

Linthaugh Nursery School Day Care of Children

533 Crookston Road
Glasgow
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Telephone: 01418 827 105

Type of inspection:
Unannounced

Completed on:
16 May 2022

Service provided by:
Glasgow City Council

Service provider number:
SP2003003390

Service no:
CS2003014903

About the service

Linthaugh Nursery School is registered to provide a care service for 100 children not yet attending primary school, at any one time. Of the 100 children registered, no more than 20 should be aged 2 to under 3 years and no more than 80 aged 3 years to those not yet attending primary school.

Care is provided from a purpose-built modular building in Pollock, Southwest Glasgow. The service is close to shops, transport routes and other amenities. Children were accommodated across three playrooms, one lunchroom and had opportunities to play outside.

This was an unannounced inspection, which took place between 10 May and 16 May 2022. Two inspectors carried out the inspection. To prepare for the inspection we reviewed information about the service. This included, previous inspection findings, registration and complaints information, information submitted by the service and intelligence gathered through the inspection year. To inform our evaluations we:

- spoke with children using the service and some family members
- spoke with staff and management
- observed practice
- reviewed documents.

What people told us

During this inspection, we received views from four parents/carers of children who attend the nursery. All parents/carers told us that they were very happy with the quality of care their children received. One parent/carer said that staff were "caring, friendly and approachable."

Some parent/carers commented positively on communication from the service, one parent stated it was "very good". Some parents/carers said communication could be improved and asked for more detail about children's daily experiences, as well as their care routines.

We talked with several children who told us that they enjoyed coming to nursery and had fun playing with their friends.

Self assessment

We did not ask the service to submit a self assessment in advance of this inspection. Issues relating to quality assurance, acting on feedback from people using the service, and the quality of the services improvement plan were considered as part of this inspection.

From this inspection we graded this service as:

Quality of care and support	2 - Weak
Quality of environment	2 - Weak
Quality of staffing	2 - Weak
Quality of management and leadership	1 - Unsatisfactory

Quality of care and support

Findings from the inspection

Our focus in this inspection area was to establish how well the service met the needs of children that used it. We found some strengths; however, these were compromised by significant weaknesses. As these weaknesses concerned the welfare and safety of children, improvements are required.

All staff had completed child protection training, including advanced leadership training for the managers. Improvements had been made to the service information recording systems and the management team had raised awareness of what to do to protect children; however, we were not satisfied staff were thoroughly assessing information to inform their care of children and to identify when they need protection or support (see requirement 1).

The service must make significant improvements to how they plan for and provide children's individual care and support. Whilst some parents told us they were happy with the care their child received, during our visit we were concerned at the lack of consistent care for some children. A number of children who required additional support had limited information within their personal plans. This increased the risk of children being exposed to avoidable harm. Improvements must be made to ensure that children are fully supported and kept safe (see requirement 1).

Most children experienced warm, kind, and caring interactions from staff. We saw some staff offer praise, encouragement and comfort when needed. However, we also identified some interactions which did not positively support children's emotional wellbeing. We observed a few instances where staff did not respond to children's emotional cues and as a result, children became unnecessarily distressed (see requirement 1 within the quality theme of staffing).

At times, children could lead their play and learning through a balance of spontaneous and planned experiences that promoted choice and independence. We observed some children making dens and others setting up their own classroom. This was supporting them to lead their own play and become confident communicators. However, we observed times when experiences were too adult-led, which resulted in children's disengagement.

Children's mealtime experiences were variable. Younger children enjoyed a pleasant sociable experience where they chatted to their friends and staff around the dining table. However, this was not the experience of all children. Improvements should be made to ensure that mealtimes support children's wellbeing and are a positive and safe experience for all (see recommendation 1).

