

# Community Support Network - Kintyre Network Centre Day Care of Children

Old Quay Head  
Hazelburn Business Park  
Campbeltown  
PA28 6DB

Telephone: 01586 559 020

**Type of inspection:**  
Unannounced

**Completed on:**  
28 February 2024

**Service provided by:**  
Argyll and Bute Council

**Service provider number:**  
SP2003003373

**Service no:**  
CS2019373073

## About the service

Community Support Network- Kintyre Network Centre is a day-care of children service based in the Kintyre Network Centre, Campbeltown. The service is located within walking distance of local amenities, schools, shops, and bus routes. The service operates during school term time and school holidays. The service provider is Argyll and Bute Council.

The service is registered to provide an early learning and childcare service to a maximum of eight school aged children. The service will operate between 3pm to 6.30pm Monday to Friday & to 8pm on a Thursday during school term time and 10.30am to 1pm and 2pm to 5.30pm on a Saturday and during school holidays.

## About the inspection

This was an unannounced inspection which took place on Tuesday 20 February and Thursday 22 February 2024. The inspection was carried out by two early learning and childcare inspectors from the Care Inspectorate. To prepare for the inspection we reviewed information about this service. This included previous inspection findings, registration information, information submitted by the service and intelligence gathered since the service registered.

In making our evaluations of the service we:

- spoke with and observed children using the service
- contacted families through Microsoft questionnaire forms to gather their views
- spoke with staff and management
- observed practice and daily life
- reviewed documents.

## Key messages

- Children had good relationships with staff who were caring.
- Staff knew children well and could tell us about children's individual needs.
- Children were given the time and space to choose activities of their choice and staff were supporting children's interests in play and learning.
- Management should continue to monitor observations documented to ensure consistency of documentation for children.
- The service would benefit from expanding resources further with a focus on more natural, open-ended resources that will support children's curiosity, creativity, and imagination.
- The garden area continues to require attention and is still not suitable for children and staff to use.
- Staff do not feel actively involved in the service in relation to quality assurance systems and do not feel motivated or challenged by management.
- The provider along with the manager requires to look at the staffing model currently in place, this includes the manager's working pattern and staffing levels.

## 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?	3 - Adequate
How good is our setting?	3 - Adequate
How good is our leadership?	3 - Adequate
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?

## 3 - Adequate

### Quality Indicator - 1.1 - Nurturing care & support.

We evaluated this key question as adequate, where strengths only just outweighed weaknesses.

Children had good relationships with staff who were caring and delivering nurturing approaches to support children. Staff knew children well and could tell us about children's individual needs, strategies, likes and dislikes.

Personal plans had been developed to support children's overall wellbeing. Information detailing children's individual characters, likes and dislikes were linked to 'Getting it right for every child' (GIRFEC) wellbeing indicators supporting staff in delivering a holistic approach to children's health, wellbeing, and safety. Reviews had been carried out, but key information was not recorded including how staff would support children in managing their emotions, identifying triggers and de-escalation techniques to support staff when caring for the children. The service should ensure that personal plans are developed along with parents. This was a requirement at the last inspection. We can evidence most parts have been met however, there will now be an area for improvement to ensure all information is recorded to support staff in delivering care that meets children's health, wellbeing, and safety needs. (See area for improvement 1)

Children brought their own snacks from home and the service supplied additional snacks if children required them. We sampled evidence of children cooking and shopping when in the service and staff had plans for children requiring an evening meal to plan their menu. One child spoke about their visit to the coop where they bought a 'pud in a mug' and how this was tasty, they also chose their evening meal of 'bangers and mash' and were supported at the self-service check out when paying for their shopping. This was developing life skills, responsibility, and choice. We have asked management to have better organisation for children requiring a hot meal at the service to ensure staff have time to prepare if meals are required to be purchased.

No medication was held in the service during inspection, the service had developed a medication policy that was in place to support safe administration of medication. We found that medication templates need reviewed in line with best practice guidance this was identified at the last inspection. A termly audit is required to be carried out of any medication held or administered in the service. We have asked management to contact the local authority early years team to ensure the service is practicing and administering medication in line with best practice guidance 'Management of medication in daycare of children and childminding services. (See area for improvement 2)

Accidents and incidents were being recorded appropriately and shared with parents. We have asked management to audit these monthly to identify any common or reoccurring concerns this will support in safeguarding children and staff.

