

Treats

Day Care of Children

The Ormlie Centre
Henderson Street
Thurso
KW14 7SW

Telephone: 01847 893000

Type of inspection: Unannounced
Inspection completed on: 14 February 2017

Service provided by:
NOSCA

Service provider number:
SP2010010858

Care service number:
CS2011300452

About the service

The Care Inspectorate regulates care services in Scotland. Information about all care services is available on our website at www.careinspectorate.com.

This service was registered with the Care Inspectorate on 16 September 2011.

The Care Inspectorate is committed to improving the health and wellbeing of all children receiving a care service. We want to ensure they have the best start in life, are ready to succeed and live longer, healthier lives.

We check services are meeting the principles of Getting it right for every child (also known as GIRFEC). Set up by Scottish Government, GIRFEC is a national approach to working in a consistent way with all children and young people. It is underpinned by the principles of prevention and early intervention. The approach helps services focus on what makes a positive difference for children and young people – and what they can do to improve. Getting it right for every child is being woven into all policy, practice, strategy and legislation that affect children, young people and their families.

There are eight wellbeing indicators at the heart of Getting it right for every child. They are: safe; healthy; achieving; nurtured; active; respected; responsible; and included. They are often referred to as the SHANARRI indicators. We use these indicators at inspection, to assess how services are making a positive difference for children.

Treats is registered to provide a care service to a maximum of 40 children, from the age of two years to those of primary school age, of whom no more than 20 are not yet attending primary school.

Treats is located at The Ormlie Centre in Thurso. They have the use of one large playroom with reception area and kitchen area, children's toilets, and also make use of a further room within the centre when it is busier. There is an enclosed outdoor play area to the side of the property. The service also makes use of a large public sports field to the rear of the property.

What people told us

The children present were all observed to be happy and relaxed in the care of the staff. The school age children attending talked to us about the various activities they liked to take part in.

During the inspection we spoke with parents and carers. They commented on the approachability and friendliness of staff. Parents and carers stated that staff had been very supportive when their young children had first started attending. They were of the opinion that when they came to collect their children there was always lots going on.

Two Care Standards Questionnaires were completed and returned by parents and carers following the inspection. They both agreed with the statement; 'Overall, I am happy with the quality of care my child receives in this service.'

Self assessment

The Care Inspectorate received a self assessment document from the provider. We were satisfied with the way the provider completed this and with the relevant information included for each heading that we grade services under.

The provider identified what it thought the service did well, some areas for development and any changes it had planned. The provider told us how the people who used the care service had taken part in the self assessment process.

From this inspection we graded this service as:

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

Quality of care and support

Findings from the inspection

During this inspection we looked at aspects of Quality Statement 3 - We ensure that service users' health and wellbeing needs are met, and Quality Statement 4 - We use a range of communication methods to ensure we meet the needs of service users. In particular we focussed on the service's actions to meet the requirement and areas for improvement identified during the previous inspection.

We found that the service's performance was weak. We concluded this after:

- speaking with staff
- discussion with the manager
- talking with parents and carers
- talking with the children
- observing staff interaction with the children
- inspection of relevant paperwork, including personal plans
- evaluation of completed Care Standards Questionnaires.

Following the previous inspection, a requirement had been made in relation to personal plans. This had only been partially actioned. The service had started to complete personal plans for the pre-school age children attending the service. These plans required to be further developed. There were no personal plans in place for those children attending the breakfast club and afterschool service. The service should collate the information they held on each child into more detailed, individual personal plans to ensure that there was an appropriate written record of the individual needs of each child in their care and how best to meet them. The service should also ensure that there are full, written health care plans and protocols in place for those children with specific health needs and allergies. Personal plans should also include the names and contact details for any other professionals involved with individual children. There should be evidence that all personal plans are reviewed with parents and carers and updated as and when necessary. This requirement has not been met and is therefore repeated. **(See Requirement 1)**

The day care service for pre-school age children was limited both in size and the opportunities for the children to take part in a range of challenging and fun activities to enrich their learning and development. The sessions observed were disorganised and staff did not appear to have clear roles and responsibilities. Although the service had introduced a new system for planning and evaluation, it had not been fully implemented. The manager and staff should review and develop their current system as a matter of priority.