Requirements

Number of requirements: 1

1. By 25 July 2022, the provider must ensure that every child is cared for in a way that reflects their individual needs and rights. To do this, the provider must, at a minimum ensure:

- a) every child has a personal plan that is subject to review when there are significant changes, when requested to do so by the family or at least every six months
- b) plans clearly illustrate children's current needs and how they will be met
- c) every plan of support is personalised to the individual child and reflects their individual needs (including any risk assessment tools used to support staff in mitigating risks)

- d) parents are meaningfully involved in the creation of their child's plan
- e) there is a system for management to audit and review plans alongside observations of children's experiences
- f) gaps in staffs' care planning skills are identified and addressed
- g) all staff involved in the care of a child are aware of the information within the personal plan and use this to effectively meet each child's needs.

This is to comply with Regulation 4(1)(a)(b) (welfare of users) and Regulation 5(1), (2) and (4) (Personal Plans) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which states that:

'My personal plan (sometimes referred to as a care plan) is right for me because it sets out how my needs will be met, as well as my wishes and choices' (HSCS 1.15); and 'my care and support meets my needs and is right for me' (HSCS 1.19).

Recommendations

Number of recommendations: 1

1. To support children's health and wellbeing whilst promoting enjoyment of healthy eating, the manager and staff should improve mealtime experiences. This should include improved systems to monitor of the quality of food and improved routines so that all children are supervised and enjoy relaxed mealtimes.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which states that:

'I can choose suitably presented and healthy meals and snacks, including fresh fruit and vegetables, and participate in menu planning' (HSCS 1.33); and 'I can enjoy unhurried snack and mealtimes in as relaxed an atmosphere as possible' (HSCS 1.35).

Grade: 2 - weak

Quality of environment

Findings from the inspection

Our focus in this inspection area was to establish how well the service met the needs of children that used it. We found some strengths; however, these were compromised by significant weaknesses. As these weaknesses concerned the welfare and safety of children, improvements are required.

The nursery environment had a secure entry system and suitable boundaries surrounding the outdoor play spaces. There were no evident defects to any of these; however, we observed gates being left open and we were informed about an instance when a secure door had been left open. Further concerns around the safety of the environment were highlighted by a parent who told us, the parking outside the nursery worried them. We agreed with the parent's concerns after we observed how the car park was used, and how busy it could become. This was an issue that the manager was also concerned about and had highlighted to the provider.

Action must be taken to ensure that children experience a safe and secure environment (see requirement 1). To assist staff to keep children safe and support improvement, we have linked practice noted below.

<https://hub.careinspectorate.com/how-we-support-improvement/care-inspectorate-programmes-and-publications/keeping-children-safe-practice-notes/>

At times, children were exposed to unnecessary risks and avoidable harm because some staff did not fully understand their needs. For example, personal risk assessments were in place for some children; however, these had not been personalised to the individual child; they included unsuitable strategies; had not always been agreed with parents and did not promote children's right to dignified care (see requirement 1 within the quality theme Care and Support).

Almost all the nursery was clean, tidy and had well maintained resources; however, we asked that one nappy changing area be decluttered and improvements made to the storage of children's clothes, nappies, and creams. This is to reduce the risk of infection spreading as the area was used for personal care and should be kept clean and tidy.

Children had access to a good range of interesting, open-ended resources that helped them to explore their own ideas. They could be creative in their play, use their imagination and curiosity to learn and have fun together. A Smart board was a popular resource which offered children an exciting and fun opportunity to learn.

When the option to do so was available, almost all children chose to be outdoors. Children enjoyed spending time outdoors because they had a good variety of play experiences to choose from in the nursery gardens. We observed children playing on rope swings and running with friends. This supported them to be active and acquire many skills for life and learning.

Requirements

Number of requirements: 1

1. By 25 July 2022, the provider must ensure that children are cared for in an environment that is safe and secure.

To do this, the provider must, at a minimum, ensure:

- a. risks posed by traffic within the service car park are reduced
- b. staff are aware of where children are and who children are with at pick up and drop off times
- c. staff are accountable for the children, know who they are responsible for and where they are at all times
- d. staff regularly assess and take action to improve the safety and security of their setting.

