

# Hickory Dickory House Day Care of Children

15 Bengal Street  
Glasgow  
G43 1NL

Telephone: 01416 360 000

**Type of inspection:**  
Unannounced

**Completed on:**  
17 January 2023

**Service provided by:**  
Marfern Limited

**Service provider number:**  
SP2016012754

**Service no:**  
CS2016348634

## About the service

Hickory Dickory House provides early learning and childcare to a maximum of 60 children from birth to not yet attending primary school in the following categories:

- 20 children, zero to under two years;
- 15 children, two years to under three years;
- 25 children, three years to not yet attending primary school.

The service operates Monday to Friday, 08:00 to 18:00, all year round. The service is based within a detached property in the Pollokshaws area of Glasgow. There are three main playrooms and an enclosed garden to the rear of the property. The service also made use of local parks and the nearby library, when possible.

The provider is Marfern Limited. The service aims and objectives included: 'To welcome all children into a fun, stimulating, caring environment.' A full copy of the aims and objectives can be obtained from the service.

## About the inspection

This was an unannounced follow-up inspection which took place on 19 January 2023. The inspection was carried out by two inspectors from the Care Inspectorate. 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
- spoke with staff and management
- observed practice
- reviewed documents.

## Key messages

- Improvements had been made to how staff use personal plans to inform children's needs, wishes, and next steps.
- The service deployed enough skilled and qualified staff to support children, and the children benefited from consistent staff members who knew them well.
- The service must ensure that all staff recruitment procedures are effect and aligned with current relevant best practice.
- The manager must ensure that robust monitoring and auditing is carried out by using current best practice quality assurance processes.
- The provider and manager engaged well with the inspection process and had agreed to follow up any required actions we suggested to improve their practice.

## From this inspection we evaluated this service as:

In evaluating quality, we use a six point scale where 1 is unsatisfactory and 6 is excellent

How good is our care, play and learning?	2 - Weak
How good is our setting?	3 - Adequate
How good is our leadership?	2 - Weak
How good is our staff team?	2 - Weak

Further details on the particular areas inspected are provided at the end of this report.

## How good is our care, play and learning?

2 - Weak

One requirement was made at the previous inspection under this key question regarding personal plans:

By 31 August 2022, in order to meet children's needs, you, the provider, must ensure that children's information is recorded clearly within children's personal plans. Plans should also consider any circumstances which may affect a child's learning and development, and identify appropriate strategies to meet the child's needs, support progress, and to help children to achieve their full potential. Personal plans must be signed by parents and reviewed every six months, or sooner, as necessary.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state: '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 is also in order to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011, (SSI 2011/210) Regulation 5 Personal plans.

As part of this inspection, we sampled three personal plans in the baby room. These personal plans were individualised and contained information that ensured that children's daily wellbeing needs were met. Children's likes and dislikes in relation to personal care and choices were recorded and changed as milestones were met. We could see that staff knew their children well through these carefully constructed plans. We evidenced that parents actively reviewed these plans and both staff and parent identified next steps in their child's play and learning, and achievements were celebrated.

**This requirement is now met.**

### Requirements

1. By 31 August 2022, in order to meet children's needs, you, the provider, must ensure that children's information is recorded clearly within children's personal plans. Plans should also consider any circumstances which may affect a child's learning and development, and identify appropriate strategies to meet the child's needs, support progress, and to help children to achieve their full potential. Personal plans must be signed by parents and reviewed every six months, or sooner, as necessary.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state: '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 is also in order to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011, (SSI 2011/210) Regulation 5 Personal plans.

**How good is our setting?****3 - Adequate**

There was one area of improvement made from the previous inspection of this service in relation to the baby room:

The provider should review the way the space is used within the baby room to improve the outcomes for children.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state: 'My environment is relaxed, welcoming, peaceful and free from avoidable and intrusive noise and smells' (HSCS 5.20), and 'I have enough physical space to meet my needs and wishes' (HSCS 5.22).

At the inspection we seen improvements had been made to the environment in the baby room. Both areas were well planned, comfortable, and welcoming. Children had lots of space to freely move around indoors and outdoors. Staff had created a homely environment with space for children to relax. Play spaces reflected children's interests and provided a range of opportunities for active play and learning. Resources were of good quality and were very accessible to children. We saw staff helping children to use resources in their own way to develop their play and match their own interests and intentions. Children were shaping and designing their own play outdoors, supporting imaginative play and problem-solving. There were lots of giggles and warm interactions between staff and children at all points of the day, ensuring that the environment supported children's wishes and wellbeing needs.