Staff had undertaken online training in respect of child protection, this was a requirement at the last inspection and has been met. There will now be an area for improvement that all staff should undertake in person child protection training. (See area for improvement 3)

### Quality Indicator - 1.3 - Play & Learning.

We evaluated this key question as adequate, where strengths only just outweighed weaknesses.

Children were given the time and space to choose activities of their choice leading on their own play and learning. Opportunities to support children's development in language and literacy were observed through staff reading stories and discussing the meaning of words and feelings. Staff were using appropriate descriptive language to explain questions children were asking which was supporting the children to understand and reflect.

Children were using the musical instruments to support them in reciting nursery rhymes. This could have been further developed with staff joining in as children were using repetitive language and we could see the enjoyment and positive connections this was having. Parents told us:

'My child gets a lot from the service, and it helps build her/his social skills. She/he enjoys and seems to look forward to the time she/he spends in the centre.'

'It gives my child time to do something different.'

'It gives us respite & a safe place for our child to learn life skills and play.'

There was evidence of children developing their play and learning out of the centre through visits to the Mull of Kintyre lighthouse, visiting Saddle Beach and singing the Mull of Kintyre song, also a trip to Blair Drummond safari park and a day trip to Isle of Arran. This was supporting children to have access and links with their own and wider community which in turn supported them to develop life skills, friendships, and opportunities to engage with others.

Staff were carrying out and documenting observations of children's progress and achievements. Individual profile booklets for children were capturing experiences and learning supported with photos. Staff were responding and planning for most children's interests through providing resources, discussions and opportunities that are appropriate to each individuals' ability. Management should continue to monitor observations documented to ensure consistency of documentation for children. This was an area for improvement at the last inspection and has been met.

To develop play and learning further the service would benefit from carrying out an audit of resources, developing resources further and ensuring children have daily access to the garden. This has been reflected under Quality Indicator 2.2 children experience high quality facilities.

### Areas for improvement

1. To support children's health, welfare and safety needs the manager and staff should ensure individualised personal plans are sufficiently detailed to include but not be limited to strategies on how staff support children managing their emotions, identifying triggers and de-escalation techniques and identified next steps in learning and support strategies. Risk assessments for individual children should reflect children's current level of risk to staff and other children and that plans are reviewed and updated at least every six months or before if required along with children and parents' views.

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

2. To keep children safe and healthy, management should update the recording templates and ensure medication is audited, in line with the best practice guidance 'Management of medication in daycare of children and childminding services.'

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which state that: 'Any treatment or intervention that I experience is safe and effective' (HSCS 1.24).

3. To ensure that all children are safeguarded the staff team should undertake in person child protection training to support their knowledge, understanding and how to keep children safe from harm. To do this, the provider and manager should arrange in person child protection training for all staff including bank staff.

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which states that: 'I am protected from harm, neglect, abuse, bullying and exploitation by people who have a clear understanding of their responsibilities.' (HSCS 3.20).

## How good is our setting?

## 3 - Adequate

### Quality Indicator - 2.2 Children experience high quality facilities.

We evaluated this key question as adequate, where strengths only just outweighed weaknesses

The service was welcoming, and secure, furniture was child sized and there were some soft furnishings for relaxation and comfort for children to relax. The indoor environment was spacious with children having free flow access to two playrooms and a sensory area. Children had space to play in small groups and by themselves.

Throughout the service, evidence of children's experiences inside and outside the setting were displayed. This was giving children the opportunity to reflect and recall their activities while celebrating their achievements.

Risk assessments had been developed to support a safe environment. Management should ensure these are updated and reviewed annually or if any changes have occurred within the environment. This includes large resources in the main corridor which could be a potential hazard if children are running.

Resources and areas indoors have improved following the last inspection, there was evidence of more purposeful resources for children to access for example musical instruments, some sensory materials, books, arts, and crafts. Staff were knowledgeable about children's interests and supported children's choice through providing resources of interest for example the light box, soft animals, small world figures and books. The service would benefit from expanding resources further with a focus on more natural, open-ended resources that will support children's curiosity, creativity, and imagination. Also ensure the sensory room is available throughout the session for children to access when they wish.

The outdoor area was still in the process of being developed. The service had purchased some new resources, and some resources were still in the process of being built. Staff and management identified there has been drainage issues in the garden and they are awaiting contractors coming to assess. When accessing outdoors children were supported by staff, we would ask that management review and update policies and risk assessments when children are accessing outdoors to ensure children are always kept safe. This was an area for improvement at the last two inspections and will be repeated as the garden is still not suitable for children and staff to use. (See area for improvement 1)

On the day of inspection, the service was very warm, and not well ventilated. On speaking with staff, they advised that some days it can be very warm and other days cold due to the storage heaters. We would ask the provider to investigate this to ensure the temperature within the service is appropriate and supports a comfortable environment for children and staff.