This is to comply with Regulation 4(1)(a) (welfare of users) Regulation 5(1), (2) and (4) (Personal Plans) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which states that:

'My environment is secure and safe' (HSCS 5.17); and 'My care and support is provided in a planned and safe way, including if there is an emergency or unexpected event' (HSCS 4.14).

Recommendations

Number of recommendations: 0

Grade: 2 - weak

Quality of staffing

Findings from the inspection

Our focus in this inspection area was to establish how well the service met the needs of children that used it. We found some strengths; however, these were compromised by significant weaknesses. As these weaknesses concerned the welfare and safety of children, improvements are required

We found that staff were not routinely deployed in a way that reflected children's needs and at times we observed staff to be too focused on tasks. This meant they were less attuned to children's cues and potential risks of harm (see requirement 1).

Staff told us they wanted to provide good quality care, support and learning for children. However, we found gaps in some staff's skills and knowledge which meant they did not fully understand some children's needs or did not always act appropriately to safeguard children from harm. The provider must address any gaps in staff's skills, values, and knowledge to ensure that children are safe and secure (see requirement 1).

The staff team were working collaboratively with speech and language services to enhance their communication skills. We could not evaluate the impact of this because it was in its early stages of being embedded into practice; however, we agreed it would be beneficial for staff and children.

Staff respectfully displayed children's work which made the environment attractive, celebrated children's achievements, illustrated learning journeys, and could be used to facilitate learning discussions. This was positively contributing to children's learning and feelings of self-worth.

Staff told us they were a supportive team, and we found most staff were willing to engage in improvement discussions. Parents that provided feedback spoke positively about the staff team and told us "the staff are always friendly and welcoming when my child comes to nursery", "I think all the staff I've come across so far have been great and really helpful, friendly decent people" and "the staff at Linthaugh nursery are fabulous".

Requirements

Number of requirements: 1

1. By 25 July 2021, the provider must provide us with an action plan outlining how they will ensure that all staff employed by the service have the right skills, knowledge, and experience necessary to keep children safe and support their wellbeing.

To do this, the provider must, at a minimum:

- a) undertaking an audit of the current skills, knowledge, and experience of staff members. This must also include the management team
- b) information obtained from the audit must inform a comprehensive programme of continuous professional development (with timescales) to address any significant gaps in the skills, knowledge and experience of staff
- c) the audit outcome must be used to deploy staff to meet the individual care, play and learning needs of children
- e) ensure all staff are aware of the organisation policies and procedures
- f) ensure all staff are aware of, and follow, their professional codes of practice.

<https://www.sssc.uk.com/the-scottish-social-services-council/sssc-codes-of-practice/>

This is to comply with Regulation (7)(2) (c) (fitness of managers) and 9(2)(b) (fitness of employees) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

This is to ensure care and support is consistent with Health and Social Care Standards (HSCS) which states that:

'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' (HSCS 3.14).

Recommendations

Number of recommendations: 0

Grade: 2 - weak

Quality of management and leadership

Findings from the inspection

We evaluated this theme as unsatisfactory. We found significant weaknesses which compromised the safety and wellbeing of children. Urgent improvements were required to ensure children were safe and protected.

The service had experienced staffing challenges, including the absence of some senior leaders. This had resulted in unclear lines of responsibility and accountability within the management team. Consequently, leaders failed to respond promptly to serious issues (see requirement 1).

There were significant gaps in the quality assurance system that required urgent improvement. For example, critical reflection was limited, and improvement opportunities were restricted by staff's failure to adhere to some policies, procedures, and codes of practice. Monitoring of staff practice was limited and had not effectively highlighted individual staff requiring support to develop their skills and knowledge. This increased the risk of avoidable accidents and incidents. Children were put at further risk because accidents and incidents had not been appropriately and honestly managed and issues of poor conduct had not been fully addressed (see requirement 2).