**This area for improvement is now met.**

**How good is our leadership?****2 - Weak**

There were two requirements under this key question at last inspection.

1. By 30 August 2022, you, the provider, must ensure that children and parents experience a service which has a culture of continuous improvement because there are robust and effective quality assurance procedures in place. They should be confident that their service is well led and managed.

To achieve this, you, the provider, must ensure that:

- a) there is enough staff to meet the needs of the children;
- b) staff have the right skills and knowledge to meet the needs of children;
- c) the manager carries out a needs analysis of training and training plan; and
- d) the manager implements procedures for self-evaluation, auditing, and monitoring all areas of the service using local and national guidance, and which lead to clear plans for maintaining and improving the service.

This is to ensure management and leadership is consistent with the Health and Social Care Standards (HSCS) which state: 'I benefit from a culture of continuous improvement with the organisation having robust and transparent quality assurance processes' (HSCS 4.19), and 'I use a service and organisation that are well led and managed' (HSCS 4.23).

This is in order to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) Regulation 4(1)(a) Welfare of users and 15(b) Staffing.

Although there were enough staff on the day to meet children's needs, there was not robust evidence to demonstrate that a cultural of continuous improvement was evident resulting in better outcomes for children. Although some auditing and monitoring procedures had been introduced, we found significant gaps in how these procedures were carried out. As a result, this requirement had not been met and will be evaluated at the next inspection of the service.

2. By 31 August 2022, you, the provider, must ensure that they have enough staff employed within the service to meet the needs of children, who have been safely recruited and completed a comprehensive induction following national guidance before starting to care for children. Staff should have the right skills, knowledge and training to ensure the health and wellbeing of children.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state: '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), and 'My needs are met by the right number of people' (HSCS 3.15), and 'I am confident that people who support and care for me have been appropriately and safely recruited' (HSCS 4.24).

This is in order to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) Regulation 15(a)(b)(i) Staffing.

Although there were enough competent staff deployed in the service to meet the needs of the children attending, there were significant gaps in staff recruitment records that need to be actioned. As a result, this requirement had not been met and will be evaluated at the next inspection of the service.

## Requirements

1. By 13 March 2023, you, the provider, must ensure that children and parents experience a service which has a culture of continuous improvement because there are robust and effective quality assurance procedures in place. They should be confident that their service is well led and managed.

To achieve this, you, the provider, must ensure that:

- a) staff have the right skills and knowledge to meet the needs of children;
- b) the manager should carry out a needs analysis of training and training plan; and
- c) the manager implements procedures for self-evaluation, auditing, and monitoring all areas of the service using local and national guidance, and which lead to clear plans for maintaining and improving the service.

This is to ensure management and leadership is consistent with the Health and Social Care Standards (HSCS) which state: 'I benefit from a culture of continuous improvement with the organisation having robust and transparent quality assurance processes' (HSCS 4.19), and 'I use a service and organisation that are well led and managed' (HSCS 4.23).

This is in order to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) Regulation 4(1)(a) Welfare of users and 15(b) Staffing.

2. By 18 March 2023, you, the provider, must ensure that they have enough staff employed within the service to meet the needs of children, who have been safely recruited and completed a comprehensive induction following national guidance before starting to care for children.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state: '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), and 'I am confident that people who support and care for me have been appropriately and safely recruited' (HSCS 4.24).

This is in order to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) Regulation 15(a)(b)(i) Staffing.

## How good is our staff team?

**2 - Weak**

There were two areas for improvement identified in last inspection.

1. Children within the baby room would benefit from more consistent interactions from a familiar staff team.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state that: 'My care and support meets my needs and is right for me' (HSCS 1.19), 'My needs are met by the right number of people' (HSCS 3.15), 'I experience people speaking and listening to me in a way that is courteous and respectful, with my care and support being the main focus of people's attention' (HSCS 3.1), and 'As a child or young person I feel valued, loved and secure' (HSCS 3.10).

