland, who reviewed progress made since the last inspection.

Headstart Nursery School is registered to provide a care service to a maximum of 52 children aged between three months and primary school age entry, with a maximum of 12 children aged three months to two years. The service operates between the times of 08:00 hours and 18:00 hours, Monday to Friday.

Headstart Nursery School is based in a residential area of Edinburgh. The nursery is beside a park, where children have regular opportunities to enjoy active games and exercise, as well as to learn about the natural environment. It is within easy distance of shops, schools and other places of local interest.

## What people told us

17 Care Standard Questionnaires were sent to the service for parents and carers prior to the inspection. Two were returned to us prior to the inspection and were positive about the service they and their child received.

## Self assessment

The service had not been asked to complete a self-assessment in advance of the inspection. We looked at the service's own improvement plan and quality assurance paperwork. We have made some comments about these in this report.

## From this inspection we graded this service as:

Quality of care and support	3 - Adequate
Quality of environment	3 - Adequate
Quality of staffing	3 - Adequate
Quality of management and leadership	2 - Weak

## Quality of care and support

### Findings from the inspection

Staff were kind and caring towards children and in the main responded to their needs. Staff knew the children well and had formed good relationships with families.

Staff had received training from the Quality Improvement Officer at City of Edinburgh Council and from Education Scotland. Staff had worked to put this into practice, for example the training on schemas. This meant that staff now had an understanding of schemas which are patterns of repeated behaviour which allow children to explore and express developing thoughts and ideas through their play. Knowledge about schemas can help practitioners to understand and support children's development.

Since the last inspection the care plan forms had been updated. These were completed independently by parents. We discussed that staff and parents should complete plans together and these should be dated. We noted that the questions in these forms were not always appropriate or relevant for the ages and stages of the children and that staff were not always assessing the information provided. This meant that staff were not using this information to plan for better outcomes for children. A recommendation was made about this at the previous inspection and is carried forward. See recommendation 1.

Where some children had additional support needs, the manager had not linked with other professionals to ensure that they were meeting the needs of the children. This had the potential to lead to poor outcomes and inconsistency in the approach for the child. See recommendation 1.

We saw that some activities had not been fully thought out by staff, for example children planting daffodil bulbs when the time for growing daffodils had passed. A recommendation was made at the previous inspection about activities and is amended and carried forward into this inspection report. See recommendation 2.

We saw that medication forms were not correctly completed by parents or staff. In discussion with staff it was apparent that they did not know the reasons why the forms should be completed. We signposted the manager to the best practice document 'The management of medication in daycare and childminding service' available on the Care Inspectorate website The Hub. See requirement 1.

### Requirements

#### Number of requirements: 1

1. In order to ensure that medication is safely administered to children, the provider must put in place an effective medication system by June 30th 2018. This should include forms asking the appropriate information and being correctly completed by parents and staff. This is to ensure care and support is consistent with the Health and Social Care Standards which state that "If I need help with medication, I am able to have as much control as possible" (HSCS 2.23) and in order to comply with the Social Care and Social Work Improvement Scotland(Requirements for Care Services) Regulations 2011.

## Recommendations

### Number of recommendations: 2

1. The provider should ensure that each child in the setting is cared for and supported by staff who are responding to their individual needs. Management and staff should continue to develop the personal plan format and use this information to ensure that :

- it is appropriate and relevant to the ages and stages of the children
- information is routinely assessed and used to set out a plan which meets each child's health, welfare and safety needs consistently and effectively.

This is to ensure that care and support is consistent with the Health and Social Care Standards which state 'I experience high quality care which is right for me'. (HSCS 1.13)

2. Children should experience and choose from a balanced range of activities which are planned, evaluated and put into practice by staff, who are using national and local guidance. In order to achieve this, all staff should receive relevant training on child development, observing and assessing learning and building an appropriate curriculum. They should then put their learning into practice and have regular opportunities to review and reflect on their practice to ensure that they are meeting children's needs effectively.

This is to ensure that care and support is consistent with the Health and Social Care Standards which state 'I have confidence in the people who support and care for me'. (HSCS 3.14)

**Grade:** 3 - adequate

## Quality of environment

### Findings from the inspection

Although the nursery had no outdoor space, staff made good use of the local park behind the nursery. On the days of the inspection children were outside throughout the day. This provided opportunities for children to have access to fresh air and physical play on a daily basis.