During this inspection we found that the interests and ideas from the children did not influence planning. The sessions we observed were very adult led with the children being given no opportunity to be involved in decision making. The service could make greater use of mind maps and floor books to record the children's ideas and suggestions. A recommendation is to be made in relation to the involvement of the children in planning and evaluation. **(See Recommendation 1)**

We observed snack time as part of the inspection. The children returning from school all enjoyed their snack and it was very much a social experience where there was a great deal of chat and laughter. There was lots of positive interaction between the staff and the children. Staff prepared snack and there was no opportunity for the children to get involved in this activity. The service should review this practice and encourage the children to take part in snack preparation. This was identified as an action point in the service's improvement plan.

Requirements

Number of requirements: 1

1. The provider must ensure that there is a written personal plan for each child using the service in line with current legislation. This plan must be reviewed at least once in every six months or more often if there are significant changes to a service user's health, welfare or safety needs.

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 5.

Timescale for meeting the requirement: 8 May 2017.

Recommendations

Number of recommendations: 1

1. Effective monitoring should be put in place to ensure that children are able to exercise choice, and where possible, influence the programme. There should be clear systems in place to encourage the children to be involved in planning and evaluation. Greater use should be made of mind maps and floor books.

National Care Standards, Early Education and Childcare up to the age of 16: Standard 5 - Quality of experience, Standard 6 - Support and development and Standard 7 - A caring environment.

Grade: 2 - weak

Quality of environment

Findings from the inspection

During this inspection we looked at Quality Statement 2 - We make sure that the environment is safe and service users are protected, and Quality Statement 5 - The accommodation and resources are suitable for the needs of the service users. In particular we focussed on the opportunities for outdoor play and learning and risk in play. We also looked at what progress the service had made in relation to meeting the areas for improvement identified following the previous inspection.

We found that the service's performance in this area was adequate. We concluded this after:

- inspection of the premises and outdoor play area
- examination of relevant policies and procedures
- examination of relevant written records
- talking with the children
- speaking with parents and carers
- reviewing the comments in the completed Care Standards Questionnaires
- discussion with the manager
- speaking with staff.

During the day care sessions for the pre-school age children, there was only very limited resources available for the children. On the day of the inspection there was no water/sand/messy play, painting or arts and crafts activities set out and no role play/home corner. The staff should review as a matter of priority the day care provision, the layout of the room and ensure that resources are easily accessible for the children.

We looked at the current risk assessments which were in place in relation to the premises, activities and resources and the associated written records. They were limited in their content and had not been reviewed for some time. The service should review and further develop the risk assessments in place to identify all potential hazards and detail how these could be reduced. We spoke with the manager about involving the children more in the completion of risk assessments and to use this as an opportunity for the children to learn about risk and to encourage them to start to take responsibility for their own safety and that of others.

Although the playroom opened directly onto the outdoor play area, on the day of the inspection the staff did not make use of this space. We discussed with the manager the benefits of making greater use of the outdoors to expand and enrich the children's play and learning experiences. The service should look at how they could increase the opportunities for free flow between the indoor and outdoor areas. During the inspection, we discussed the benefits of introducing more natural resources in the outdoor play area as well as introducing more into the playroom. We also suggested it would be helpful to staff to visit other services to see their outdoor learning facilities. We explained to the manager and staff where they could access best practice such as 'My World Outdoors' and 'Loose Parts' to get ideas as to how they could improve the area. We also discussed approaching both individuals and groups in the local community who may be in a position to offer either advice, practical assistance or resources to assist with this project.

Requirements

Number of requirements: 0

Recommendations

Number of recommendations: 0

Grade: 3 - adequate

Quality of staffing

Findings from the inspection

During this inspection we looked at Quality Statement 3 - We have a professional, trained and motivated workforce which operates to National Care Standards, legislation and best practice, and Quality Statement 4 - We ensure that everyone working in the service has an ethos of respect towards service users and each other.

We found that the service's performance was weak. We concluded this after:

- speaking with staff
- discussions with the manager
- observation of staff practice and interaction with the children
- talking with parents and carers
- evaluating responses and comments in the completed Care Standards Questionnaires
- examination of policies and procedures.