We evidenced that children felt very secure during our observations on the day. Staff supported children to climb, explore, and take risks on the physical equipment available. In line with information outlined in personal plans by parents of children's likes and dislikes, children had a lovely experience over lunchtime too. Staff sat with children and supported their wishes, and ensured that the children were safe. Staff told us of recent First Aid training that equipped them with the skills to prevent a choking hazard, including cutting fruit to the safe size for children to eat safely. Staff spoke with children in a caring, respectful manner, and the children knew them very well and responded to them with smiles and joy.

**This area for improvement is now met.**

2. To ensure the safety and wellbeing of children, you, the provider, must ensure that they have clear risk assessments in place to ensure all staff are clear on changes to procedures.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state: 'My environment is secure and safe' (HSCS 5.19).

We seen effective risk assessments in place to ensure that children and their families were safe when entering and leaving the building, and staff explained these well to us. Staff welcomed parents and carers warmly into the baby room in a safe manner. We felt confident that any changes to procedures were shared with staff and they had an influence on writing these. We gave some suggestions as to how they could be further improved, and the manager seen the value in these.

**This area for improvement is now met.**

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

### Requirements

#### Requirement 1

By 31 August 2022, in order to meet children's needs, you, the provider, must ensure that children's information is recorded clearly within children's personal plans. Plans should also consider any circumstances which may affect a child's learning and development, and identify appropriate strategies to meet the child's needs, support progress, and to help children to achieve their full potential. Personal plans must be signed by parents and reviewed every six months, or sooner, as necessary.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state: '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 is also in order to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011, (SSI 2011/210) Regulation 5 Personal plans.

**This requirement was made on 31 August 2022.**

#### Action taken on previous requirement

As part of this inspection we sampled three personal plans in the baby room. These plans were individualised and contained information that ensured that children's daily wellbeing needs were met. Children's likes and dislikes in relation to personal care and choices were recorded and changed as milestones were met. We could see that staff knew the children well through these carefully constructed plans. We evidenced that parents actively reviewed these plans and both staff and parent identified next steps in their child's play and learning, and achievements were celebrated.

**Met - within timescales**

#### Requirement 2

By 30 August 2022, you, the provider, must ensure that children and parents experience a service which has a culture of continuous improvement because there are robust and effective quality assurance procedures in place. They should be confident that their service is well led and managed.



To achieve this, you, the provider, must ensure that:

- a) there is enough staff to meet the needs of the children;
- b) staff have the right skills and knowledge to meet the needs of children;
- c) the manager carries out a needs analysis of training and training plan; and
- d) the manager implements procedures for self-evaluation, auditing and monitoring all areas of the service using local and national guidance and which lead to clear plans for maintaining and improving the service.

This is to ensure management and leadership is consistent with the Health and Social Care Standards (HSCS) which state: 'I benefit from a culture of continuous improvement with the organisation having robust and transparent quality assurance processes' (HSCS 4.19), and 'I use a service and organisation that are well led and managed' (HSCS 4.23).

This is in order to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) Regulation 4(1)(a) Welfare of users and 15(b) Staffing.

**This requirement was made on 30 August 2022.**

#### Action taken on previous requirement

Although there were enough staff on the day to meet children's needs, there was not robust evidence to demonstrate that a cultural of continuous improvement was evident, resulting in better outcomes for children. Although some auditing and monitoring procedures had been introduced, we found significant gaps in how these procedures were carried out. As a result, this requirement had not been met and will be evaluated at the next inspection of the service.

**Not met**

### Requirement 3

By 31 August 2022, you, the provider, must ensure that they have enough staff employed within the service to meet the needs of children, who have been safely recruited and completed a comprehensive induction following national guidance before starting to care for children. Staff should have the right skills, knowledge and training to ensure the health and wellbeing of children.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state: '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), 'My needs are met by the right number of people' (HSCS 3.15), and 'I am confident that people who support and care for me have been appropriately and safely recruited' (HSCS 4.24).

This is in order to comply with The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011 (SSI 2011/210) Regulation 15(a)(b)(i) Staffing.

**This requirement was made on 31 August 2022.**

## Action taken on previous requirement

Although there were enough competent staff deployed in the service to meet the needs of the children attending, there were significant gaps in staff recruitment records that need to be actioned. As a result, this requirement had not been met and will be evaluated at the next inspection of the service.

**Not met**

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

## Areas for improvement

### Previous area for improvement 1

The provider should review the way the space is used within the baby room to improve the outcomes for children.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state: 'My environment is relaxed, welcoming, peaceful and free from avoidable and intrusive noise and smells' (HSCS 5.20), and 'I have enough physical space to meet my needs and wishes' (HSCS 5.22).