Staff had begun to involve children in carrying out risk assessments. This helped children to consider risks in areas they used such as the park.

Some changes had been made to the 2-5 room. The area had been opened out and children were no longer separated by age. However, we observed that whilst children had access to a wider range of activities and resources there were times when younger children were lost and there was little interaction between these children and staff. We noted that whilst staff were friendly and kind, younger children were not always responded to appropriately. A recommendation had been about this at the previous inspection and is carried forward. See recommendation 1.

The nursery risk assessments had not been updated since the last inspection. Many of these were out of date and did not reflect the practice of the nursery. For example a fire door to the 2-5 room was open onto the pavement, it had a wooden gate in place to prevent children from leaving the nursery. This had not been risk assessed and therefore the potential dangers had not been considered. A

recommendation had been made about this at the previous inspection and is carried forward into this report. See recommendation 2.

Since the last inspection improvements had been made to the children's toilet area to provide greater privacy. We saw that children and staff washed their hands before eating. A recommendation had been made about this at the last inspection and has now been met.

Since the last inspection all staff had carried out online training in food hygiene and infection control. However we saw that good hygiene practises were not followed with regard to nappy changing. Infection control issues observed included a ripped changed mat, nappies not being appropriately stored and children having their nappy changed on the floor. See recommendation 3.

At the entrance to the nursery water was leaking from a pipe. The manager told us that this had been since January but they were unsure where the leak was coming from. Staff, children and parents walked through this to access the nursery, this was a potential infection control hazard. See recommendation 3.

The changes to the room layout meant that there was an appropriate space for children to have lunch. This was a positive change. We discussed that they should further review the lunchtime and snack experience as one member of staff oversaw lunchtime and was unable to meet all children's needs. We saw that one child had calpol sachets in their lunch box and had to alert the member of staff to this. In addition very young children were carrying large knives to the basin which was a potential hazard as some of them were still unsteady on their feet. See recommendation 4.

## Requirements

**Number of requirements:** 0

## Recommendations

**Number of recommendations:** 4

1. The provider must ensure that all children are supported by staff who interact effectively and enthusiastically with them. Management and staff should continue to develop the way staff are deployed, monitor practice and develop the skills and knowledge to ensure that all children are responded to and supported by staff who understand the importance of high quality interactions which develop children's confidence and skills.

This is to ensure that care and support is consistent with the Health and Social Care Standards which state 'I experience high quality care and support that is right for me'. (HSCS 1.13)

2. The provider must ensure that children experience a balanced range of activities in a safe environment and be cared for by staff with a clear understanding of their roles and responsibilities for keeping them safe. The service's risk assessment procedures should be reviewed so that children are more involved in assessing risks and benefits. Assessments should be reviewed both systematically and in a meaningful way.

This is to ensure that care and support is consistent with the Health and Social Care Standards which state 'I experience a high quality environment if the organisation provides the premises'. (HSCS 5.17)

3. The provider must ensure that children experience a safe and hygienic environment where infection control procedures are followed.

This is to ensure that care and support is consistent with the Health and Social Care Standards which state 'I experience a high quality environment if the organisation provides the premises'. (HSCS 5.17)

4. The provider must ensure that staff review the process for children's independence and consider which tasks are appropriate for children's age and stage of development.

This is to ensure that care and support is consistent with the Health and Social Care Standards which state 'I experience high quality care and support that is right for me'. (HSCS 1.19)

**Grade:** 3 - adequate

## Quality of staffing

### Findings from the inspection

There was a well-established staff team who worked together in a friendly manner. They knew the children in their care well and they talked to each other when planning activities and responding to the children's needs.

Staff were committed to their role in providing positive outcomes for children but acknowledged that they required further support. We saw that staff had been pro-active about putting their training into practice.

All staff were now registered with the Scottish Social Services Council (SSSC). We found that the majority of staff, including the manager had a condition on their registration which required them to achieve an appropriate qualification for their role. As the manager had not begun training to fulfil these conditions. A training record had been developed which showed what training staff had been to or taken part in online. However there was no evaluation of training or the impact it was having on outcomes for children.