There were good levels of staffing present and we were able to observe them being caring and nurturing towards the children. They offered the children praise and encouragement. It was evident from observing interaction that the children enjoyed being in the care of the staff.

The parents who completed the Care Standards Questionnaires prior to the inspection indicated that they felt that staff treated their children fairly and with respect and provided a service where everyone was made to feel welcome. The parents spoken with on the day of the inspection were equally positive in their comments and stated that staff were approachable and welcoming. Parents appreciated staff taking time at the beginning and end of sessions to have an informal chat about their children.

During the inspection visit, we found that the staff routinely did not have clear roles and responsibilities, particularly during the day care provision for the younger children. As a result, there was little structure or clearly planned activities available for the children. The manager should review how roles and responsibilities are delegated to staff so that they are clear at any given time during the day what they should be doing and the sessions run more smoothly.

We discussed with the manager the need to review the system of staff appraisals and individual support and supervision meetings for staff. The purpose of these meetings should be to provide an opportunity for the staff with their manager to review and reflect on their practice, identify agreed goals and training needs, and identify any action to be taken and by whom. We discussed the importance of regular support and supervision meetings and how they fed into the individuals staff appraisal, the skills and training audit, the training plan and ultimately the service's improvement plan. A requirement has been made in relation to support and supervision meetings and the system of staff appraisals. **(See Requirement 1)**

There was no clear training plan in place. The staff spoken with had only attended a very limited range of training. The manager should complete a skills and training audit of all staff currently employed within the service to identify any training needs. This should be completed as a matter of priority and a training plan should then be created to ensure staff were being provided with the appropriate training to meet their identified training and development needs. A requirement has been made in relation to this. **(See Requirement 2)**

During the inspection we directed the manager and staff to various useful websites including Education Scotland, Scottish Social Services Council and the Care Inspectorate Hub which provide information in relation to professional learning. We discussed the various options available in terms of training as well as visiting other similar child care services.

The manager should ensure that there are regular full staff meetings. These meetings should be at a time to allow all staff and management to attend. Staff should be encouraged and supported to attend full team

meetings to ensure they were all actively involved in the ongoing self evaluation and development of the service. Full team meetings would also allow for the sharing of best practice, information and ideas. Written minutes should be produced for each team meeting.

The staff spoken with had only limited knowledge of various best practice guidance and were not aware of the Care Inspectorate Hub and other relevant websites where they can access a wide range of information, legal advice and guidance. Staff need to be more aware of best practice and should take greater responsibility for the development of their own practice. We discussed with the manager using staff meetings as an opportunity to sign post staff to current guidance and to discuss how it impacts on their service. We also suggested individual members of staff taking responsibility for researching best practice guidance and sharing what they had learnt with the rest of the team.

Requirements

Number of requirements: 2

1. The manager should ensure that all staff receive regular support and supervision meetings and attend annual staff appraisal meetings to discuss their practice, identify agreed goals and training needs, and identify any action to be taken and by whom. Staff should receive clear written records of these meetings.

This is in order to comply with: Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulation 2011/210 - Regulation 15(b) Staffing.

National Care Standards, Early Education and Childcare up to the age of 16: Standard 12 - Confidence in staff and Standard 14 - Well-managed service.

Timescale: 8 May 2017.

2. The manager must identify training needs and ensure staff undertake training relevant to their role to ensure that they have the necessary skills and knowledge to undertake their role and to meet the care, welfare and development needs of the children attending. Staff should use what they have learnt to improve practice and outcomes for children.

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

Timescale: 8 May 2017.

Recommendations

Number of recommendations: 0

Grade: 2 - weak

Quality of management and leadership

Findings from the inspection

During the inspection we looked at Quality Statement 2 - We involve our workforce in determining the direction and future objectives of the service, and Quality Statement 4 - We use quality assurance systems and processes which involve service users, carers, staff and stakeholders to assess the quality of service we provide.

We found that the service's performance was weak. We concluded this after:

- discussion with staff
- speaking with the manager
- looking at relevant policies and procedures.

There were some options available to allow for staff consultation and feedback. These included staff meetings, individual annual appraisals as well as daily ongoing informal discussion and feedback.