Whilst some parents felt communication with the service was very good, we were very concerned with how variable communication between the service and families had been.

At times, key information to support children had not always been shared appropriately, honestly and in good time. One parent also commented, "It would be good to get a bit more information at pick up... Sometimes my child comes home with skint knees, small bump etc and none of the staff have passed on that they have fell." In addition, we found limited consultation with families before significant changes to children's routines, care or support. For example, children moving to a new playroom (see requirement 2). This compromised children's wellbeing and hinder staffs ability to plan support for individual children.

We learned that some unplanned events, that had the potential to cause harm, had not been reported to us. For example, children's exposure to allergens. Steps should be taken to ensure that management and leadership are clearer about their responsibility to report to regulatory bodies. Notifications are important to enable regulatory bodies to monitor best practice, provide appropriate support and guidance, and act should it be necessary to protect children. We have included guidance, linked below, to support the manager (see requirement 1).

<https://hub.careinspectorate.com/media/1601/records-that-all-registered-care-services-except-childmindingmust-keep.pdf>

Requirements

Number of requirements: 2

1. By 23 June 2022, the provider must ensure that children experience a high-quality service that is well led and managed.

To do this, the provider must, at a minimum:

- a) ensure that there is always appropriate and effective leadership of the service
- b) have a robust contingency plan in place for the absence of the manager
- c) ensure that anyone acting in the absence of the manager is fully supported
- d) ensure that anyone managing and leading the service has the right skills, values, and knowledge to keep children safe and support their wellbeing
- e) ensure leaders are clear about their role and responsibility in relation to notifications that must be made to regulatory bodies.

This is to comply with regulation 4(1)(a)(Welfare of users) and (7)(2) (c)(fitness of managers) of the Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210).

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which states that:

'If I am supported and cared for by a team or more than one organisation, this is well coordinated so that I experience consistency and continuity.' (HSCS 4.17) and 'I use a service and organisation that are well led and managed' (HSCS 4.23).

2. By 25 July 2022, the provider must ensure there is a robust and transparent quality assurance system in place. This is so all children experience high-quality care and learning within a safe environment.

To do this, the provider, at a minimum, must ensure:

- a) those quality assuring practice and children's experiences are clear about their roles and responsibilities- including sharing information with other key partners
- b) take action to increase the meaningful involvement of children, parent/carers, and staff within the quality assurance system
- c) ensure the quality assurance system empowers staff and supports a culture of continuous improvement
- d) ensure that improvements and assurances focus on the children's outcomes
- e) there is an action planning to address areas of required improvement within reasonable timescales.

This is to comply with Regulation 4(1)(a)(b) (Welfare of users) of The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) .

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which states that:

'I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes' (HSCS 4.23).

Recommendations

Number of recommendations: 0

Grade: 1 - unsatisfactory

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

Previous requirements

Requirement 1

By 19 July 2021, the provider must ensure that all staff are clear about their role and responsibilities in relation to child protection and safeguarding. Furthermore, the provider must be assured that all information held on children has been assessed to identify risks and needs. This information must inform children's plans. Priority should be given to the following:

Complete an audit of children's files. This is to ensure the information held is up to date and supports staff's assessment, analysis, and next step planning- particularly if a child is vulnerable or staff have concerns for their welfare. Any information identified that should have been shared with partner professionals, and that was not, should be passed on to the relevant agency immediately. The outcome of this audit must be shared with us by 19 July 2021.

Submit to us an action plan outlining how they will ensure that local and national policies and procedures in place to safeguard and protect children are embedded into practice.

This is in order to comply with Regulation 4.1(a), welfare of users- a provider must make proper provision for the health, welfare and safety of service users, of the Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulation 2011 and to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which states that:

'As a child, 'I am protected from harm, neglect, abuse, bullying and exploitation by people who have a clear understanding of their responsibilities' (HSCS 3:20).

This requirement was made on 27 July 2021.