Staff had attended training in the curricular areas within which they worked and should now be given the opportunity to discuss and reflect on training and the impact it had on their practice. Although reflective practice forms had been developed, these were a description of an activity and not reflective. A requirement had been made about this at the last inspection and is carried forward. See requirement 1.

We saw that all staff did not have two references. We discussed this with the manager and signposted them to the best practice document 'Safer recruitment through better recruitment available on the Care Inspectorate website The Hub. See recommendation 1.

Staff meetings were not held on a regular basis. We discussed that these should be reinstated and used as an opportunity to develop staff understanding and practice. This would contribute to developing staff practice.

### Requirements

#### Number of requirements: 1

1. In order to ensure that children are cared for by staff who are competent and confident. The provider must by the 30th September 2018

- put in place effective systems for identifying and monitoring staff development needs

- develop a training plan which is evaluated and monitored regularly and ensures that staff have the skills, knowledge and qualifications to meet the health, welfare and safety needs of the children attending the service, as well as meets the registration requirements for the Scottish Social Services Council.

This is in order to ensure that care and support is consistent with the Health and Social Care Standard 3.14 'I have confidence in people because they are trained, competent and skilled, are able to reflect on their practice and follow their professional and organisational codes'. and in order to comply with regulation 15 'A requirement about staffing' of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011.

and

The Scottish Social Services Council Codes of Practice for Social Service Workers and Employers, 3 which states that "As a social service employer, you must provide learning and development opportunities to enable social service workers to strengthen and develop their skills and knowledge"; and 3.3 "Support staff who need to be registered to meet the conditions for registration and the requirement for continuing professional development."

Timescale for completion: 30th September 2018.

## Recommendations

### Number of recommendations: 1

1. The provider should ensure that safe recruitment practices are followed when recruiting staff. This is to ensure that care and support is consistent with the health and Social Care Standards which state 'I am confident that people who support and care for me have been appropriately and safely recruited'. (4.24).

**Grade:** 3 - adequate

## Quality of management and leadership

### Findings from the inspection

An improvement plan had been developed with support from staff at a partner nursery and the local authority, which provided an accurate and honest assessment of the service. There was limited evidence of the impact of the improvement plan. The service was in partnership with the local authority to provide funded early learning and childcare and management and staff valued the support they had received in the last year. See requirement 1.

At our previous two inspections, we had asked that the service develop detailed job descriptions which set out the roles and responsibilities for all staff working in the setting. Job descriptions had been written but they did not correspond with the titles used for staff in this service. In addition there was no job description for the manager or support workers. See recommendation 1.

An action plan had not been submitted to the Care Inspectorate after the last inspection. Therefore there was no evidence of what action the service was planning to take to meet the requirements and recommendations made at the last inspection. In addition only one recommendation had been met since the last inspection. At feedback we discussed the importance of adopting a serious approach to the outcomes of the inspection process.

Despite the support from the local authority, Education Scotland and the depute manager from a sister nursery, there was limited evidence of improvement. Managers are required to achieve an appropriate qualification as a condition of registration to the Scottish Social Service's Council (SSSC). Currently no member of the management team had achieved an appropriate qualification to manage the setting or had attended training which would support them to develop effective systems for managing quality improvement. Based on our findings during this inspection, we have concluded that this lack of appropriate knowledge and training was having an impact on the setting's capacity to improve (see requirement in quality theme 3 - staffing).

The manager had not attended level 4 child protection training. This had been recommended by Education Scotland in 2016. This raised concerns as in discussion with the manager it was apparent that she was not clear about the reporting procedure. See requirement 2.

## Requirements

### Number of requirements: 2

1. In order to ensure that children and parents receive a service which has a culture of continuous improvement the provider must ensure that more systematic and rigorous procedures for self-evaluation, auditing and monitoring of all areas of the service continue to be developed by the 30 September 2018. Although there were some systems in place, there was no evidence of the impact of these. These should include areas identified in all themes of this report and should include children's plans, and the monitoring of staff practice and understanding.

This is to ensure that care and support is consistent with the Health and Social Care Standard (4.19) which state 'I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes' and in order to comply with the Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011, Scottish Statutory Instrument 2011 No. 210 10(1) & (2)(a)(b)(c) & (d) and 4 (1)(d).