The staff would benefit from time being made available for them to access best practice and to keep up to date with any new developments in service provision. Regular support and supervision meetings with the manager as highlighted previously in this report would also provide another opportunity for staff to be involved in determining the direction and future objectives of the service.

The manager had no previous experience as a manager and would benefit from attending appropriate management training. The manager requires the opportunity to develop her skills in relation to being the manager of a child care service to ensure that she provides staff with appropriate leadership, guidance, support and supervision. During the inspection we directed the manager to the SSSC website and the section 'Step into Leadership' which provides resources and information for managers to develop their leadership skills. A requirement has therefore been made in relation to the manager undertaking appropriate management training to allow her to fulfil her role and responsibilities. **(See Requirement 1)**

As stated previously, we discussed with the manager the distribution of leadership and encouraging each member of staff to take responsibility and lead on a particular aspect of the service, for example outdoor learning, development of the outdoor area and the provision for afterschool children.

The manager should have a clear overview of the issues relating to the service and should implement a quality assurance system to improve outcomes for children by monitoring and improving all areas of practice. The manager should ensure that regular monitoring visits are completed to assess and review the service provided. Following these visits staff should be provided with clear feedback in relation to the findings. There should be regular full team meetings where the manager and staff can review improvements to the service and their practice, identify next steps and action points. Staff should receive regular support and supervision sessions where they are supported to reflect on their practice and the impact on improving the quality of children's experiences. Staff training needs should be identified and an action plan implemented to meet these identified training and development needs of staff. A requirement has therefore been made in relation to quality assurance. **(See Requirement 2)**

Requirements

Number of requirements: 2

1. The manager requires the opportunity to develop her skills in relation to being the manager of a child care service to ensure that she provides staff with appropriate leadership, guidance, support and supervision.

This is in order to comply with: The Social Care and Social Work Improvement Scotland (Requirements for Care

Services) Regulation 2011/210 – Regulation 3 Principles, Regulation 4 Welfare of Service Users, Regulation 9 (2)(b) Fitness of Employees and Regulation 15 (a) and (b) Staffing.

National Care Standards, Early Education and Childcare up to the age of 16: Standard 14 – Well-managed Service.

Timescale: 8 May 2017

2. The manager should develop and implement an effective system of quality assurance to monitor and improve all areas of practice and improve outcomes for children.

In order to achieve this the provider must:

- a) develop and implement a rigorous quality assurance programme
- b) implement regular effective support and supervision for all staff
- c) involve staff in the systematic evaluation of their work and the work of the service
- d) put clear plans in place for maintaining and improving the service
- e) ensure the manager effectively monitors the work of each member of staff and the service as a whole.

This is in order to comply with: The Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulation 2011/210 – Regulation 3 Principles and Regulation 15 (a) and (b) Staffing.

National Care Standards, Early Education and Childcare up to the age of 16: Standard 13 – Improving the Service and Standard 14 – Well-managed Service.

Timescale: 8 May 2017.

Recommendations

Number of recommendations: 0

Grade: 2 – weak

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

Previous requirements

Requirement 1

The service should review and develop existing personal plans for children to ensure that staff have up to date information about children and how to support them. These plans should be developed and routinely reviewed in consultation with children and families. The service will also put in place clear written protocols for those children with identified health needs.

This is in order to comply with: Social Care and Social Work Improvement Scotland (Requirements for Care Services) Regulations 2011, SSI 2011/210 - Regulation 5 (1)(2) - Personal Plans.

This requirement was made on 1 March 2016.

Action taken on previous requirement

This requirement had not been fully actioned and remains outstanding.

Not met

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

Previous recommendations

There are no outstanding recommendations.

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	
1 Mar 2016	Unannounced	Care and support	3 - Adequate
		Environment	4 - Good
		Staffing	3 - Adequate
		Management and leadership	4 - Good

Date	Type	Gradings	
13 Mar 2014	Unannounced	Care and support	5 - Very good
		Environment	5 - Very good
		Staffing	5 - Very good
		Management and leadership	5 - Very good
11 Jun 2012	Unannounced	Care and support	4 - Good
		Environment	4 - Good
		Staffing	4 - Good
		Management and leadership	5 - Very good

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