

## Southside Daycare Day Care of Children

Block 3  
Unit 15  
Museum Business Park, 140 Woodhead Road  
Glasgow  
G53 7NN

Telephone: 01418 814 888

**Type of inspection:**  
Unannounced

**Completed on:**  
18 November 2022

**Service provided by:**  
Pollok Enterprise Trust

**Service provider number:**  
SP2007009130

**Service no:**  
CS2007154351

## About the service

Southside Daycare provides early learning and childcare to a maximum of 92 children.

- 15 children 0 up to 2 years
- 21 children 2 up to 3 years
- 36 children 3 years to those not yet attending Primary School
- 20 children attending Primary School.

The service is provided by Pollok Enterprise Trust and operates from purpose adapted units within a business park in the Darnley area of Glasgow. It has its own safely enclosed outdoor play area where children can enjoy a range of activities in the fresh air. The service is in partnership with Glasgow City Council to provide early learning and childcare for children.

The service aims are to:

- Make learning fun
- Treat all children as individuals with individual needs
- Offer a broad and balanced curriculum addressing social, emotional, intellectual, physical and creative development
- Encourage children to be independent and responsible
- Respect the views and opinions of all children
- Develop each child's individual skills and knowledge, encouraging them to reach their full potential
- Work in partnership with children, parents/carers, outside agencies and the local authority.

A full copy of the aims and objectives can be obtained from the service.

## About the inspection

This was an unannounced inspection which started on 3 November 2022 and finished on 16 November. Feedback was given on 18 November 2022.

The inspection was carried out by two inspectors from the Care Inspectorate.

To prepare for the inspection we reviewed information about this service. This included previous inspection findings, and intelligence gathered since the last inspection.

In making our evaluations of the service we:

- spoke with four children and one of their parents/carers
- spoke with four staff and management
- observed practice
- reviewed documents.

## Key messages

Families felt welcomed within the nursery setting.

Children benefitted from warm, caring relationships with adults who were part of the established team.

Recent changes to the staff team meant there was insufficient staff employed to care for the children which impacted on their experiences within the nursery.

The nursery manager was committed to restoring a consistent staff team and taking forward improvements.

## 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?	1 - Unsatisfactory
How good is our staff team?	1 - Unsatisfactory

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

We made an evaluation of weak for this key question. While some strengths could be identified, these were compromised by significant weaknesses.

### 1.1 Nurturing care and support.

We saw that children had developed positive relationships with all adults who were employed in the nursery. Parents and carers told us that they were greeted warmly by staff who knew both them and their child, which meant they felt valued and included.

Each of the children had a personal plan to support their individual wellbeing needs. They all contained information about children's individual needs and interests, however, some were more detailed than others. Staff working with the youngest children had recorded ongoing discussions with parents about their child's changing needs and interest which meant that they were familiar with children's current needs.

The manager agreed to review plans with staff and to introduce a more consistent approach throughout the nursery, ensuring that each child's plan is meaningful and fully reflects their changing needs and interests. This would support staff in meeting all children's wellbeing needs. (See Area for Improvement 1).

### 1.3 Play and learning

Children aged two to three and those aged three to five were being cared for in the same large playroom due to staffing difficulties within the nursery.

Children enjoyed the company of others and older children spoke fondly of the younger ones and visits they had from the babies. This did impact on play and learning experiences for older children as there were very limited opportunities for them to lead their own learning or engage in play and learning that was sufficiently challenging for their stage of development. (See Area for Improvement 2).

When there were sufficient adults present, the atmosphere in the playroom was relaxed and happy. Children had developed warm, positive relationships with adults they knew well. However lack of established childcare staff was having an impact on children's wellbeing within the nursery.

The service had established a professional relationship with a childcare agency and before our last visit to the nursery, they had secured consistent temporary staff for a few weeks.

Children had begun to build relationships with these staff and the adults were working hard to strengthen these relationships and develop their knowledge and understanding of the children. However, these were new relationships and children naturally looked to a more familiar member of staff for comfort and reassurance when needed.

We saw that established staff members struggled at times to respond to the demands of all of the children who needed their support.

## Areas for improvement

1. To ensure that all children have an up-to-date personal plan that fully reflects their current needs and interests, the manager should ensure there is a consistent approach to completing personal plans throughout the nursery.

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

'My personal plan (sometimes referred to as my 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)

2. To ensure that all children experience high quality play and learning opportunities which promote challenge and investigation, the manager should review and improve the range and quality of experiences for children, particularly older children.

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

'As a child, I have fun as I develop my skills in understanding, thinking, investigation and problem solving, including through imaginative play and storytelling' (HCS 1.30)

## How good is our setting?

### 3 - Adequate

We made an evaluation of adequate for this key question while strengths had a positive impact, key areas need to improve.

## 2.2 Children experience high quality facilities

Children and family's privacy was protected as records were stored securely and electronic information was carefully managed.