Action taken on previous requirement

This requirement was met within the timescales; however, we found during this inspection further improvements are required to how staff assess the information they have on children to identify risks and needs. Please see requirement one, quality theme Care and Support.

Met - within timescales

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

Previous recommendations

Recommendation 1

To ensure that children experience stability in their care, the service should further develop their personal plans. Personal plans should clearly outline how the service intends to meet every child's health, welfare, safety and learning needs. In line with legislation, these should be reviewed with parents at least once every six months or when there is a significant change.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which states that:

'My personal plan (sometimes referred to as a care plan) is right for me because it sets out how my needs will be met, as well as my wishes and choices' (HSCS 1:15).

This recommendation was made on 25 June 2021.

Action taken on previous recommendation

Please refer to the evaluation within the quality theme Care and Support.

This recommendation is not met.

Recommendation 2

The leadership team should revisit the Scottish Government's guidance on limiting contact between children and staff and then align their approach with current guidance. This is to decrease the likelihood of Covid-19 transmitting and to minimise the impact 'isolating' has on children, families, and staff.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which states that:

'My care and support is consistent and stable because people work together well' (HSCS 3.19), and as a child, 'I experience high-quality care and support based on relevant evidence, guidance and best practice' (HSCS 4.11).

This recommendation was made on 25 June 2021.

Action taken on previous recommendation

This is no longer a requirement of any early learning and childcare setting; however, it should be noted that during this inspection, the service was following the most up to date Scottish Government Guidance for Early learning and childcare settings operating during the Covid-19 pandemic.

This recommendation is met.

Recommendation 3

To ensure that children receive high quality care and support, the leadership team should further develop their quality assurance system. The following should be included:

A monitoring calendar to evaluate the quality of practice.

Periodic audits of information recording systems to ensure they support staff, inform decision making and keep children safe (Personal plans, registers, records of concern, chronologies...)

Planned and purposeful opportunities to revisit, discuss and review policies and procedures. This is to ensure staff are confident about their role and responsibilities.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which states that:

'As a child, I benefit from a culture of continued improvement, with the organisation having robust and transparent quality assurance processes' (HSCS 4.19).

This recommendation was made on 25 June 2021.

Action taken on previous recommendation

Please refer to the evaluation within the quality theme Management and Leadership.

This recommendation is not met.

Complaints

There have been no complaints upheld since the last inspection. Details of any older upheld complaints are published at 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
13 Mar 2020	Unannounced	<div>Care and support</div> <div>5 - Very good</div> <div>Environment</div> <div>5 - Very good</div> <div>Staffing</div> <div>5 - Very good</div> <div>Management and leadership</div> <div>5 - Very good</div>
13 Mar 2019	Unannounced	<div>Care and support</div> <div>4 - Good</div> <div>Environment</div> <div>5 - Very good</div> <div>Staffing</div> <div>4 - Good</div> <div>Management and leadership</div> <div>3 - Adequate</div>
7 Dec 2017	Unannounced	<div>Care and support</div> <div>3 - Adequate</div> <div>Environment</div> <div>3 - Adequate</div> <div>Staffing</div> <div>3 - Adequate</div> <div>Management and leadership</div> <div>3 - Adequate</div>
31 Aug 2016	Unannounced	<div>Care and support</div> <div>4 - Good</div> <div>Environment</div> <div>Not assessed</div> <div>Staffing</div> <div>Not assessed</div> <div>Management and leadership</div> <div>3 - Adequate</div>
17 Apr 2013	Unannounced	<div>Care and support</div> <div>5 - Very good</div> <div>Environment</div> <div>5 - Very good</div> <div>Staffing</div> <div>5 - Very good</div> <div>Management and leadership</div> <div>5 - Very good</div>
20 May 2010	Unannounced	<div>Care and support</div> <div>5 - Very good</div> <div>Environment</div> <div>5 - Very good</div> <div>Staffing</div> <div>4 - Good</div> <div>Management and leadership</div> <div>5 - Very good</div>

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