2. In order to ensure that children are appropriately cared for, the provider must ensure that the manager has the knowledge to deal with any child protection issues by 30 June 2018. Appropriate training should also be provided.

This is to ensure that care and support is consistent with the Health and Social Care Standard (3.22) 'I am listened to and taken seriously if I have a concern about the protection of myself or others, with appropriate assessments and referrals made' and in order to comply with the Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011.



## Recommendations

### Number of recommendations: 1

1. All staff should have a job description and remit which clearly sets out what their roles and responsibilities are, so that everyone has a clear understanding of their role. The provider, management and staff should review roles and responsibilities for all members of staff, linking in with the service's aims and values and the SSSC Codes of Practice, so that all staff have a clear understanding and so that management are enabled to monitor staff practice in a more focussed way. This review should include ensuring that the nursery always has somebody in charge who has the training, skills and experience to lead improvement in the setting.

**Grade:** 2 - weak

## What the service has done to meet any requirements we made at or since the last inspection

## Previous requirements

### Requirement 1

Children should be cared for by staff who are competent and confident. In order to achieve this the provider must:

- put in place effective systems for identifying and monitoring staff development needs
- develop a training plan which is evaluated and monitored regularly and ensures that staff have the skills, knowledge and qualifications to meet the health, welfare and safety needs of the children attending the service, as well as meets the registration requirements for the Scottish Social Services Council.

This is in order to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011, 15 - a requirement about staffing.

and

The Scottish Social Services Council Codes of Practice for Social Service Workers and Employers, 3 which states that "As a social service employer, you must provide learning and development opportunities to enable social service workers to strengthen and develop their skills and knowledge"; and 3.3 "Support staff who need to be registered to meet the conditions for registration and the requirement for continuing professional development."

**Timescale for completion: 31 March 2018.**

**This requirement was made on 12 January 2018.**

### Action taken on previous requirement

Appraisals been started for staff. A training plan had been developed.

**Not met**

## Requirement 2

The provider must ensure that more systematic and rigorous procedures for self-evaluation, auditing and monitoring all areas of the service continue to be developed. These should include areas identified in all themes of this report and should include children's plans, and the monitoring of staff practice and understanding.

This is in order to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011, Scottish Statutory Instrument 2011 No. 210 10(1) & (2)(a)(b)(c) & (d) and 4 (1)(d).

**Timescale for completion: 31 March 2018.**

**This requirement was made on 14 December 2016.**

### Action taken on previous requirement

Some procedures had been put in place, but there was limited evidence of them making an impact or having been reviewed.

This requirement is: not met and therefore repeated within this report.

**Not met**

## What the service has done to meet any recommendations we made at or since the last inspection

## Previous recommendations

### Recommendation 1

Each child in the setting should be cared for and supported by staff who are responding to their individual needs. Management and staff should continue to develop the personal plan format so that:

- it is appropriate and relevant to the ages and stages of the children
- information is routinely assessed and used to set out a plan which meets each child's health, welfare and safety needs consistently and effectively.

National Care Standards for early education and childcare up to the age of 16 - Standard 6: Support and development.

**This recommendation was made on 12 January 2018.**

### Action taken on previous recommendation

The care plan format had been further developed but there was limited evidence to demonstrate how this was impacting on the children.

This recommendation is not met and is carried forward into this report.

## Recommendation 2

Children should experience and choose from a balanced range of activities which are planned, evaluated and put into practice by staff, who are using national and local guidance. In order to achieve this, all staff should receive relevant training on child development, observing and assessing learning, building an appropriate curriculum and safe sleep practices. They should then put their learning into practice and have regular opportunities to review and reflect on their practice to ensure that they are meeting children's needs effectively.

National Care Standards for early education and childcare up to the age of 16 - Standard 4: Engaging with children, Standard 5: Quality of experience and Standard 6: Support and Development.

**This recommendation was made on 12 January 2018.**

### Action taken on previous recommendation

Staff had taken part in online training, they had not had an opportunity to reflect on and review their practice.

This recommendation is not met and is carried forward into this report.

## Recommendation 3

All children should be supported by staff who interact effectively and enthusiastically with them. Management and staff should continue to develop the way staff are deployed, monitor practice and develop the skills and knowledge to ensure that all children are responded to and supported by staff who understand the importance of high quality interactions which develop children's confidence and skills.