The nursery environment was bright and welcoming. Arrangements for maintaining and cleaning the premises were in place. However, routine cleaning of the nursery environment had been reduced which meant the premises were not as clean as they should be. We asked the provider to reintroduce effective cleaning arrangements to ensure children are cared for in a hygienic environment. (See Area for Improvement 1).

There was a large entrance hallway where parents could hang children's belongings and be greeted by a member of staff. There was separate accommodation for children under two, those aged two to three and three to five. However, due to staffing limits, the manager had taken the decision to merge the 2-3 and 3-5 playrooms.

The playroom was mostly open plan with a book area which also provided a quiet space for children to rest or sleep and a separate area for messy play.

Children could move freely about the playroom supporting them to choose where to play.

Merging the playrooms did have an impact on children's experiences. Older children did not have access to accommodation resources that were designed for them. As a result there were insufficient opportunities to lead their own play and learning or access suitable resources.

(See Area for Improvement 2)

The baby room was bright and spacious. Staff had set out a range of toys and resources which captured children's interests. They made sure that favourite toys were available for individual children.

Staff were keen to develop the baby room further and were in the process of purchasing new resources that would provide babies with a more stimulating environment where they could develop their independence, explore and be curious.

There were cots for babies to sleep in with clean individual bedding. We did observe some children sleeping in buggies as staff wished to follow parents' preferences.

Staff were familiar with safe sleeping practice and we asked them to work with parents to promote good practice within the nursery.

There was direct access from the playrooms to an outdoor area. Established staff told us that older children often went outdoors and weatherproof suits were hung near the doors making them accessible for the children. We did not observe any outdoor play during our visits which was partly due to the weather but also because the temporary staff team were not aware of procedures for taking children outside.

The provider had arranged for some wooded play structures to be built in the garden. We saw that they were in a state of disrepair and hazardous to the children. The provider should arrange the equipment to be checked for safety.

## Areas for improvement

1. To ensure that children have access to a clean, hygienic and stimulating environment, the provider should ensure suitable cleaning arrangements are in place. The provider should also ensure that play resources for children are safe and well maintained.

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

'I experience an environment that is well looked after with clean, tidy and well maintained premises, furnishings and equipment.' (HSCS 5.22)

2.

To ensure that children have access to well-resourced play areas that support and extend their learning, the manager and providers should review the current use of accommodation with a view to providing older children with ongoing access to suitable resources.

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

'As a child, I can direct my own play and activities in a way that I choose, and freely access a wide range of experiences and resources suitable for my age and stage, which stimulate my natural curiosity, learning and creativity.' (HSCS2.27)

**How good is our leadership?****1 - Unsatisfactory**

We made an evaluation of unsatisfactory for this key question. We found significant weaknesses.

**3.1 Quality assurance and improvement are led well.**

A new manager had been appointed during the last year. She had been promoted from the staff team and had several years experience working in the nursery. As a result, she was familiar with the day-to-day operation of the nursery.

The manager was supported by other senior members of the team who shared their different strengths and skills. We found that roles and responsibilities amongst the senior team were not clearly defined, and this led to some confusion about work responsibilities.

We discussed this with the provider, and they agreed to introduce clearly defined job descriptions for all staff which set out their individual roles and responsibilities in the nursery.

The manager had established some monitoring procedures which gave her an overview of the nursery provision. She had audited some of the provision using the document, "A quality Framework for day-care of children, childminding and school-aged children" which supports care services to assess outcomes for children. The manager had then prioritised areas of the nursery for development.

However the provider and manager agreed that existing staffing difficulties had meant that plans to progress with these improvements had been delayed.

We were concerned by the lack of managerial oversight within the nursery, in particular the role of the provider and manager in ensuring that there were sufficient staff employed within the nursery to meet the needs of children. (See Requirement 1).

**Requirements**

1. By 23 January 2023, The provider must, having regard to the size and nature of the care service, the statement of aims and objectives and the number and needs of service users:

(a) ensure that at all times suitably qualified and competent persons are working in the care service in such numbers as are appropriate for the health, welfare and safety of service users.

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

This is also to ensure that management and leadership is consistent with the Health and Social Care Standards (HSCS) which state that: 'I use a service and organisation that are well led and managed.' (HSCS 4.23)

## How good is our staff team?

## 1 - Unsatisfactory

We made an evaluation of unsatisfactory for this key question. We found significant weakness which compromised children's wellbeing needs.

We issued a letter of serious concern as urgent improvements were required.

### 4.3 Staff deployment

Staff working in the service were dedicated to the children in their care and their families.

There had been some major changes to the staff team over the past months. The provider had taken the decision to reduce the number of staff employed in the nursery following a drop in the number of children attending.

A recent increase in demand for the nursery, meant that there were insufficient staff employed at the nursery to meet the needs of children attending.

Also, adults who held other roles in the nursery had been deployed to care for the children. We saw they had developed good relationships with the children, however they were not familiar with their individual wellbeing needs.

While this enhanced adult/child ratio, staff were unable to take enough breaks.

As a result of our findings, we issued a letter of serious concern the following day which required the provider to take immediate action to resolve these issues. The requirement remains in place and is recorded below. (See Requirement 1).