To further support robust infection prevention and control measures, children should be supported to wash hands after returning from outdoors, on arrival to the service also before and after snack. This will help to stop the spread of infection and ensure children and staff are kept safe and healthy.

### Areas for improvement

1. To support a safe and nurturing environment for children and young people the provider and management should review the standard of furniture and resources throughout the setting. This should include the outdoor play space and environment. Management should review and update policies and risk assessments when children are accessing outdoors to ensure children are always kept safe.

This is to ensure that the environment is consistent with the Health and Social Care Standards which states that: 'I experience an environment that is well looked after with clean, tidy and well-maintained premises, furnishings and equipment' (HSCS 5.24).

### How good is our leadership?

**3 - Adequate**

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

We evaluated this key question as adequate, where strengths only just outweighed weaknesses.

We found the manager and staff team engaged well during the inspection process, taking on advice and support. We recognise that both management and staff are committed to providing a quality service for children and families accessing the service. However, this has been challenging due to staffing and financial resources.

Following the last inspection the manager had developed an improvement plan highlighting areas that required to be improved. We can see the impact from some of the identified areas for example, updating children's personal plans, updating the resources within the garden, developing a system for tracking and monitoring children's progress. This was an area for improvement at the last inspection and has been met. We would ask the management and staff to continue with the quality assurance processes with a focus on reflecting on the impact and outcomes of monitoring and evaluating the service. (See area for improvement 1)

The manager and staff we spoke to told us that staff meetings had been planned for the year ahead. Due to the operational hours of the service and staff working patterns, opportunities to meet and reflect as a team were challenging. We discussed with the manager and staff the importance of the team getting together to look at improvements and areas of achievements as well as how the service supports children and families. The manager would be encouraged to act promptly following staff meetings especially when staff have identified any changes, this would support the service to improve and for staff to have their voice heard and acknowledged.

Through discussions with staff and reviewing staff feedback they told us that they do not feel actively involved in the service in relation to quality assurance systems. Staff advised, management are not visible and do not feel motivated or challenged by management. We also identified some tension between staff and management which we would ask the provider to investigate and support staff in resolving the underlying issues. We would ask the manager and provider to arrange individual and a whole staff team meeting following the inspection to discuss what support staff require and how the service will progress moving forward to support best outcomes for children, families, and the staff team.

We sampled evidence of staff supervision, we found this requires to be more robust and regular with key areas of change and support identified to enable staff to progress in their role. Core training for example, first aid and child protection, food handling is required to be undertaken for all staff. This was an area for improvement at the last inspection and has not been met this will be repeated along with requiring staff to undertake core training. (See area for Improvement 2)

Communication diaries were implemented following the last inspection, from sampling evidence and speaking with management and staff these were initially supporting communication between staff and management. However, staff and management have reported this format is not currently being used successfully. The team should now consider a new format of communication to support stronger links between staff and management. This was an area for improvement at the last inspection and has not been met and will be repeated. (See area for improvement 3)

Children and families' views were sought through questionnaires and professional discussions when meetings were held with external agencies. We discussed with the manager, more interactive ways of gathering parents' feedback and input into the service. We also discussed ways to encourage opportunities for parents to visit the service, giving them the opportunity to be more actively involved and informed on the facilities and experiences their children are accessing.

## Areas for improvement

1. To improve better outcomes for children. Management along with staff should develop and implement robust quality assurance systems including self-evaluation, with a focus on a whole team approach to improving the service, reflecting on the impact and outcomes of monitoring and evaluating the service.

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

2. To support staff development, build capacity within the team and support continuous improvement a programme of supervision and development should be implemented that includes:



- more opportunities for staff to self-evaluate and critically reflect on their work with formal observations of practice linked to their supervision sessions and time set aside to support their training
- audits of staff training needs with individual training plans in place linked to their core learning, strengths and personal development areas as well as training linked to children's specific support needs
- an induction programme that includes the Scottish Government National Induction Resource
- all staff should undertake core training in first aid, child protection and food handling.

This is to ensure staffing is consistent with the Health and Social Care Standards (HSCS) which state 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) and 'I experience high quality care and support based on relevant evidence, guidance and best practice' (HSCS 4.11).

3. To improve better outcomes for children and young people the service should implement a robust communication system to enable all staff and management to share information clearly on a daily basis.