**This area for improvement was made on 31 August 2022.**

### Action taken since then

At the inspection, we seen improvements had been made to the environment in the baby room. Both areas were well planned, comfortable, and welcoming. Children had lots of space to freely move around indoors and outdoors. Staff had created a homely environment with space for children to relax. Play spaces reflected children's interests and provided a range of opportunities for active play and learning. Resources were of good quality and were very accessible to children. We saw staff helping children to use resources in their own way to develop their play and match their own interests and intentions. Children were shaping and designing their own play outdoors supporting imaginative play and problem-solving. There were lots of giggles and warm interactions between staff and children at all points of the day, ensuring that the environment supported children's wishes and wellbeing needs.

**This area for improvement is now met.**

### Previous area for improvement 2

Children within the baby room would benefit from more consistent interactions from a familiar staff team.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state: 'My care and support meets my needs and is right for me' (HSCS 1.19), 'My needs are met by the right number of people' (HSCS 3.15), 'I experience people speaking and listening to me in a way that is courteous and respectful, with my care and support being the main focus of people's attention' (HSCS 3.1), and 'As a child or young person I feel valued, loved and secure' (HSCS 3.10).

**This area for improvement was made on 30 August 2022.**

**Action taken since then**

We evidenced that children felt very secure during our observations on the day. Staff supported children to climb, explore, and take risks on the physical equipment available. In line with information outlined in personal plans by parents of children's likes and dislikes, children had a lovely experience over lunchtime too. Staff sat with children and supported their wishes, and ensured that the children were safe. Staff told us of recent First Aid training that equipped them with the skills to prevent a choking hazard, including cutting fruit to the safe size for children to eat safely. Staff spoke with children in a caring, respectful manner, and the children knew them very well and responded to them with smiles and joy.

**This area for improvement is now met.**

**Previous area for improvement 3**

To ensure the safety and wellbeing of children, you, the provider, must ensure that they have clear risk assessments in place to ensure all staff are clear on changes to procedures.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which state: 'My environment is secure and safe' (HSCS 5.19).

**This area for improvement was made on 30 August 2022.**

**Action taken since then**

We seen effective risk assessments in place to ensure that children and their families were safe when entering and leaving the building, and staff explained these well to us. Staff welcomed parents and carers warmly into the baby room in a safe manner. We felt confident that any changes to procedures were shared with staff and they had an influence on writing these. We gave some suggestions as to how they could be further improved, and the manager seen the value in these.

**This area for improvement is now met.**

**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)

## Detailed evaluations

How good is our care, play and learning?	2 - Weak
1.1 Nurturing care and support	2 - Weak
How good is our setting?	3 - Adequate
2.2 Children experience high quality facilities	3 - Adequate
How good is our leadership?	2 - Weak
3.1 Quality assurance and improvement are led well	2 - Weak
How good is our staff team?	2 - Weak
4.3 Staff deployment	2 - Weak

## To find out more

This inspection report is published by the Care Inspectorate. You can download this report and others from our website.

Care services in Scotland cannot operate unless they are registered with the Care Inspectorate. We inspect, award grades and help services to improve. We also investigate complaints about care services and can take action when things aren't good enough.

Please get in touch with us if you would like more information or have any concerns about a care service.

You can also read more about our work online at [www.careinspectorate.com](http://www.careinspectorate.com)

## Contact us

Care Inspectorate  
Compass House  
11 Riverside Drive  
Dundee  
DD1 4NY

[enquiries@careinspectorate.com](mailto:enquiries@careinspectorate.com)

0345 600 9527

Find us on Facebook

Twitter: @careinspect

## Other languages and formats

This report is available in other languages and formats on request.

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

অনুরোধসাপেক্ষে এই প্রকাশনাটি অন্য ফরম্যাট এবং অন্যান্য ভাষায় পাওয়া যায়।

یہ اشاعت درخواست کرنے پر دیگر شکلوں اور دیگر زبانوں میں فراہم کی جاسکتی ہے۔

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

هذه الوثيقة متوفرة بلغات ونماذج أخرى عند الطلب

本出版品有其他格式和其他語言備索。

Na życzenie niniejsza publikacja dostępna jest także w innych formatach oraz językach.