Our concerns were as follows;

1. There was a lack of leadership and managerial oversight. As a result, there were significant gaps in staffing arrangements throughout the day.
2. Adults who were not employed as childcare workers were caring for children. This was impacting on the quality of children's experiences and made it difficult for staff to meet children's individual needs.
3. With consideration given to the developmental stage and needs of the children present during our inspection, we found insufficient numbers of staff available to care for the children. This compromised children's health, safety and wellbeing.

We made a further visit to the nursery on 14 November and found that the manager and provider had taken some action regarding staffing within the nursery. However, there were still concerns regarding the staffing arrangements within the nursery.

When we returned to the nursery, the provider and manager had secured consistent staff from a childcare agency to provide consistent staff for a period of at least four weeks.

The provider was actively recruiting additional staff.



## Requirements

1.  
The following requirement was made at the time of the serious concerns letter on 10 November. The provider was asked to take immediate action. For the outstanding areas by 23 January 2023 the provider must have recruited additional childcare staff to ensure continuity of care for children.

1. You must take action to ensure there is always enough staff in place to keep children safe. Staff must be deployed to reflect the number and needs of children in their care.

2. Staff who hold other roles in the service, must not be included in staff ratios.

This is to comply with Regulations 4 (1) (a) and 15 (a) of the Social Care and Social work Improvement Scotland( Requirements for Care Services) 2011 (SSI 2011/210)

We expect you to contact us on receipt of this letter to confirm that this action has been taken. We will not conclude our inspection until this action has been taken and we will report on this through the inspection report.

## 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

Staff should be offered the opportunity to be aware of best practice guidance. We signposted the service to 'The HUB' section of the Care Inspectorate website.

This is to ensure care and support is consistent with the Health and Social Care Standards which states, 'I have confidence in the organisation providing my care and support. I experience high quality care and support based on relevant evidence, guidance and best practice.' (HSCS 4.11)

**This area for improvement was made on 20 July 2021.**

### Action taken since then

The new manager had shared relevant guidance documents with staff and discussed at staff meetings.

### Previous area for improvement 2

The provider should ensure that staff attend suitable child protection training.

This is to ensure care and support is consistent with the Health and Social Care Standards, My support, my life. 3.20 'I am protected from harm, neglect, abuse, bullying and exploitation by people who have a clear understanding of their responsibilities.'

This is a recommendation that was noted from the previous inspection report 9/9/19.

**This area for improvement was made on 20 July 2021.**

## Action taken since then

The manager had led child protection training for the staff team.

## Previous area for improvement 3

The manager agreed to purchase better quality resources including 2-5 years imaginative and curiosity equipment.

This is to ensure care and support is consistent with the Health and Social Care Standards which states, 'I experience a high quality environment if the organisation provides the premises.' (HSCS 5: I)  
'I am able to access a range of good quality equipment and furnishings to meet my needs, wishes and choices.' (HSCS 5.21).

This has been carried over from inspection report dated 9/9/2019.

**This area for improvement was made on 20 July 2021.**

## Action taken since then

There had been limited improvement in resources for children and this had been addressed under 2.2 Children experience high quality facilities.

## Previous area for improvement 4

The manager should develop and implement systems for monitoring and evaluating the service. They should have robust quality assurance systems to support the service to develop and improve, for example:

- Develop a curriculum monitoring calendar
- Establishing a learning wall.
- A way to collect and share views of all stakeholders' views.
- Mind mapping of children's interest.
- Monitoring observations on children's experiences, equipment, environment.
- Utilising an observation tool to measure children's emotional wellbeing.

This is to ensure care and support is consistent with the Health and Social Care Standards, My support, My life. 4.19 'I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes.'

This recommendation is carried over from last inspection report 9/9/19.

**This area for improvement was made on 20 July 2021.**

## Action taken since then

The new manager had implemented some systems for monitoring and evaluating the service and was developing them further.

### Previous area for improvement 5

The manager should ensure that infection prevention and control measures are effective. They should ensure that:

1. There is suitable ventilation in all areas.
2. Adults should adhere to Scottish Government guidance in relation to the disposal of face coverings.

This is to ensure that care and support is consistent with Health and Social Care Standards which state that: "My environment is relaxed, welcoming, peaceful and free from avoidable and intrusive noise and smells." Health and Social Care Standards 5.18 and

"My environment has plenty of natural light and fresh air, and the lighting, ventilation and heating can be adjusted to meet my needs and wishes." Health and Social Care Standards 5.19

**This area for improvement was made on 20 July 2021.**

#### Action taken since then

Staff were no longer required to wear face masks. This AFI has been 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	3 - Adequate
1.3 Play and learning	2 - Weak
How good is our setting?	3 - Adequate
2.2 Children experience high quality facilities	3 - Adequate
How good is our leadership?	1 - Unsatisfactory
3.1 Quality assurance and improvement are led well	1 - Unsatisfactory
How good is our staff team?	1 - Unsatisfactory
4.3 Staff deployment	1 - Unsatisfactory

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