This is to ensure 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) and 'I experience high quality care and support because people have the necessary information and resources' (HSCS 4.27).

## How good is our staff team?

**2 - Weak**

### Quality Indicator - 4.3 Staff deployment.

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

The team were welcoming, open and honest throughout the inspection. Children were confident and relaxed around the staff and it was evident that staff had built up positive relationships with the children. We observed staff who were caring, nurturing and supported children well.

Staff we spoke with were honest in relation to the challenges the service faced in relation to the current staffing model and the recruitment of staff. We found the approach to staffing within the service was not outcome focused. Continuity of care across the session was variable, arrangements for planned absences were poorly managed impacting on the quality of outcomes and experiences for children and staff morale.

During the inspection, a letter of concern was issued due to the situation of staff deployment on the first day of inspection. We found insufficient staffing levels to meet the needs and safety of the children and staff present. The letter of concern also highlighted issues in relation to information held for children identifying key information was not recorded to support staff to manage children's health welfare and safety needs appropriately. Although staff knew children well and could tell us about children's individual needs key information was not recorded including how staff would support children in managing their emotions, identifying triggers and de-escalation techniques. Risk assessments for individual children did not fully reflect children's current level of risk to staff and other children.

Staff deployment concerns were shared with the provider and manager following our first day of inspection where we requested immediate assurances that for the remainder of the week and continuing forward the service has appropriate numbers of staff in place to support safe delivery of the service. Management along with staff actioned this within the required timescale.

Following the letter of concern, we conducted a follow up unannounced inspection the following day to ensure requirements outlined within the letter were met. We found that staffing levels had improved, and management had begun to implement and update children's information to support all staff including bank staff with the correct information to support children within the service. Therefore, this requirement has been met. Moving forward the provider along with the manager require to look at the staffing model currently in place. This includes the manager's working pattern, staffing levels and review the current attendance of children accessing the service until they can safely operate the service to meet the health, welfare and safety needs of the children and staff working within the service. (See requirement 1)

## Requirements

1. By 1 July 2024, the provider and manager must ensure that the service continues to operate safely to meet the health, welfare and safety needs of children and staff. To do this, the provider must, at a minimum,

- review the current staffing model in place this includes the manager's working pattern
- ensure there is a sufficient number of skilled and trained staff on each shift to support and meet the individual needs of children at all times.

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 (a) welfare of users, and

This is to ensure that care and support is consistent with the Health and Social Care Standards (HSCS) which states that: 'My needs are met by the right number of people' (HSCS 3.15) and 'I have confidence in people because they are trained, competent and skilled, are able to reflect on their practice and follow professional and organisational codes' (HSCS 3.14).

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

## Requirements

### Requirement 1

By 26 June 2023, the provider must ensure that all children's personal plans are reflective of their care and support. To do this, the provider must, at a minimum, ensure:

- a) up-to-date children's care and medical needs are included as part of the personal plan.

- b) personal plans are reviewed at least every 6 months.
- c) children's likes, interests, and wishes form part of the personal plan.
- d) clear strategies to support children are detailed and updated when required.
- e) plans are developed and in place within 28 days of a child starting.

This is to comply with Regulation 4 (1)(a) (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 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 needs as agreed in my personal plan, are fully met and my wishes and choices are respected' (HSCS 1.23).

**This requirement was made on 21 February 2023.**

#### Action taken on previous requirement

We sampled personal plans held for children present and found plans had been developed for all children and were being reviewed regularly. Information detailing children's individual characters, likes and dislikes were linked to 'Getting it right for every child' (GIRFEC) wellbeing indicators supporting staff in delivering a holistic approach to children's health, wellbeing, and safety. Reviews had been carried out, but key information was not recorded including how staff would support children in managing their emotions, identifying triggers and de-escalation techniques to support staff when caring for the children.

This requirement has been met We can evidence most parts have been met however, there will now be an area for improvement to ensure all information is recorded to support staff in delivering care that meets children's health, wellbeing, and safety needs.

**Met - outwith timescales**

## Requirement 2

By 26 June 2023, the provider must ensure that all children are safeguarded through having a robust child protection procedure. To do this, the provider must, at a minimum, ensure:

- a) all staff have completed child protection training.
- b) staff have access to up-to-date guidance
- c) the child protection policy and procedure are updated and are in line with current guidance and legislation.
- d) staff know how to record and report child protection concerns

This is to comply with Regulation 4 (1)(a) (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 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 21 February 2023.**

## Action taken on previous requirement

The staff team have undertaken child protection training on line and are confident in reporting concerns. Policies and procedures have been updated.