National Care Standards for early education and childcare up to the age of 16 - Standard 4: Engaging with children.

**This recommendation was made on 12 January 2018.**

### Action taken on previous recommendation

This recommendation is not met and is carried forward into this report.

## Recommendation 4

Children should be cared for in a safe environment which protects their privacy and dignity and which is in line with all relevant legislation. Management and staff should review their procedures for controlling infection to ensure that children and staff are following good hygiene practices at mealtimes, after coming inside and after using the toilet. They should review the layout and use of toilet facilities so that children are enabled to go to the toilet whilst maintaining privacy and dignity.

National Care Standards for early education and childcare up to the age of 16 - Standard 2: A safe environment.

**This recommendation was made on 12 January 2018.**

### Action taken on previous recommendation

Staff had completed online food hygiene and infection control training. The toilet facilities had been altered to provide privacy for children. Children washed their hands before lunch and after using the toilet.

This recommendation is met.

## Recommendation 5

Children should experience a balanced range of activities in a safe environment and be cared for by staff with a clear understanding of their roles and responsibilities for keeping them safe. The service's risk assessment procedures should be reviewed so that children are more involved in assessing risks and benefits. Assessments should be reviewed both systematically and in a meaningful way.

National Care Standards for early education and childcare up to the age of 16 - Standard 2: A safe environment.

**This recommendation was made on 12 January 2018.**

### Action taken on previous recommendation

Risk assessments had not been update.

This recommendation is not met and is carried forward into this report.

## Recommendation 6

All staff should have a job description and remit which clearly sets out what their roles and responsibilities are, so that everyone has a clear understanding of their role. The provider, management and staff should review roles and responsibilities for all members of staff, linking in with the service's aims and values and the SSSC Codes of Practice, so that all staff have a clear understanding and so that management are enabled to monitor staff practice in a more focussed way. This review should include ensuring that the nursery always has somebody in charge who has the training, skills and experience to lead improvement in the setting.

National Care Standards for early education and childcare up to the age of 16 - Standard 12: Confidence in staff and Standard 14: Well-managed service.

**This recommendation was made on 12 January 2018.**

### Action taken on previous recommendation

There were no clear job descriptions for staff.

This recommendation is carried forward into this report.

## Recommendation 7

The provider of the service should further develop the service's monitoring and safeguarding procedures to ensure that all staff are supported and enabled to take appropriate action when they feel that working practices are inappropriate or unsafe for any reason and so ensure that the care and safety of children remains a priority at all times.

National Care Standards for early education and childcare up to the age of 16 - Standard 14: Well-managed service and the SSSC Codes of Practice for Social Service Workers and Employers.

**This recommendation was made on 12 January 2018.**

### Action taken on previous recommendation

This recommendation is not met and is carried forward into this report.

## Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at [www.careinspectorate.com](http://www.careinspectorate.com).

## Enforcement

No enforcement action has been taken against this care service since the last inspection.

## Inspection and grading history

Date	Type	Gradings
4 Oct 2017	Announced	Care and support 3 - Adequate Environment 3 - Adequate Staffing 3 - Adequate Management and leadership 3 - Adequate
13 Oct 2016	Announced	Care and support 3 - Adequate Environment 3 - Adequate Staffing 3 - Adequate Management and leadership 2 - Weak
16 Dec 2015	Unannounced	Care and support 4 - Good Environment 3 - Adequate Staffing 4 - Good Management and leadership 4 - Good
16 Jan 2014	Unannounced	Care and support 4 - Good Environment 4 - Good Staffing 5 - Very good Management and leadership 5 - Very good
2 Aug 2012	Unannounced	Care and support 5 - Very good Environment 5 - Very good Staffing 5 - Very good Management and leadership 5 - Very good

Date	Type	Gradings
14 Dec 2010	Unannounced	Care and support 5 - Very good Environment Not assessed Staffing Not assessed Management and leadership Not assessed
10 Mar 2010	Unannounced	Care and support 5 - Very good Environment Not assessed Staffing 4 - Good Management and leadership Not assessed
7 Jan 2009	Unannounced	Care and support 4 - Good Environment 4 - Good Staffing 5 - Very good Management and leadership 5 - Very good

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