This requirement has been met but an area for improvement has been set under Quality Indicator - 1.1 - Nurturing care & support requesting all staff including bank staff undertake in person child protection training.

## Met - outwith timescales

## 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

To support the quality of children's play and learning experiences, the service should ensure there is a system in place to plan, record and capture children's experiences.

This is to ensure care and support is consistent with the Health and Social Care Standards (HSCS) which states that: 'I can choose to have an active life and participate in a range of recreational, social, creative, physical and learning activities every day, both indoors and outdoors' (HSCS 1.25).

**This area for improvement was made on 21 February 2022.**

### Action taken since then

Staff were carrying out and documenting observations of children's progress and achievements. Individual profile booklets for children were capturing experiences and learning supported with photos. Staff were responding and planning for most children's interests through providing resources, discussions and opportunities that are appropriate to each individuals' ability.

Management should continue to monitor observations documented to ensure consistency of documentation for children. This area for improvement has been met.

### Previous area for improvement 2

To support a safe and nurturing environment for children and young people the provider and management should review the standard of furniture and resources throughout the setting. This should include the outdoor play space and environment.

This is to ensure that the environment is consistent with the Health and Social Care Standards which states that: 'I experience an environment that is well looked after with clean, tidy and well-maintained premises, furnishings and equipment' (HSCS 5.24).

**This area for improvement was made on 21 February 2022.**

**Action taken since then**

The outdoor area is still in the process of being developed. The service had purchased some new resources, and some resources were still in the process of being built. Staff and management identified there has been drainage issues in the garden and they are awaiting contractors coming to assess. When accessing outdoors children were supported by staff, we would ask that management review and update policies and risk assessments when children are accessing outdoors to ensure children are always kept safe.

This area for improvement has not been met and will be repeated as the garden is still not suitable for children and staff to use.

**Previous area for improvement 3**

To improve better outcomes for children and young people the service should implement robust and systematic procedures to monitor and evaluate all aspects of their service delivery. An improvement plan should be developed and underpinned with priorities that reflect the health and social care standards, key evaluation documents, resources and good practice guidance.

This is to ensure management and leadership is consistent with the Health and Social Care Standards (HSCS) which states that: 'I experience high quality care and support based on relevant evidence, guidance and best practice' (HSCS 4.11) and 'I benefit from a culture of continuous improvement, with the organisation having robust and transparent quality assurance processes' (HSCS 4.19).

**This area for improvement was made on 21 February 2022.**

**Action taken since then**

Following the last inspection the manager had developed an improvement plan highlighting areas that required to be improved. We can see the impact from some of the identified areas for example, updating children's personal plans, updating the resources within the garden, developing a system for tracking and monitoring children's progress.

This area for improvement has been met. We would ask the management and staff to continue with the quality assurance processes with a focus on reflecting on the impact and outcomes of monitoring and evaluating the service.

**Previous area for improvement 4**

To support staff development, build capacity within the team and support continuous improvement a programme of supervision and development should be implemented that includes:

- More opportunities for staff to self-evaluate and critically reflect on their work with formal observations of practice linked to their supervision sessions and time set aside to support their training.
- Audits of staff training needs with individual training plans in place linked to their core learning, strengths and personal development areas as well as training linked to children's specific support needs.
- An induction programme that includes the Scottish Government National Induction Resource.

This is to ensure staffing is consistent with the 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) and '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 21 February 2022.**

## Action taken since then

We sampled evidence of staff supervision, we found this requires to be more robust and regular with key areas of change and support identified to enable staff to progress in their role. Core training for example, first aid and child protection and food handling is required to be undertaken for all staff.

This area for improvement has not been met, this will be repeated along with requiring staff to undertake core training.

## Previous area for improvement 5

To improve better outcomes for children and young people the service should implement a robust communication system to enable all staff and management to share information clearly on a daily basis.

This is to ensure management and leadership is consistent with the Health and Social Care Standards (HSCS) which states that: 'I use a service and organisation that are well led and managed.' (HSCS 4.23) and 'I experience high quality care and support because people have the necessary information and resources.' (HSCS 4.27).

**This area for improvement was made on 21 February 2022.**

## Action taken since then

Communication diaries were implemented following the last inspection, from sampling evidence and speaking with management and staff these were initially supporting communication between staff and management. However, staff and management have reported this format is not currently being used successfully. The team should now consider a new format of communication to support stronger links between staff and management.

This area for improvement has not been met and will be repeated.

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

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